

Sharing Together

Annual Report
2021



*For we are
God's servants,
working together*

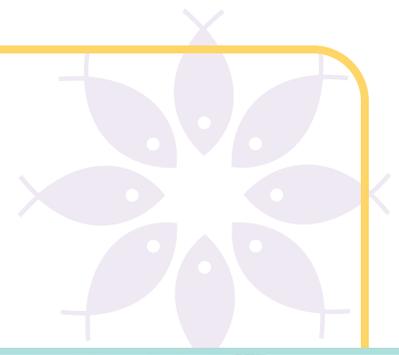
— 1Corinthians 3:9

**138th Annual General Meeting
Knox Presbyterian Church, Calgary
17 March 2022**



Do not fear, for I am with you, do not be afraid, for I am your God; I will strengthen you, I will help you, I will uphold you with my victorious right hand.

— Isaiah 41:10



The year 2021 was challenging. COVID-19 restrictions continued and, even as vaccines became available, communities were faced with third and fourth waves of the pandemic. Unmarked graves discovered on former Residential School sites and stories of people excluded from or hurt by the church because of their sexuality, culture or skin colour reminded us that while God is perfect, the church sometimes falls short of what it is called to be.

In times like these, it can be difficult to know the best ways to share the good news of Christ's grace and reconciling love. And yet, even in these uncertain times—*especially* in uncertain and difficult times—God is at work. We've been rediscovering the importance of being together, even while physically apart. Through virtual



meals, online worship, porch visits and outdoor activities, we've shared in the love and healing presence of God. Programs have been adapted to ensure care is still being provided to the vulnerable. And God is with us.

As we look forward to 2022, we do not know exactly what we will face or where we will most be needed, but we know that God goes with us, and so we will continue to minister together, with glad and generous hearts.



137th ANNUAL GENERAL MEETING

Proposed Agenda

1. Opening Prayer
2. Appointment of Secretary
3. Adoption of Agenda
4. Adoption of Minutes from 136th Annual Meeting
5. Approval of Minister's Missive and 2020 Vision
6. Approval of Celebrating our Ministry Reports (includes: 2021 Top 11, Alberta Bible College Report, Community Engagement Specialist, Consultant's Report, Knox Poem, Nominating Committee, Presbytery Representative, Session and Leadership Teams for 2021, Session Report and Statistics of the Congregation)
7. Approval of Evaluating our Ministry Reports (includes: Christian Education and Worship, Community Kitchen, Envelope Secretary, Finance Team, Knox Job Descriptions, Leading with Care, Mission & Justice, Session Benevolent Fund and Support Committee)
8. Approval of Financial Statements for 2021.
 - a. Consolidated Balance Sheet
 - b. Consolidated Income Statement
 - c. Memorial Fund
 - d. Session Benevolent Fund
 - e. 2021 Expense Summary, Where did the money come from in 2021?, volunteer report and Minister's Cost
9. Approval of Budget for 2022
 - a. Presbyterians Sharing
 - b. Proposed Budget for 2022
 - c. Budget Allocations, Service of Worship Cost, 2022 Budget Summary and How will we fund our ministries in 2022?
10. Other business
11. Adjournment and Prayer

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Knox Top 10



Minister's Missive

You shall love your neighbour as yourself. Leviticus 19.18

*Each of us must please our neighbour for the good purpose of building up the neighbour.
Romans 15.2*

*If there is among you anyone in need, a member of your community in any of your towns
within the land that the LORD your God is giving you, do not be hard-hearted or tight-
fisted toward your needy neighbour. You should rather open your hand, willingly lending
enough to meet the need, whatever it may be. Deuteronomy 15.7, 8*

We thought 2021 was going to be the year we emerged from a global pandemic. We began making plans to restart, to refocus and to ramp up our attempts to nurture and grow our existing and new ministries. In many ways, it was an exciting year! You will read in Ty's report the many ways our relational (spiritual) hub was active and produced seedlings. We have identified different areas where we have seen the presence of god in our neighbourhood, where we have felt the invitation to be present with our neighbours.

We experienced moments of being together in between variants as we experimented with our hybrid live and streamed worship. We assembled a wonderful online concert for PIE (public, intentional and explicit) day in March that was our largest event in 2021. Through the dozen or so students who did their practicums with us through 2021, we worked on implementing our engagement plan and developing our communication plan. We were able to finish our outdoor activation with the installation of two raised herb gardens, a bulletin board, a food pantry, lending libraries, benches and a bridge, all of which were used on a regular basis by passers-by, neighbours, students and new friends. And we still managed to get approval to co-sponsor our fourth and fifth family to come to Canada to reunite with their families.

It was a year of assessment and reflection with an eye on the future. You will find the report from the presbytery visitation in late 2020 contained in our reports. As a result of a small group participating in the Certificate in Missional Leadership program through St. Andrew's Hall, we hired some consultants who help us focus on Community as we grow into the vision of our relational (spiritual) community hub. As a result, we have begun to think and do our stewardship differently and to think more broadly about what community liturgy, what word work, we can offer more generally to the community we have become.

We have discovered through our efforts, and those of the students who have been here with us, the joy and fun of being together as we meet new neighbours and friends. And we continue to experience the loss of friends who were faithful and supportive participants of Knox's journey. I end here with a reminder that what we do, what we are trying to live into, is the response to the presence of god among us. While there are times over the past couple of years we have had to seclude ourselves, we know that god calls us to be engaged, responsive, and present with each other, those neighbours who we call friends, and those neighbours looking for friends.

Here's to another attempt to live beyond the pandemic!

2020 Vision

2020 VISION

to provide a Christian community for spiritual
nourishment and caring fellowship

Core Values



Missional Goals

1. to widen our circles of friendship regardless of age, race, gender identity or sexual orientation
2. to invite people to participate in Knox's ministry and encourage generosity of time, energy and money
3. to create an environment where people can learn, experience and express compassion and work for justice
4. to create significant worship and provide meaningful opportunities for spiritual growth

The Session in 2021

The work of the Session had been full of challenges and celebrations as we navigated the unpredictable changes within our church and community the past year.

The Knox Team consisting of John Chik, Moira Brownlee, Tiffany Talan, Mary Wescott, and Rev. Mark Tremblay completed the first year of the Certificate in Missional Leadership.

In the spring, Knox hired consultants, Dave Harder and Mieke Vandersall, to help us envision the next phase of our life together as a congregation. The Session and congregation along with several community participants engaged in a series of creative exercises to help us think creatively and concretely about potential directions forward to live into our goals and to do so sustainably.

Our work as a relational community hub continues with the help of several students, Ty Ragan (who filled the role of Community Engagement specialist, from May to December), volunteers from the church, and community friends.

Congratulations to Tiffany Talan, our community engagement specialist, on the birth of a new son Zane Willem Talen on June 2, 2021. Tiffany is currently on maternity leave and is expected to return in September 2022.

Over the summer months while Rev. Mark Tremblay was on leave, we were pleased to have guest speakers with us for Worship: Ty Ragan, Winnifred Hume, Jim Picken, and Session Worship leaders Moira Brownlee and John Chik.

Several of the elders participated in the learning Stewardship workshop held in October facilitated by Mieke Vandersall and Erin Weber-Johnson, both experts in consulting nonprofits and churches in fundraising and stewardship.

In 2021 we mourned the passing of Elder Emeritus Margaret Squire. Margaret retired from Session in 1986; she always believed in giving to others and was an active member of Knox for 60 years; she served on various committees. Our sympathy and prayer are extended to her family and friends.

Looking forward to 2022, with God's help, we look to grow in our missional leadership, community connections, and gathering together in celebration with one another.

Respectfully submitted by Mary Wescott, Clerk

Session Members for 2021

Minister: The Rev Mark Tremblay
Clerk of Session: Mary Wescott

Andrea Mitchell	Robert Smith
Moira Brownlee	Iris Seunghee Jung
John Chik	Fidelio Heeyong Choi
Robert Angwantu	Lesa Freeman

Elders Emeritus

John Gyorgy	Eileen Ferrier
Don Lamond	Marg Squire*
Albert Graham	Marj Tourigny
Doreen Hall	Pat Kearns
Glenda Stolarchuk	

*deceased

Committee and Team Members for 2021

Convenor(c)

Business Committee

Mary Wescott, Clerk

Christian Education and Worship Team

Mary Wescott (c), John Chik, Glenda Stolarchuk, Pat Kearns,
Iris Jung, Fidelio Choi, Shirley Launder, Sarah Childs (Children's
Ministry), Jim Picken & Paul Grindlay (Associate Directors,
Music Ministry)

Finance Team

Andrea Mitchell (c), Margaret Huising, Tom McCabe, Robert Smith
Sub-Committee - Human Resources: Sarah Childs

Leading With Care

Robert Angwantu (c), Mary Wescott, Tom McCabe

Mission and Justice Committee

Moira Brownlee (c), Tom Brownlee, Margaret Huising, Celia Lee,
Barbara Lim, Malcolm Lim, Murdo Marple, Jim Picken, Robert
Smith, Liz Tremblay, Glenda Stolarchuk

Session Benevolent Fund

Doreen Hall (c), Alice Hodges, Margaret Huising

Annual General Meeting Minutes

The 137th Annual Meeting of Knox Presbyterian Church took place on Sunday, March 14, 2021, beginning at 11:30 am. The Moderator, the Rev. Mark Tremblay, opened the meeting with prayer. A Moment of Remembrance was observed. The meeting was duly constituted.

There were approximately 30 members and adherents present.

SECRETARY Moved that Winona Haliburton be appointed Secretary for the meeting. (G. Stolarчук/S. Child) Carried.

AGENDA Moved that the Agenda be adopted for the meeting. (M. Mellow/J. Picken) Carried.

MINUTES Moved the adoption of minutes from the 136th Annual Meeting March 15, 2020 (p 8-9). (W. Haliburton/A. Mitchell) Carried.

MINISTER'S MISSIVE That the Minister's Missive (p 1) and the Strategy Update (p 7) and the
STRATEGY UPDATE 2020 Vision (p 3), be approved. (G. Stolarчук/J. Picken) Carried.

2020 VISION

SUSTAINABILITY UPDATE

Tiffany Talen provided a slide presentation.

New Website: <https://www.knoxcalgary.ca/>

Community Initiatives: <https://www.knoxcalgary.ca/programs-initiatives>

Thanks to Tiffany for her enthusiasm and leadership.

CELEBRATING OUR MINISTRY Moved that the Community Engagement and Sustainability Update (pp 19-25), Session Report (p 2), Session & Committee Members (p 4, 5), Statistics of the Congregation (p 10), Presbytery Representative (p 13), Presbytery Visitation (pp 14-18), Summer Student (p 26), Top 11 List (p 9) be approved. (T. McCabe/M. Huising) Carried.

Moved that Nominating Committee as amended by approved. (p 11 -12). (T. McCabe/A. Mitchell) Carried.

EVALUATING OUR MINISTRY Moved that Mission and Justice Committee (p 33), Christian Education & Worship Team (p 27 – 32), Knox Community Kitchen (p 35), Session Benevolent Fund (p 38), Support Committee (36), Finance Team (p 39), Envelope Secretary Report (p 37), and Leading with Care (p 34) be approved. (J. Chik/M. Brownlee) Carried.

FUNDING OUR MINISTRY Thanks to David Hongisto for his years of service and contribution.

Moved that the Reviewer's Report (57), 2020 Statement for the Benevolent Fund (p 50), Where did the money come from in 2020 (p 41), The Memorial Fund Report (p 60), the distribution of how money was

spent in 2020 (p 41), the cost of Minister's time (p 47), the Consolidated Balance Sheet (p 48 - 49), the Consolidated Income Statement (p 51 – 43) and the Volunteer Report (59) be approved. (A. Mitchell/M. Mellow) Carried.

PRESBYTERIANS SHARING

Moved by consent:

- a) That only monies collected for Presbyterians Sharing be remitted to the PCC,
- b) that any shortfall not be supplemented by the Memorial Fund, and that any monies collected above the accepted allocation be remitted to the PCC
- c) that the Presbyterians Sharing budget (p 59) for 2021 be approved. (T. McCabe/M. Wescott) Carried.

BUDGET FOR 2020

Moved by consent:

- a) General Fund Budget (p 55 – 57),
- b) Knox Building and Reserve Fund Budget (p 58)
- c) the allocation of the budget (pp 42 – 46), Where will the Money come from in 2021 (p 54), the cost of worship (p 47), and the distribution of how money will be spent (p 54) be approved. (A. Mitchell/M. Mellow) Carried.

OTHER

Thanks to:

-  Congregation as a whole for enduring the ups and downs of the past year
-  Jim and Paul for ensuring weekly music
-  Tiffany for all her work
-  Our community partners
-  Committees for their continued activity
-  Andrea, Mark and members of session
-  Special recognition for Rose-Anne Brown

ADJOURNMENT

On a motion by T. McCabe, the meeting was adjourned at 12:45 pm.

The Moderator pronounced the Benediction.



Statistics of the Congregation		
Baptisms	0	
Marriages	0	
Deaths/Funerals/Memorial Services	4	
Margaret Squire		
Helen Black		
Donalda Bosovich		
Jack Ford		
Members on the Roll 31 December 2020		70
Added by:		
Profession of Faith	0	
Resolution of Session	0	
Revision of Roll	0	
Removed by:		
Death	4	
Certificate of Transfer	0	
Revision of Roll	5	
Total Members on the Roll - 31 December 2021		61
Adherents under pastoral care 31 December 2021		
Adults	78	
Children/Youth	27	105
Number of Children and Youth 31 December 2021		
Average Weekly Attendance of Pupils in Church School: Church School and the Nursery closed since March 2020 due to COVID restrictions		
Number of Households 21 December 2020		78
Number of Households 21 December 2021		75
Number of Active Elders 21 December 2021		9

Draft Nominating Committee Report

Nominating	Clerk of Session or appointee and convenors or appointees of the following teams and committees: Christian Education and Worship, Finance, Leading with Care, Mission and Justice, Session Benevolent Fund, and Support
Christian Education and Worship Team	Mary Wescott (c), John Chik, Glenda Stolarchuk, Shirley Launder, Sarah Childs (Children Ministry), Iris Jung, Fidelio Choi, Jim Picken & Paul Grindlay (Associate Directors, Music Ministry)
Finance Team	Andrea Mitchell (c), Margaret Husing, Tom McCabe, Robert Smith Sub-Committee - Human Resources: Sarah Childs
Leading with Care	Robert Angwantu (c), Mary Wescott, Tom McCabe
Mission and Justice	Moira Brownlee (c), Jim Picken, Margaret Husing, Celia Lee, Malcolm Lim, Tom Brownlee, Glenda Stolarchuk, Robert Smith, Paul Grindlay, Sarah Childs
Session Benevolent Fund	Doreen Hall (c), Alice Hodges, Margaret Husing
Support Committee	Alice Hodges (c), Pam Dickie, Doreen Hall, Glenda Stolarchuk, Lesa Freeman
Envelope Secretary	Margaret Husing, Doreen Hall
Social Media	Website co-administrators: Winnifred Hume, Lauren Trelford Communications Supervisor: Lauren Trelford
Church Trustees	Robert Smith (c), David Hongisto, Robert Angwantu
Reviewers	John Chik, Tom McCabe, Mary Wescott

Appointed by the Session

Clerk of Session	Mary Wescott
Representative Elder	Mary Wescott
Presbytery of Calgary-Macleod	

Presbytery Representative Annual Report

The Presbytery of Calgary-Macleod is the regional governance of The Presbyterian Church in Canada, covering Calgary to Banff area and southern Alberta. The constituent role of each presbytery is made up of the ministers and representative elders from each congregation within its designated area. The presbytery supports and oversees their congregations and ministers by providing a forum for people to meet, exchange ideas and encouragements, as well as fostering the development of new local churches.

The Presbytery of Calgary-Macleod continues to gather via Zoom with Mr. Bill Cocks as Moderator and Rev. Mark Tremblay as Clerk. There are three working committees within the Presbytery: *Administration, Mission and Strategy, and Clergy and Congregational Care.*

The Administration Committee is responsible for the management of the business of the presbytery and to provide oversight and support for Treasurer and Clerk.

The Mission and Strategy Committee mandate is to call presbytery to regularly reflect on and discern its mission, strategic plan, and ministry partnerships. A virtual retreat was held in June. This was a time to gather and to reflect on the work of the presbytery, what presbytery has been, and what presbytery might do so we may continue to equip our vibrant Christian faith communities to serve God.

The Clergy and Congregational Care Committee Mandate is to engage with congregations and clergy to ensure well-being, encourage faithfulness, and inspire intentional stewardship of the future.

Presbytery appoints the General Presbyter (GP). The GP is accountable to the presbytery through the Clerk and the Convenor of the Clergy and Congregational Care Committee. The role of the GP is to assist the presbytery in its work to assure the care and good order of the congregations, and to foster a cohesive and mutually supportive Presbytery organization. Working with ministers, sessions, and congregations the main areas of responsibility are supporting and resourcing; fostering relationships of mutual trust and respect; facilitating and developing effective communication; information flow within the presbytery; and responding to emergent situations. The idea and role description were initiated by two elders of Knox – Pat Kearns and Rose-Anne Brown. Their commitment and visionary leadership resulted in the adoption of this position. Rev. Dr. Peter Coutts was appointed as the first GP, March 2013, which he held for four years. The current GP is Rev. Dr. Jean Morris who was appointed in November 2019.

This year we were saddened to learn of the passing of the Rev. Dianne Ollerenshaw on July 1, 2021. Dianne served Jesus Christ as a Minister of Word and Sacrament within The Presbyterian Church in Canada for 37 years and was a member of the Presbytery of Calgary-Macleod for 34 years. Our sympathy is extended to her husband Bruce Ollerenshaw, sons Keith and Christopher, families and friends.

Submitted by Mary Wescott, Representative Elder

Spiritual Relational Hub (Community Ministries) Story 2021

We take time to be grateful and thankful for the wonderful community facilitated and grown by Tiffany Talen, our Community Engagement Specialist on maternity leave, and the work that will continue while she is away and be renewed when she returns.

"I am grateful for Knox for the opportunity for practicum to discover who I am"
-A student

"I feel welcome here, and know there are good people that will help me"
- a neighbour.

"I wanted to tell you how wonderful the food pantry is...I feel like this way we can connect with those who may just need a boost or can't get into the food bank etc."
-a neighbour

"I loved the free herbs"
-a neighbour

The year of 2021 has continued to be a rolling opportunity for cultivating new friendships, partnerships, and ways of being in the world. Throughout the year—whether in the garden, on the street, in the cafe or music hall or online—we celebrated and shared life together. Laughter. Tears. Grieved losses. Said *see you in the next phase of journey* for friends who departed on new adventures, who moved out of province. Their loss was felt, but their time with us was celebrated as family does when good things happen even when it brings change into our midst. We watched and were a part of the outdoor activation project (thank you to the Calgary Foundation, Neighbour Grant) that picked up the tag line with each summer event, *how our garden grows?*

With our liturgical garden as the canvas, planted, cared for, and cultivated by Julie Jacques (whose passion, time and hours are immeasurable for the joy brought to our communities). The rose is hope for humanity. Other liturgical elements within our garden were Jacob's Ladder, bellflowers, day lilies ("behold lilies of the field"), archangel, bleeding heart, and monkshood. You may have noticed the blue planter in the front, which had white and blue plants for St. Andrew's cross. Here is an image of the unique rose called hope for humanity, that Julie has for the garden.



We worked with local artists and businesses to grow a bridge of welcome over troubling roots; a community pantry and free libraries (all ages and for kids—thank you to local artist, Jamie MacFarlan for her work on these) sprouted up; and benches for connection and conversation took root.

Through our welcome, we grew the rainbow and garden with Youth Central and Immigrant Services Calgary. We shared our story of community in the Presbyterian Connection's Summer 2021 edition, our story was looking like a light at the end of the pandemic (**235 volunteer hours** put into making our Rainbow Garden grow from May-July).

Communion in Neighbourhood



By Ty Ragan, Community Engagement Specialist, Knox Presbyterian Church in Calgary, Alta.

There's a bustle of activity at the Outdoor Cafe that's been set up on the lawn at Knox Presbyterian Church in Calgary, Alta., as the vegetarian and Halal chicken hot dogs take their shifts sizzling on the grill. I wonder, could this have been what it was like in the Upper Room—family, friends and neighbours sharing food and conversation with Jesus?

The road to making a functional and welcoming outdoor space at our church began through partnerships within our community. Our neighbours and students from local post-secondary schools, Mount Royal University, University of Calgary and Bow Valley College, joined together to lend their support and help create a space for all to share at the table and build connection, which is something that has become even more important since the pandemic began.

A Neighbour Grant from the Cal-



PHOTO CREDITS: MAIA JARDINE AND NYALA PONCE

gary Foundation provided the capital, and partnerships were formed with donors and Youth Central. This allowed us to create space for community volunteers to share their gifts of gardening, art and carpentry, and for new Canadian youth (Youth Central & Immigrant Services Canada) and church youth to connect and build together. Each piece of Knox's outdoor community space is cultivated with connection, collaboration and neighbours. It is the community working to support one another.

In this outdoor space, you will find a take-as-you-need herb garden, with beautiful plants (bellflowers, day lilies, archangel, bleeding hearts and monkshood) that the volunteer gardener describes as a "liturgical garden" of Jacob's Ladder. A blue

planter in the front will soon hold white and blue plants for the St. Andrew's cross and a unique rose bush signifying hope for humanity. There's also an area for hopscotch, sidewalk chalk, a rock garden, a beautiful mural, picnic tables where neighbours can spend time talking while sharing a game of checkers or Tic-Tac-Toe, plus benches to rest or meet up at (a high premium in urban areas). You can borrow a book from our all-ages Little Free Library or take some food from one of the free pantries that have grown in our community.

Knox Calgary has always been about radically inclusive welcome, living out that which was seen in the life of Jesus. Our outdoor space, our relational hub, are pieces of the ministry a community within com-



munities has been called into. To grow a little hope, a little love, so that "welcome," that space of radical inclusion, can become a space many know they can enter and belong to—much like the table Jesus set in that Upper Room so long ago that we replicate, well beyond Sunday mornings, as our own act of hope and love.

This is the journey I am blessed to be called into at Knox Presbyterian Church, and what a fun time it has been.

Our libraries have been blessings on our neighbours with sharing of books, magazines, and toys. These items are always replenished with joy. Our Food Pantry has seen the same. It was hard to keep stocked, but gratefully received when it is. We even had a neighbour do an online auction of art to be able to donate money to provide a flow of food to our community. Some have shared their cultivated practice of a certain day of week or month when they come to share their blessings with others.

We had a successful season of Chalk a Block of Hope where messages and drawings of hope filled the sidewalks around our building from May into early October.

We were able to gather in our cafe Tuesdays and Thursdays with support from Chartwell and Rutland Park Community Association. Throughout the summer, Tuesday through Friday also creating a constant space of welcome for neighbours to come and share a cuppa joe. We saw our gentle yoga relaunch with set numbers and for sessions; thank you to our yogi, Francine.

Also, through support from the Canada Summer Jobs grants, two intrepid summer students in community development and communications joined us. Maia took lead on mindfulness workshops, and the community tapestry that our Fall students from Bow Valley College completed. Karla aided clarity in how our communications branding could take shape, it was

work she began with her partner Kate in the winter term from Mount Royal College's Public Relations Faculty as practicum hours.

During the summer, through listening and reaching out, Knox became connected with the 2SLGBTQ+ inter-agency, and the need for a courageous safe space for children under 13 to connect, as well as mutual space for the adults in their lives to connect to cultivate belonging and discovery. The plans were laid with hopes abounding for 2022.

Thoughts from Maia (Canada Summer Student-CDW):

Aha Moments:

- think about the most isolated/barriered people in the community and how to support them and/or get them involved
- everyone needs community and connection, our society is too disconnected and siloed which is not sustainable, we need to work hard to break free of these systems and ensure our neighbours are supported

Key Takeaways:

- community and connection are the foundations of social work and social justice
- learned how to get more comfortable talking to strangers and striking up conversations, this will help me build relationships with different types of people throughout my career
- learned different social media strategies to engage current and new audiences; these skills will help me promote my ideas and organization's values/services, etc. more effectively
- allow lots of time to let community know about events and opportunities available as interest may take a while to build and spread, allow time and opportunities for questions to be addressed and ensure that different modes of communication are used (social media, newsletter, email list, word of mouth, posters in the church or out in the community). This knowledge will help me create more engaging events and spread the word about programs and services more effectively
- Knox (and other organizations) aren't just about providing services, it's about relationships, because forming relationships helps to get to know a person or group more deeply and get authentic ideas about what is really needed in the community.
- community development work is multifaceted and involves so many different things (event planning and execution, research, supporting individual community members & families, collaborating with other organizations, and providing resources, being open to opportunities presenting themselves organically), this has opened my eyes to what community development can encompass and has made me more curious to see how this field looks like with other organizations (e.g. The Arusha Centre, other future practicum placements)
- We need to check in on and take care of our seniors as they are often overlooked and ignored and sometimes don't have the same access to support as younger folks (whether it's due to a lack of mobility, internet literacy, isolation).

Bow Valley College (BVC) as a partner with their School of Community Studies provided students in Winter term (Stephanie and Marissa, Addictions Studies Diploma-Aboriginal Focus) where an intriguing project was the *Benefits of Crafting*: (<https://drive.google.com/file/d/1HsgkcV0gVLEzib3wxuB79ANe9mtLrM7/view?usp=sharing>), Spring term (Nyala- Social Work Diploma) and Fall term (Aaron, Mark, and Mizze, Addiction Studies Diploma-Aboriginal Focus).

Stephanie and Marissa took time to engage with startups of what was possible. This included things such as the seniors book exchange, and the Good Food Box Program. Nyala took lead on aiding the continuation of the Rainbow Garden. Our Fall term students, as Covid once again spread, pivoted to continue important work with our inter-agency collaborators through EFIS (Food Insecurity inter-agency group) and the Community Development Learning Initiative. Mark and Aaron worked on creating community space through a Jam on Monday Afternoons; they completed the Community Tapestry; as well as Tool kits around Food Insecurity (https://docs.google.com/presentation/d/1aF1bK4gIcCxJOhcW_PMvxZdmUXqODkPN/edit?usp=sharing&oid=109466862026265266979&rtpof=true&sd=true) and Mental Wellness (<https://drive.google.com/file/d/1GsWG03HwtiSYI4TLwIPTe-E9iT2Nqrzn/view?usp=sharing>). Mark also prepared a tool kit of resources that can be used with the Relational-Spiritual Hub to go with this animation. Aaron was also able to be a part of a worship service on November 21 and shared his gift of music (<https://youtu.be/UT-AoDygoEk>).

Mizze worked diligently on reconciliation (through inter-agency work for the first National Day of Reconciliation on September 30) that saw her (and us) being a part of illuminating the Reconciliation Bridge & Calgary Tower Orange. She shared a Reconciliation 101 presentation



(https://drive.google.com/file/d/12OJ3TIJz9JQC-ka_humANfFmB9odf-8c/view?usp=sharing) with different agencies in the city, and with the presbytery. She was also invited to present to Session; she took the opportunity to share on the Medicine Wheel (https://docs.google.com/presentation/d/1e_tbBRhGoIntxYaD7KNMVwqtAmWPpqCy/edit?usp=sharing&oid=109466862026265266979&rtpof=true&sd=true). It is part of a Reconciliation capsule that has been left with us as well as the other tool kits that also includes a short video on Speaking Pikaani (that volunteers at Advent decorating were blessed to practice with) and a Land Acknowledgement.

The Fall cohort of BVC Students also had the light shone on them by the Presbyterian Connection newspaper and the ability to share their story on why they chose to do their practicum at a church.

From BVC Students:

A snapshot—since January, five practicum students have given 700 hours from 2 schools and three faculties to our Spiritual Hub. The Canada Summer Students were 2 students who were employed for 560 hours; they were from 2 schools.

Here is a link to Stephanie's (BVC, Addiction Studies Winter term) creative capstone project:
https://drive.google.com/file/d/1naQi0bd3hzQJ54i1-CmTNXf1WQzEJAzB/view?usp=drive_web

From Marissa (BVC, Addiction Studies, Winter term):

"My time at Knox was a time of growth and knowledge. Between the two projects I worked on - the wellness project and the research project, I feel like I accomplished and learnt a lot. I feel that changing my lens from an addictions worker to more of a community development position was very challenging but also provided new tools I can use in the future. Some of those tools are creating community connections and working on having community engagement skills, looking at wellness from different perspectives and learning about things that benefit community well-being which aren't always a topic of interest for myself like economics."

From Nyala (BVC Social Work Spring term):

"While applying for practicum positions I bypassed the Knox page and went on to select agencies more geared towards providing direct service to clients in need of mental health support, families needing parenting support resources and agencies that were well known in the social service field.

When my professor recommended Knox Presbyterian Church, I was hesitant as I thought I would not gain the social work skills I needed or have a chance to practice the skills I had gained. I applied anyway, confident I would get my first choice at a huge social service agency. That did not happen and I got an offer from Knox. I reluctantly accepted, telling myself this decision will lead to a learning opportunity. I kept a positive outlook and searched for meaning in the experience. I learnt a great deal being in the Knox environment. I saw the importance of having connection and feeling like you belong to a network or community that is welcoming and accepting of all. I got to know Knox's members who have been part of the "Knox Family" for generations. I understood the need to provide a space where members can utilize their strengths to build resources and help each other thrive.

Working with Knox's has given me the opportunity to collaborate with volunteers and network with a variety of social service agencies particularly Youth Central on the little libraries and pantry, rainbow benches project and Immigrants Service Calgary on the Community Herb Garden and a clean up of the outdoor space. Working with newcomers is a passion of mine and being able to connect with immigrant youth has been a rewarding experience.

Facilitating Knox's Café has allowed me to provide social and emotional support and build rapport with senior community members. Being able to practice my assessment and interview skills has been vital in my learning process as a student. I have applied a person centered, strength based perspective when working with community members to help them engage and build connections with others. I have learned that building connections and creating belonging is important for individuals to thrive in their communities."

From Aaron (Addiction Studies, Aboriginal Focus Fall term):

A highlight of my time at Knox that happened in the first month was attending the ABCD (Asset Based Community Development) un-conference which was a good way to set the stage and gather ideas and knowledge about the kind of work we would be doing at Knox and allowed the opportunity to connect with people around the world that have the same goals. Being able to integrate my passion for music also inspired me to want to succeed in our weekly jam sessions that Mark and I set up and had decent attendance through the term. When I accepted the task of attending EFIS meetings and developing a toolkit to address food insecurity, I had no knowledge on the topic that I knew of but the more I did research and attended the meetings it snowballed into addressing poverty as the root concern and it ended up being a much more fulfilling project than expected. The pandemic and having to switch cafes to online put up a barrier that was difficult to overcome but learning how to present and facilitate on zoom was necessary experience that will be necessary in the field in the future.

Some things that I learned from my practicum at Knox that will benefit me in my future work are to embrace areas that I am passionate about while also being open to exploring new areas that may be of interest to me. This placement allowed me to become more familiar with the kind of work I may be doing in the future in the areas of community building and advocating for food access and doing my part in alleviating poverty. Becoming more familiar with running zoom meetings is also something that I will be prepared for in my future work.

I feel as though for having three students involved there was a reasonable amount of work to do between us and if it was not for the covid restrictions changing part way through, we could have had more success with our programs. At times it did not seem busy but in those times we were able to get paperwork in order and take time to work on our separate projects. There were programs like Bernie's Buddies for example that never ended up happening but not much could be done about that, that would not have put individuals at unnecessary risk of catching covid. After our first few days at Knox I was actually surprised at the degree to which Knox is making an effort to connect to the local community. Steps were being taken well before we arrived to address short term and long-term food insecurity, the cafes were happening to allow for a place for community members to socialize and connect, and the amount of inter-agency connections was also a nice surprise. Seeing Mizze's reconciliation projects develop also was a great step for the church to take action and do its part to aid in Indigenous reconciliation. In the service that I attended it was clear that Knox understands the importance of reaching out and serving the community and was actively doing so in a meaningful way.

From Mizze (Addiction Studies, Aboriginal Focus Fall term):

1. My time at Knox has given me many accomplishments and challenges. I am incredibly proud of the work I have completed in my reconciliation capsule; it is something I can

carry for the rest of my life and career as an Indigenous professional. The obvious challenges of being a student while in a global pandemic have taught me how to think quickly and create a plan A, B, C, and D to ensure that community connections can happen. But most importantly the largest challenge I have faced personally is overcoming insecurities and fears of being an Indigenous person in a place of worship speaking on reconciliation and residential schools, but this would lead to my biggest accomplishment in finding my voice and seeing the worth in my Indigenous ways of knowing. It has been an eye opening and heart healing experience.

2. My time at Knox I now can take away my ability to speak to groups of people, living with an anxiety disorder I would have never dreamed that I could enjoy supporting and speaking to people outside of my social circles. This has opened a world of possibilities to me, and that I am capable of much more.
3. My only suggestion would be to please continue to work with Indigenous communities, I am an example that this could be a rewarding mission and that our conversation and connection needs to continue.
4. Please stay in touch, I am more than happy to be a connecting point for Indigenous communities, Knox, and other teams who wish to support reconciliation.

From Mark (Addiction Studies, Aboriginal Focus Fall term):

Putting together and participating in the weekly jam sessions at Knox was certainly our biggest accomplishment this semester in practicum. Although slightly disappointing having to pivot to do everything online it turned out to be a good learning experience. Because of this I am now much more comfortable in organizing, promoting, and hosting online style community engagement programs. It also showed me how we can combine online and live experiences into one whole event that people can join in regardless of their situations. Knox really helped fortify my beliefs in inclusivity and gave me tools to be able to give folks as much access to activities as I can.

The second thing that working at Knox gave me was a lot more confidence in community planning, development, and engagement than I have ever had. Coming from Quebec I have always shied away from planning any kind of community programs, mostly because of language barriers. Working with Knox showed me how easy it could be to come up with a plan, talk to people about it, set up what I need for it to function and then execute a group or program for community members to join. Going forward I plan on using these skills in both my professional and non-professional life. I already have plans to start community education seminars on harm reduction and the work we did at Knox really gave me the confidence that it can not only work but also be successful!

All in all, working with Knox Presbyterian was a great place to have spent my first semester practicum this year. Having just moved to Calgary it was great to be able to talk with Ty about work related issues and learn more about the programs and a bit of the history of the helping field here. Getting to know the regular community members

that were often there was heartwarming and something that I will miss. The freedom to come up with an idea for our own program was a blessing and showed me that going forward, I can continue to use my hobbies and interests to benefit the work I am doing. I was also very happy to have been able to work with Mizzie and Aaron and learn from them both. I have talked at length to my fellow students and partner about how happy I was to have been able to be working with Knox this past semester and would recommend others do their practicum there if they can too. Thanks so much for this experience!

The Fall pivot also saw our cafe and Gentle Yoga pause (the word pause for activities was intentionally chosen, as it is not cancelled or simply postponed, but space was intentionally created in this time of being apart to care for neighbours) to allow us to discern and dream. Unfortunately, the pause also affected an amazing work of support for our children. With a pandemic and opioid poisoning crisis, the children's grief support group, Bernie's Buddies, had to pause their workshop until 2022 to ensure safety for all.

During the pause we hosted a weekly snack drive for Brown Bagging for Kids. Any snacks they were unable to use were then shared in our community pantry. We were also part of End of the Rainbow, actualizing an idea for a crafting group for those they support. Not knowing if they could resource, the call was answered to their amazement.

As with the late spring before "open for Summer Alberta" our cafe moved once more to Zoom on Tuesdays. There were less engagement, due to reported zoom fatigue. But this created a key learning opportunity for our students in facilitating programming online, which as we have discovered in covid is one of the relational hubs we need to utilize.

Part of the pivot also impacted the Alberta Bible College Field Experience which included students, Ivy, Tim, Joshua and Kyle with their instructor David. The pivot proved stretching and challenging as they began to explore what it meant to create a community liturgy for Knox (https://docs.google.com/document/d/1_YWTjFP8E1huLdHt7esBboFcliwJ_7Zx/edit?usp=sharing&oid=109466862026265266979&rtpof=true&sd=true). What would this look like by what is known and seen and understood in the communities we intersect; how do we remove barriers that the church, simply by how it is existing in the death throes of Christendom, has created? How do we cultivate and show Knox's mission of welcome and learning what liturgy is as it is new to the tradition of the students? All were quite appreciative for the opportunity to leave their usual for something new and being able to see what was possible with the space to be creative. They also attended worship at Knox on November 14, and they facilitated a Zoom conversation with Paul, Mark and Mary. They submitted the final document on December 1.

The students enjoyed learning. They know how to use statistics and community exploration as part of ministry planning. The students understood that liturgy is more than an archaic term or style of service reserved for Sunday mornings. They came to see liturgy as the rhythm of life and what it means to cultivate relationships; and even that liturgy is to invite those with no spiritual affiliation (religious nones). The students came to appreciate liturgy as more than the

rejection of false polarity created between the sacred and secular. They recognized that the sacred is found in everyday life.

The work of the Relational-Spiritual Hub created more clarity. We were able to cultivate funds through the New Horizons for Seniors Grant. These funds aided promotion as well as the growth of our Rug Hooking Community by providing a low to no cost road into the connective community. The funds also helped in stocking our open cafe space (formally or on Sundays, the Narthex) with board games and a puzzle table that allows all who spend time in the building to find a way to connect with others even though the continual rolling closures have taken time on Thursday afternoons. The funds also aided with our tune up and upgrade of the air exchange system and lights and being able to explore exterior storage and sound boards.

The pivot also created space for a season of Mini-Concerts on Thursdays, which allowed local and known musicians to share their gifts with the community in a covid safe way, but also opened our relationship with Immigrant Services Calgary and their musicians looking for opportunities.

Our social media became a bit more of a conversation. It became a space where we could amplify our partners voices through sharing needs and events for groups such as Youth Central, Immigrant Services Calgary, Rainbow Railroad, End of the Rainbow, Calgary Sexual Health, Calgary Boys Choir, Calgary's Girls Choir, and the Biber Mysteries Project to name but a few. In May, we saw the re-launch of a newsletter that was named Knox's Binding Threads after a community contest where our students were a selection panel.

PCC Cyclical is one of the community ministries main supporters within the national church. We had the privilege of presenting to this season's ministries on Monday November 22, the topic was Belonging: Interior and Exterior, where we explored my cultivated theory the Belonging Pyramid, and the coaching practice of Gremlins, also moments to explore communal-systemic gremlins that may be at play within organizations.

There was also space in time to celebrate the new seasons of Thanksgiving and Advent, the gift of music. **Student Ministries supported 1860 student hours** that were poured into the hub and discovered holistic work from different faculties (Social Work, Theology, Christian Studies, Public Relations and Addiction Studies-Aboriginal Focus). Every student that has served with us, received an e-card signed by community members, and a celebration style meal of some kind.

"I couldn't imagine being able to know what I was meant to do, without this practicum at Knox. It truly gave me the space to create."

We had community volunteers serve as concert host and as our Good Food Box Clerk and depot operator.

Our Rainbow Garden became a gathering space for neighbours and conversations. Our building exterior became a safe space for rough campers throughout the summer and into the winter,

which has opened the conversation on how to care, connect, but also keep all safe.

Our summer also revealed the hub we are for afterhours mis-adventures and gatherings from community neighbours, with some mornings needing to clean up paraphernalia left behind, which expanded our First Aid Care to include a sharps bucket, but also a Naloxone Kit (as Opioid use paraphernalia was seen- <https://www.cbc.ca/news/canada/calgary/naloxone-opioid-drug-overdoses-deaths-alberta-young-adults-1.6263279?fbclid=IwAR3ojgoWu8qSLytKdinoNsXsCqbJ8PbjpxgiGX79zliWI1A00DLezT7o9Ao>).

Honouring our collaborative work

As we end the year, let's take a moment to reflect and hold onto the spaces and collaborations that Knox has been a part of: University of Calgary, Mount Royal University, Centre for Newcomers, Calgary Sexual Health, 2SLGBTQ+ Interagency, CDLI, EFIS (food security), New Horizons for Seniors Grants, Calgary Foundation, Canadian Poverty Institute, TEC (in Costa Rica), Calgary Housing, Sarcee Meadows Housing Co-op, DDRC, Bernie's Buddies, Rug Hooking (Suzanne's business), Dove Consulting (the carpenter that made the benches, planters, etc), Anlin Paint (discount on paint for most of the outdoors, donated the paint for the hopscotch), Rainbow Railroad, many resettled families, Momentum, Canadian Immigrant Women's Association, Community Kitchen, Brown Bagging for Kids, Youth Central, Immigrant Services Canada, CARYA, Calgary Housing, Rutland Park Community Association, Killarney Community Association, Glamorgan Community Association, Glenbrook Community Association, Gentle Yoga (Francine), Indigenous neighbours (Shirley, Ethan & Rodney with reconciliation discussions); volunteer gardeners; other housing co-ops in the area, St. Stephen's Ukrainian Catholic Church, Rehoboth Christian Ministries, Bow Valley College, Alberta Bible College.

Thank you...

I came into the Community Hub, which grew and transformed through discernment into the Spiritual Relational Hub in May. It was a winding journey of discovery, in a service that I hope was well received and had some value for the over 13 communities that intersect this geographic space known as Knox Presbyterian.

Thank you for allowing space to be curious and to grow from simply having a space for everyone to beginning to connect that is true belonging.

A simple benediction...

May we move beyond accessibility (ability to get into a space) because it is simply what is. May we move beyond inclusion (having a space for everyone); and truly live into belonging, for one is created to be known, be connected, and valued for simply, being created in the wonderful diversity that is the image of god.

Alleluia.

Shalom,

Many voices and stories shared by Ty Ragan, Psy.D.
(CES May-December 2021)

Alberta Bible College

Our process this semester was as follows:

- Orientation/tour of Knox Presbyterian
- Community exploration—walkabout the neighborhoods, debrief observations
- Online exploration—we found out as much as we could about the neighborhoods of Rutland Park and Glamorgan through an online search (City of Calgary neighborhoods information, federal and provincial political ridings and elections histories, Statistics Canada and Province of Alberta statistics, Member of Parliament reports, Community Association webpages, Calgary real estate pages)
- Group evaluation of online data
- Group watching of Dave Harder video of meeting with Knox Presbyterian leaders, group conversation led by Ty
- Attendance at worship assembly at Knox Presbyterian
- Video conference with Team Knox Presbyterian and Knox Presbyterian leaders (Paul, Mark, Mary, Ty). The team had previously brainstormed questions to ask
- Final meeting at Knox Presbyterian to brainstorm the Community Liturgy elements

Team Knox Presbyterian was comprised of four ABC students (Joshua, Kyle, Tim, and Ivy), David Ford (ABC faculty), and Ty Ragan (Knox Presbyterian).

After our research, and after experiencing worship at Knox Presbyterian, and having listened to the Dave Harder video and the conversation with Knox Presbyterian leaders, the team narrowed down the following as elements that kept “appearing” in our research, listening and conversations:

- Participation by everyone involved (i.e., strive for meaningful engagement, not passive observers)
- The use of a meal to form community (following on the number of meals Jesus shared with people as recorded in the gospels; Dave Harder’s exposition of the feeding of the 5,000); building on the social “leveling” that can happen in a shared meal; inviting people to participate by contributing to a shared meal
- The importance of music and visual art to the faith community at Knox Presbyterian; communal art?
- Including communion as part of a community meal

We deliberated on whether this would be a once-only or a repeated (rhythmic) liturgy. We decided that the rhythm of a repeated communal liturgy might have a more lasting effect.

We discussed the potential/possible barriers that people from the communities of Rutland Park and Glamorgan might experience in attending a community liturgy and considered how we might overcome these barriers in the design of the liturgy. The barriers we listed were:

- People may be influenced by contemporary cultural impressions/representations/critiques of the church (the church broadly speaking, not KP specifically. An example being how the Trump presidency has affected how Evangelicalism is being perceived broadly in the US and abroad)
- The number of single-person and single-parent households in the neighborhood indicate that there may be a significant number of people who are experiencing loneliness
- Isolation resulting from Covid-19 restrictions and protocols, working from home, etc.
- Aversion to attending a function at/near a church building
- The separation of neighborhoods (physical barrier of 37th Street)

- Denominational loyalties
- Previous bad experiences with church or Christians
- Unspoken expectation that people may have w.r.t. pressure to be “converted”
- The expectation that they will be asked to give money
- The sacred/secular divide that is widely accepted in Canadian culture

Some things we wanted to keep in mind in order to mitigate some of the above potential barriers:

- How the community liturgy is advertised: use bright colors, photos
- Advertising through
 - Flyers
 - The Community Association(s)
 - Bulletin boards
 - Church announcements
 - Social media
 - Personal invitation
- An emphasis on inclusion and welcome
- Communicating through existing communication venues (i.e., the Community Association Newsletter)
- Inviting other churches in the area to participate/partner with

Some things we specifically wanted to avoid:

- The appearance of “tricking” people; avoid this by being transparent in ads and invitations
- Being “preachy” (which implies judgment, and attempts to convert)
- Appearing exclusive in any way; avoid this by attempting to balance elements that will be inviting to all ages, genders, ethnicities or other minorities, marital statuses, faiths, etc. Specifically, we wondered if the community liturgies might be hosted by a woman. We came up with this after contemplating the photos of KP’s pastors in the main hallway.

Some elements that we, as a team, felt were “must-haves” as we planned the community liturgy:

- Prayer
- Allusion to/sharing (somehow) that Jesus is good news for humanity
- Communion
- Allusion to/mention of gathering in Jesus’ name/because of who Jesus is. This could be accomplished through a closing benediction, blessing
- Music (this was more of a “nice to have” than a “must have,” but we recognized the importance of music to KP’s worship and community outreach)
- Food/a meal together. Perhaps KP could partner with Safeway and/or Coop w.r.t. provision of some of the food?

The plan:

- We chose to recommend a cycle of four community liturgy gatherings, in order to celebrate the seasons and/or the changing of seasons, to enable some outdoors events, and to build a rhythm of gathering (hopefully in a post-Covid world)
- For each gathering we brainstormed/proposed the following elements
 - A month/season of the year
 - A theme
 - Potential physical locations/spaces
 - Activities

- Food/meal ideas
- In the following table, please see the footnotes for additional explanation/rationale

Season	Suggested Month	Theme	Space/Location	Activities	Food
Spring	March-April	New Life	Outside @ KP (indoors if weather requires it)	<ul style="list-style-type: none"> • Child blessing • Drum circle • “Stomp” rhythm band • Celebrate the passing of winter • Benediction 	<ul style="list-style-type: none"> • Breakfast foods (brunch for supper)
Summer	Later in July to avoid Stampede; alternatively, plan this during Stampede celebrations	Life Together	Outside, in a neutral community location (hockey rink? Dog park in Glamorgan?)	<ul style="list-style-type: none"> • Community “Olympic” games for all ages • Bouncy house? • Local musicians/band playing • People separated into groups by drawing (colored ribbons?, numbers?) from a pail • Celebrate family and community • Communion at the end (juice boxes) • Benediction 	<ul style="list-style-type: none"> • Hotdogs • People bring sides, salads, desserts to share
Autumn	Early October	Abundant Life	Outside @ KP (indoors if weather requires it)	<ul style="list-style-type: none"> • Individual art projects that must be given away to another person at the event • A public “thanksgiving” board where people can post notes listing what they are thankful for • Celebrate our blessings • Benediction 	<ul style="list-style-type: none"> • Ice cream social • People bring favorite toppings to share

Winter	Early January	Cozy Life	Inside @ KP	<ul style="list-style-type: none"> • Board game(s) • Sing-alongs • Anonymous prayer requests • Baking • Celebrate togetherness/one another • Communion • Benediction 	<ul style="list-style-type: none"> • Community potluck (ethnic foods encouraged) • Hot chocolate • Communion during the meal
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A poem for Knox Presbyterian Church, formed from the words of participants that took part in the Consultant process with Dave Harder and Mieke Vandersall.

Knox

Thankful for life

There is more here to explore – yet

Fear, of death, failure, loneliness, loss, irrelevancy, lost opportunities

Keeps away the knowing

The knowing of enough

I am enough – we are enough

Jesus comes

In human contact, in relationship, in community,

Through working together

Where people matter.

Who I am Matters, in the moment

The earth matters

This perspective is a gift

Grace

Desperately needed by the world

With this grace, this mattering, this knowing

We have less need to destruct, combust, destroy

Believing in the strength of god’s dream

Strong,

Relationship minded

Imperfectly called to invite others to know,

to matter.



Knox Presbyterian Church

Report / May 2021

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Executive summary

Over a period of four months in early 2021, we walked alongside you, with our ears to the ground, asking what God might be doing at Knox. We wondered with you what resources might be present that you haven't yet been able to identify. In our recent meeting with Mark, he asked us to provide recommendations that not only **“get you over the hump,”** but that **“knock down the wall”** that you are up against.

Through interviews, retreats, review of materials, attending worship, and growing in our appreciation of you, we found that you are a very special community and that those in the neighbourhood value you so much. At the same time, we learned

that they know you mostly through your pastor, Mark Tremblay, and Tiffany Talen, your community engagement specialist. You are too much of a well-kept secret, hiding in plain sight, a unique space for gathering, in a neighbourhood that sorely needs this. The neighbourhood is seeking to be as well-served as you have been by Knox; to share in the sense of belonging and purpose you have found in this space.

SO, WHAT'S NEXT?

We recommend the following:

1. Create a non-profit organization with both neighbourhood members and existing congregants to make decisions for the mission and usage of the space.
2. Understand yourself as a spiritual community hub, not just as a community hub.
3. Review how your space reflects the neighbourhood.
4. Revise your worship service to reflect the needs and voices of the neighbourhood.
5. Consider how you might engage in intentionally cross-generational service.
6. Create a multi-year plan with budgetary projections.

Executive summary

7. Develop a robust planned-giving program.
8. Make individual asks of both congregants and neighbourhood members.
9. Rest easy in the fact that you are phenomenal and faithful people, that you will not squander the resources at your fingertips or the opportunities that God has granted you.

“Knox cares. There are no boundaries to caring, and no standards. There is this other church in the community that has [tried to “claim us.” I live in low-income housing and the “rich churches” seem to come in and think they are going to save us. Knox doesn’t do that.”

“Can they see themselves as others see them?”

What we did

In early 2021 Parish Properties and Knox Presbyterian Church signed an agreement that charged Parish Properties to engage with you to explore your future, and to make recommendations for future missional and financial sustainability. Innovative thinking is not new for you, and this is a great asset. That said, "...so much continues to change. The future continues to shift, and how we use our buildings and engage in neighbourhood mission also continues to shift. In these changing times, Knox has recognized its need to dig deeper and clarify its mission, discern objectives, and map out long-term sustainability."

As we said in our initial proposal, "...You have laid a firm foundation, and entering into this particular moment in your history is where we believe we can be helpful. Through a period of deep listening, question-asking and reflection back to you," we have put together a road map for a sustainable and rich future.

Dave Harder and Mieke Vandersall (we!) began our work by reviewing all of the documents that you provided to us, including annual reports, budgets, giving history (more on that below), and your website. To learn more about the culture of Knox, we also attended a worship service on Zoom in March. (For that matter, all of this work was done over Zoom, due to the reality of the pandemic that we are living in.)

We simultaneously scheduled and conducted interviews with 21 individuals who are connected to Knox. Some are members and others are community members that attend programming, but who are not Sunday morning attending members. We spoke for 30 minutes to an hour with:

1. Leanne Ellis
2. Alexandra Camelo Rosas
3. Roni Sagal
4. Jamie MacFarlan
5. Pam Rocker
6. Doug Mirtle

7. Phil Lozano
8. Jack Ford
9. Marie Marple
10. Pat Kearns
11. Tiffany Talen
12. Mark Tremblay
13. Paul Grindlay
14. Jim Picken
15. Dave and Marlene Mellow
16. Marj Tourigny
17. Barbara Hongisto
18. Pam Dickie
19. Margaret Huising
20. Andrea Mitchell

Finally, we led two, 3-hour retreats on March 20 and April 10 with members of Session. (Please see attached retreat report in the appendix.) The purpose of these retreats was to dig deeper into congregational identity, fears, dreams and hopes for the future. Spoiler alert: we think you have a great future ahead of you.

As an addition to our agreement, we also asked our colleague, Erin Weber-Johnson, to conduct a quantitative analysis of your donor data. She reviewed the past few years of data, paying close attention to trends and asking questions, focusing in particular on how you handle legacy, or planned giving, gifts. Erin, Mieke, and Dave also discussed at length how people are asked at Knox to give, in light of the changing nature of who is engaging in being church together. The analysis from Erin's number-crunching provides further support to complement our noticings and recommendations.

We could not have done this work without you as our partners. Not only have you welcomed us into your community, but you have been transparent, responsive, kind, generous, and trusting. We know we have said this a lot, but it cannot be said enough—you are a very, very special group of people and it has been a deep joy to work alongside you. Our prayer is that this report provides what you need to lead the way in your community and the church at large, showing how church might be nourishing, liberative, and refreshing in the world.

What we did

Noticings

The particular form of listening that we practice—and invite our clients to practice— is based in a spiritual practice of noticing. By noticing, in this context, we mean intentionally observing and listening without judgment or orienting ourselves to a reality. This practice of noticing allows us to move away from opinions about what is liked or not liked to identify clarity around the systems and structures at play, the values that undergird decisions, and the priorities that are present in the real distribution of tangible resources, such as time and money.

Taken together, based on interviews, retreats, and time present with you, we provide the noticings below, which then lead us to “what’s next,” (aka our recommendations).

THE NEIGHBOURHOOD

While Knox is known and loved by so many people in the neighbourhood, it is still a **well-kept secret**. While situated on a busy road, the outside of the church does not telegraph the connection, belonging, and welcome that could be found inside, and the majority of the people in the interviews believe that while Knox has a good reputation in the neighbourhood, it is only among those who have been newly introduced or reintroduced to the church through community-based programs.

“...I could only assume it is a very quiet place and unless there is any connection there, they won’t know about it. Beyond regular people that come to church there—they would need to do leaflets, door knocking...”

“Also I feel that the main thoroughfare —anything can be viewed as a deficiency but also as an asset. They are right on a main thoroughfare. What if we made intersections or public space that already has natural traffic. How many thousands of cars drive past it each day?”

Noticings

There is a **unique need for gathering space in the neighbourhood**. We were told repeatedly that there are no gathering places, and in particular there aren't spots for seniors or youth to gather; the library (which is a satellite library) is not well known and does not serve as a gathering space and the community center exists but is not large and also is seen as expensive.

"There is high potential of being THE leader and hub in events and gatherings."

As a whole, both in interviews and the retreat, we heard a **desire for belonging**. Many neighbourhood members who came to Knox felt heard, seen and loved. Neighbourhood partners also find great value in Knox, want to partner, and want Knox to succeed. They find great value in the community being created there, and we noticed an eagerness.

"I had a conversation with a middle-aged woman who has nothing to do with Knox on Sunday who said: Knox is my church. She lives in subsidized housing, comes for cafe, comes to print her resume, and is loosely involved in some of the events. She is also not the only one who has said that before."

"All I want to see them do is flourish. They are a faith community that I treasure and that I think has been quietly doing really important work...can they see themselves as others see them?"

"I love that—the fact that the church is there, everything they represent, I am 100% behind it...It would be amazing in this city to have one church that can show what it means to be modern, relevant and innovative. I would love to hear: shit that is a church that is doingthat?!"

That said, the neighbourhood really only knows **Mark and Tiffany** and has only occasionally met members of the church. The church is well loved *through* the relationships with Mark and Tiffany. This is further seen in how **disconnected Sundays are from neighbourhood life**. Most congregants do not live in the area, and Covid has exacerbated the disconnection evenmore.

"How do you translate that warmth, intellect, deep understanding to a Sunday morning experience?"

Noticings

“I like all the Tiffany kinds of dreams and what she is doing with the neighborhood, I could ride along on those, I wouldn’t think of them on my own.”

THE CONGREGATION

We have found the congregation to be **kind, thoughtful, generous and gracious**—truly extending grace. The neighbourhood has found this of you as well.

Knowing that we were brought on to explore possibilities of financial stability and to live more deeply into your community hub identity, it is not surprising that we found a great deal of anxiety in the system around how it will be that Knox lives on. It is clear that the desire to live on beyond yourselves is strong, and that there is willingness to change to get there. Many interesting, innovative ideas were raised at the retreat and in our interviews, and at the core of them all is a desire to have a **long legacy with care, welcome, and justice at the heart of it.**

The answer to the question of: “**but how?**” is found in the work with the larger geographic community that Mark and Tiffany are doing. We’ll respond to “but how” in the next section, but the noticing here is that there is a great deal of trust in and excitement around the neighbourhood work, despite how disconnected the congregation is from this work.

“I am excited about the work Tiffany is doing and these other students and their practicum work. That is really interesting to hear what they are saying and how they see us.”

The congregants we talked with, and also those who participated in the retreat, have found so much **life at Knox** over the years. It is a critically important part of their lives. It’s a place that has proven to be healing and a **grounding force, especially as adults.** It’s no wonder they are concerned that this won’t continue—as it is hard to see how this can continue when they have lost so many people over the recent years, many of them very good friends. When asked what it is that Knox needs to lament during the retreat—many people listed the people who have passed away recently.

Noticings

“My closest friends are there. My entire social existence is through the church, and my family.”

“We most need to lament...our members who have passed away, the death of church members, the loss of members as we carry on”

“From the retreat report: Themes elucidated from these stories are a true sense of belonging at Knox, feeling cast out by other churches but welcomed fully here, and a feeling of authentic welcome when at Knox.”

“...later in our lives—at Knox—we can be ourselves.”

THE BUILT ENVIRONMENT

We also talked about the physical building in our conversations, paying close attention to any mention of what the building is used for and how it both houses the congregation and serves the wider community.

The retreat report provides the details of people’s perceptions about how effectively the space is used. It does seem, especially with the loss of the Anglican church, that **there is room to grow into the space as COVID restrictions eventually loosen.**

Knox’s location on a main thoroughfare, with good visibility from the road is good news in light of the fact that the community has pinpointed a need for gathering space. It’s an advantage that people can see the building from the road because giving directions will be that much easier.

We noticed significant efforts to animate the **outside of the building.** We heard about these efforts in conversations and noticed them in the launch of your new website in the featured photos. Neighbourhood members have responded to this in positive ways, as they are opportunities for engagement and connection.

We weighed the strength of your location and the increased engagement with the outdoor space with multiple observations in which we heard that many people don’t know what Knox is, and that there is a confusion of identity telegraphed from the outside:

Noticings

It is small. It is not a big church. They need to brighten the outside of the building.

It is a dark, brick-looking building. I have lived in the community for 11 years. There is signage from a few different groups, so they don't know what is going on.

Inside the building, we observed a lack of alignment between the physical space and both the current life of the church and its potential.

For a church that is so full of life—even inside it is dark. Wood and 1970s, 1980s. To modernize it and make it look more inviting, it would help.

We used the main meeting hall connected to the kitchen. It is big/open/connected to kitchen-plus. There are though no windows. It also didn't inspire beauty. It reeked of a 1980s institution. Hosted stuff in the main area (sanctuary). Sanctuary was good if you want to have a focal point but it just is so focused on the front when it comes to hierarchy. Another drawback was the religious symbols. How comfortable do indigenous community members or those who are averse to religion feel in that space.

The main hall gathering space area—every wall has pictures of old, white dudes. They have the wall of dead white men on the way to the bathroom.

A mentor once told Mieke that “space always wins.” How a space is constructed, organized and adorned influences our moods, our expectations, our desires, and our ability to dream. If the space does not encourage dreaming, then you have to work against that. How we organize ourselves outwardly very often reflects how we feel about ourselves on the inside. We noticed a theme in the comments we heard, that centered around having to work against the space to be in the mental state to be as open, inviting and warm as we found the reality of the congregation to be.

Noticings

COVID IS REAL

It is no mystery that COVID has been very hard on everyone, albeit in different ways. Knox is no exception to this reality. We found many people very tired, feeling even more disconnected than usual, and requiring a great lift of energy over the past year. Mark mentioned how difficult the technology has been during this time—how hard it is to plan and execute worship in this reality. When previous activities are able to resume, there will be quite a bit of ground to make up in volunteer leadership, and we heard an overall fatigue and overwhelm and lack of belief that they will ever get “back there.”

“I am concerned about disconnection [in Covid]. The isolation. I feel disconnected, my world has gotten so small. Can we ever get that feeling again?”

“Programs were great fun, but a lot of work. I have aged 10 years in 10 months. Mentally and physically.”

Analysis of giving data

Deep in our work with Knox, we realized that we needed to consider giving history as part of our analysis. We asked our colleague, Erin Weber-Johnson, to analyze the last few years of giving data, watching out for trends and themes. This quantitative analysis was extremely helpful to us in evaluating our qualitative work. Below are Erin's findings, coupled with Mieke's noticings. We will integrate giving-related recommendations in the next part of this report.

2019 saw an uptick in giving due to a single estate gift which was greater than annual gifts received. Removing this estate gift from 2019's annual total, **the congregation has been on a 3 year giving decline—showing a trend rather than a single, episodic year.**

- 2018—\$183,881
- 2019—\$176,066
- 2020—\$163,928

Attrition in 2020 was significant. The research took into account a substantial number of single gifts, likely to be occasional in nature. Those names that had a multi-history of giving were analyzed. 12 donors, over \$100 with a giving history, gave in the years up to and including 2019, but did not give in 2020.

There are a substantial number, 38 in total, of occasional gifts ranging from \$20-\$380 in 2019. These one time-gifts have no other giving history and did not repeat a gift in 2020. There are a number of reasons for these occasional gifts:

- A passthrough for a specific ministry or outreach
- A special event (funeral, wedding)
- A one-time visitor or irregular member

Analysis of giving data

Estate gifts are not directed to a separate fund but included in annual giving totals. 14 estate gifts have been included over the past 4 years. However, of these gifts, only 1 gift appears to be providing yearly income. The remaining temporarily inflate that year's gifts totals. This presents an unsustainable income for creating yearly budgets.

Despite a strong presence in occasional gifts through the years, **the number of giving profiles (which includes outside organizations and estates) remained fairly consistent until 2019 and 2020:**

- 102 giving profiles in 2016
- 102 giving profiles in 2017
- 96 giving profiles in 2018
- 110 giving profiles in 2019
- 62 giving profiles in 2020

The average gift in 2018 was: \$1,915

The average gift (not including large estate gift as a outlier) in 2019 was \$1,600.* The average gift in 2020 was \$2644.

*This high average is due to the significantly lower number of overall giving profiles in 2020 as well as a significant gift, atypical to their giving history, by one giving profile of \$26,642.

The congregation has 2 major donors that have given over \$20,000 each year for the past 5 years. One giving profile, as indicated above, increased their regular gift last year to \$26,642. Their gifts totaled \$69,942 or 42% of envelope giving.

There are no mid-range major donors between \$10,000-\$20,000 in the entirety of the giving history—indicating no stepping up into major giving. There were 23 giving profiles who gave between \$1,500-\$9,000.

Analysis of giving data

A few notes on the culture of fundraising at Knox:

- The congregation has used a theology of “abundance” while talking about fund- raising and stewardship.
- People are not asked individually to give and unique individual goals are not set.
- People are not being asked to prioritize giving.
- There is a great deal of financial transparency in the congregation.
- There is also a lack of guilt-language or feeling that is used in fundraising.

What's next?

We all come from narratives and stories that form and shape us into a particular way of being in our world. Within a community or institution, shared experiences and stories can become collective assumptions, boundaries, ways of believing that create a sense of security and comfort and direct how we fit into our greater context. We have spent time listening and sitting in these stories, learning through your stories who you are as a community.

We are living in an unprecedented time. In this unique historical moment we are collectively becoming increasingly aware of systemic problems like income inequality, insufficient elder care, environmental degradation, and systemic racism, while experiencing collective mental trauma, financial strain, and political polarization—all resulting in anxiety as faith communities face an uncertain future. While these realities have been exposed and amplified by the coronavirus pandemic, these problems are not new. We are in the midst of a massive cultural shift that will require us, as the church, to create a new narrative of what it means to be the church—in, with, and for the neighbourhood. You are well on your way in leading this.

We are grateful to have been given the opportunity to rethink and reimagine with you. These recommendations take into account who you are as a community and the assets you carry, the cultural moment we find ourselves in, and the geographic context in which you are located. We have categorized what is next into relational categories that better reflect the gospel story we are invited into by what we have found in our time with you.

To frame the recommendations that follow, we begin with this meta recommendation:

It is time to sunset traditional church and sunrise in its place an organization that lives into the welcome that the “Sunday morning community” has experienced and that the neighbourhood needs. Using the core gifts and personalities that have been a thread

What's next?

throughout years of Knox's identity, turning governance over to the neighbourhood that Knox is passionate about serving, will allow for traditional church members to seed as their legacy a ministry desperately needed in the community; one that has already begun.

**We are more than a church,
we are your neighbours.
Members of Knox are
community members,
business owners, and
families, which is why our
goal is to support local.**

It is time for the neighbours, the community members, along with longtime church members to truly beKnox.

- 1. Communicate the results of this report to everyone interviewed and who participated in the retreats.**

That will create buy-in for next steps.

- 2. Consider yourself a *spiritual* community hub.**

You aren't just providing service content to the neighbourhood. There is already a community center in your area (although it is awfully full), and there doesn't need to be another one. What you are doing that is unique is providing a *spiritual* community hub. Your strength is to translate tradition and traditional language and biblical narratives into a context that people can actually receive in today's age. Consider everything you do towards the end of creating a hub for spiritual flourishing in the neighborhood. Everything! Your work with refugee families, food sustainability, music for the community, yoga, Café at Knox, absolutely everything!

What's next?

3. Transition your governance structure.

As things currently stand, you are serving the neighbourhood through the permission given by the Session to your staff. This has been exacerbated by COVID realities. One neighbourhood-based interviewee talked about your work being transformative but also filtered through a service-based understanding. As they said “that is an old understanding that is based in an institutional power differential understanding rather than a neighbour-understanding.”

We recommend you begin a neighbourhood-based non-profit organization that has representatives from your Sunday morning community but is mostly composed of participants in existing programmes and partnerships. This organization is concerned with the spiritual, emotional and physical needs of the neighbourhood, and would eventually be charged with decisions around programming and the building. The model is one in which spiritual offerings are provided as part of the recommended community hub model. The whole neighbourhood is invited into a spiritual journey, not just the Sunday-morning worshipers.

The creation of this non-profit has many advantages. It would allow more access to funding options but most importantly it communicates to neighbours how serious you are about serving them holistically. The reality of the Session-framework for decision making is that it insists on ordination being a requirement for decision-making. This breaks down the inside/outside model and provides a seamless relationship for all.

What happens to the Session? Many decisions can easily move over to the new non-profit. Learn what decisions are constitutionally required to be made by the Session, and create a rubric for decision-making which asks the question: What do I want? vs. What does the neighbourhood want? That is the foundation for decision-making for the Session moving forward. In the end, after a few years of transition, Knox might decide to “dissolve” as a chartered congregation and turn the property over to the non-profit, but this is a decision that can be considered over time. It will also be a decision, we believe, that will come to with joy due to what Knox has become and the conscientious ways that you have transitioned into serving the needs of the community.

What's next?

First, it is time to make the transition to a new system of governance.

We believe that Mark's leadership, coupled with Tiffany's (and now hopefully the person filling in during maternity leave!) is well-suited for this.

Questions for consideration:

- How will decision-making happen within the existing governance of a church?
- What are appropriate rubrics for decision-making?
- What are the spiritual needs of the community? Ask them!
- Where will expected points of pain be when the new board makes decisions that change the face and shape of the building and what it is used for?
- Who should sit on the board? What qualities are desired?
- What should happen with existing staff members? Who should they be employed for and how should job descriptions change?
- Who are our audiences and how might we communicate with each of them differently?
- What guideposts or goals might be set to make this transition over several years?
- What new metrics might be created?

Something to explore: Check out the Hive in Cincinnati. They offer a community space that parallels the space we see at Knox. Their mission statement is: "For those seeking inner and outer transformation, the Hive is a conscious community offering awakening experiences and fuelling collective change."

<https://www.cincyhive.org/>

<https://105gibson0.com/>

<https://thepeoplesupper.org/about-us>

Reach across generational divides

What's next?

4. Reach across generational divides.

As you move into a new governance structure, there are several areas that can be examined immediately in preparation for a new way of being. As we've mentioned several times, we found that there is a great need for the community hub that Knox has become and is becoming. We also found that you are mostly reaching out to seniors in the community. That said, we also heard much about children being present in the neighbourhood, although perhaps not as much as many years ago. We wondered about cross-generational programming that could be offered, providing unique space where seniors, kids, and university students could learn from each other. The retired folks at Knox could be of great use here through potential mentoring opportunities. We also believe that Mount Royal University being so close by is an underutilized resource in the neighbourhood.

5. Transform the physical space over time.

Over time, the non-profit will want to engage in a full audit of the space. In the meantime, there are steps you can take to align the look and feel of the space with your identity and your goals. Schedule a walkthrough with the following questions in mind: "Who are our audiences? What are we communicating?" After the walkthrough, take stock. Ask yourselves what it is you need to grieve, and what doors open up on the other side of that grief?

Then you can begin to make incremental changes to your physical space to represent the transformation that is taking place. Many of these changes can be very simple and cost little or no money. It could be as simple as inviting a group of artists into the space on a weekend to "let go" and energize it with their art and creativity.

You might consider specific changes that you can make on your own. For example: Can you hang local art in place of photographs of previous pastors? What in the sanctuary can become less permanent so that it can be used as more of a multi-purpose space? Can flowers grown outside be intentionally used to brighten the inside?

Changes that might require more financial resources can come later, once the non-profit has gotten its sea legs.

What's next?

We know that there is a great deal of interest in using the building for community use, including the roof and the outside space, and for that to be done in an environmentally sustainable manner. These changes can be very expensive and complicated, so gather and refine your wish list, knowing that they can come with time.

6. We are a people of bread. Let us feed one another.

Knox isn't in a food desert per se, but it is in a location with very few gathering places around food, and one that is lacking good, fresh, reasonably-priced produce. We see on your website that you are providing a depot for the "Good Food Box" program, but as you are moving towards a post-vaccine reality, consider how your space can be used as a) a community garden b) you can be a spot for people to gather over food, even more than you do for lunches at the Red Carpet Concerts and Café at Knox and c) expanding the use of the kitchen to be a place for new immigrant communities to use as a start-up hub and partnering with a local roaster to offer a more robust coffee experience. Food came up again and again, as a central part of your identity as well as a need in the community. Dig into it!

"I am very interested in a business incubator. Food is a great way of bringing people together and generating income."

7. Reconsider your Sunday morning worship time.

As open as Knox is to creative ways of being the church, the Sunday expression is still very churchy. Can you create a liturgy that connects to your context and people's day to day life in the neighbourhood? How can your community engagement influence your Sunday liturgy? How can the "why" of the faith community link to the hopes and dreams of the neighbourhood?

We recommend you take a step back and ask these questions of your Sunday morning expression. Ask how this is or isn't reflecting your strengths of hospitality, Mark's communication, Tiffany's work in the neighbourhood and the arts. After this initial analysis, begin to ask members of the neighbourhood who we interviewed but who do not come on Sunday morning what they think. How are their hopes and dreams reflected? Are they? Also consider if Sunday mornings are the right time for worship to take place. Often simply changing the day of the week that we gather can make a huge shift in mindset

What's next?

both for the congregation but also signalling to the neighbourhood that things are changing. Through this analysis, and in cooperation with what the non-profit board might be considering around spiritual needs, begin to experiment with different formats, days and times, and including the voices of the neighbourhood.

In helping reimagine a neighbourhood liturgy, Dave would be happy to provide a two-hour workshop with a small team at no additional fee.

“They have a very traditional service and then very creative, brilliant preaching and good music. Is there a way to be a little more accessible? If I come in and Presbyterian isn’t my tradition, then I need to know I can connect with it. So, use privilege: can we be ok with a bit of a different style, give something up, for accessibility. If they come in and think “I have to be Presbyterian” that is different from “I can be involved.”

“How does being personable and an accessible theology translate to Sunday morning experience? They need someone who can talk with the church and can talk with the community. You need the bridge builder.”

“If Knox were to incorporate more of an engaging worship style for young people there could be a niche in meeting people where they are in diverse spiritual journeys. Could be a very welcoming space for young people for that third option—traditional doesn’t work, nothing doesn’t work, so can I be supported in my own spiritual journey, whatever that is, and overlaps in Christianity woven into my life.”

8. Money matters!

Last, but very much not least, we have found many areas of opportunity in transitioning into new ways of talking about, managing and handling money. We believe that if you articulate a multi-year plan in the creation of a non-profit and the transition of church matters to the non-profit, coupled with financial projections over the next few years and goals for the existing congregation, and that if you make direct asks for prioritizing and investing in the future, you will be able to meet your goals. This is transitioning away from abundance language and

What's next?

theology and leaning into a theology of redistribution of wealth and community impact that is simply not possible on an individual basis.

In addition, we recommend creating a robust planned-giving program, approaching each congregant with the future-forward plan, and asking them to prioritize the church in their will. This will give you a much better sense of what might be coming, although we can never determine when that will happen. We can imagine that church members would be thrilled to replace their anxiety and fear with the assurance that their legacy lives on and that legacy will provide space for others to experience the community and spiritual growth that has sustained them over the years, just in a different way. This funding is the seed for the future life of the non-profit.

To prepare for a program, we encourage you to review your policies and procedures for acceptance. Also, we suggest that you stop including estate gifts in your regular reporting, and begin identifying them in their own category.

One suggestion, which came from our interviews, was an opportunity to volunteer with gaming establishments. The significant funds that come from these opportunities could go a long way in providing short-term funding. We understand that there is concern about where this funding comes from—if you are able to move through whatever guilt, fear, or confusion is at the basis of this concern, we see it as a great opportunity to use these funds for great good.

Finally, while there is a great deal of importance in providing affordable and low-cost programming, we suggest running an annual campaign for the community at large that might be earmarked for a specific program or project. People who know about Knox love Knox and it is a disservice to them not to invite them to give. This particular demographic will also be the future of sustainable funding in the future, and it is time to begin to cultivate them.

We're here for you

We're truly thrilled and excited for what God has in store for you next. We're available to walk alongside you in the following ways, if you would be interested in implementing some of these next steps with us:

COACHING

The creation of a non-profit is one that can be stressful and exhilarating at the same time. We have significant experience in this work and can coach you through the process—not the governmental process but the process of selecting leaders, honing mission and vision, creating fundraising structures, etc.

FUNDRAISING

We love fundraising! Erin can work with you to refine your planned giving program, and Mieke and Erin can help construct a new annual giving campaign for both the existing congregation and community.

COMMUNITY LITURGY

Dave would be thrilled to lead a two-hour workshop at no additional cost to help move this conversation along.

METRICS

Dave and Mieke are available for assisting in the creation of specific, measurable metrics that can be used for both the non-profit and the existing congregation.

More than anything, we will be cheering you on, praying for you, and can't wait to hear what's next!

Christian Education and Worship Team

The Christian Education and Worship Team has the responsibility to plan and to implement Christian Education programs for all ages and to assist the minister with specific aspects of the worship services.

Knox missional goals begin with *To create significant worship and provide meaningful opportunities for spiritual growth*. As we moved into our second year of the pandemic, restrictions, and unknowns of how our future may unfold— we remain hopeful as we realize that we can and will continue to experience ways to worship that is new, engaging, and inclusive. Hebrews 11:1 *Now faith is the assurance of things hoped for, the conviction of things not seen*.

Online worship offered new ways to offer ministry and to stay connected to each other in these challenging times. Mid-January, with limited capacity, we gathered for our first in-person worship and have since continued with a hybrid worship model (blending online and in-person gatherings).

Thank you to our music team: Jim, Paul, Choral scholars, to Mark for our message and to Jonah for his technical expertise.

A year ago we said that trying new things would become our greatest challenge. Over these past months we have learned we are amazingly adaptable and resourceful. Zoom allows us to connect with one another for worship, studies, workshops, and fellowship. Even though our nursery and Church School programs have been on hold, the youth are still a presence within our worshipping community in pageant presentations and volunteering as Sunday Worship assistants.

Music Ministry Report

Last year began and ended with COVID-19 restrictions. The successful survival of the music program at Knox is a story of innovation and resilience in the face of changing restrictions. There is much to recall, so please excuse us if we have not presented the chronology with Swiss precision.

During the winter of 2020-21, both services and socializing were available only over Zoom, and services were also live streamed on YouTube. In-person singing was not allowed; so choir members recorded solo hymns at home. Jim was often still able to play preludes and postludes in-person at church, but resorted to submission of videos when infection rates were alarmingly high. Home videos were submitted to Mark and Jonah to include in the virtual services. There were technical challenges, but the pros outweigh the cons. The virtual services provided an important way for our community to meet and worship during challenging times. It is hoped that the necessarily simple music offered during restrictions was nevertheless meaningful.

Jim, Paul, and our choir members virtually collaborated with St Andrew's and St Stephen's. The choir of Holy Cross Anglican was also involved in the projects with St. Andrew's. Final videos from these projects were shared in services at the churches and posted on YouTube. We are very glad to have been invited, involved and grateful to the various tech wizards who assembled the videos, a process which can only be described as a labour of great love and patience.

During summer 2020, it became possible to hold coffee hours outdoors on the avenue, and the choir performed at these a few times to entertain and encourage. During summer 2021 the weather was less encouraging, and so most coffee hours were in the narthex. The music program offered short concerts on Thursdays at 11 am in the sanctuary. There was another shutdown that required coffee hours to be stopped, but we continued with the concertsto small audiences. Musicians included Marlene Mellow, Wild Rose Trio, Tom Brownlee and David Hongisto, Jonah Miller, and Jim Picken. We are grateful to the volunteers who greeted the audience at the door and kept track of attendees for contact tracing purposes. Ty Ragan, our neighbourhood outreach coordinator, had students from Bow Valley to help, and two of them, Mark and Aaron, also offered Monday afternoon jam sessions.

The choir met in-person in June and sang two services masked. Through the summer months, it was possible to be present in the sanctuary on Sunday mornings. Paul and Tina sang often. Win and Rhys, Richard, Celia and Elizabeth Fast performed hymns and solos. Win also subbed on the organ when Jim was unavailable.

We said goodbye to Suho in late spring because he is attending Royal Military College this year. Cyrus joined us as bass choral scholar in October, but has now moved away to help his uncle in the US; and Julia Millen became our regular alto scholar when Celia Lee stepped away because of increasing responsibilities at work.

Sohrab Anwary joined us as organ scholar at the end of November. He is a quick learner and is becoming familiar with Presbyterian services. Before Christmas he was playing not only organ pieces, but also accompanying hymns.

After successful virtual collaborations with St. Andrew's, the two choirs collaborated again inperson to present a "Lessons and Carols" recital for the Pro Arts at Noon series at the Cathedral Church of the Redeemer on December 8. This was successful and enjoyable, playing to a full house at a time when that was possible, just before Omicron made its noisome presence known.

We are thankful to have been able to keep singing together without any COVID-19 outbreaks, although the year ended very cautiously after Jim, unfortunately, tested positive shortly after the service on December 19. Thankfully nobody else got sick and Jim recovered quickly without any severity or complications. We pray for continued good fortune in the future with trends towards decreasing infection numbers and an increasing return to in-person music at Knox.

Respectfully submitted,
Jim Picken, Paul Grindlay
Associate Directors of Music Ministry

[Knox Worship and Event Highlights of 2021](#)

Lenten Study – “The Resurrection”– Online, Wednesdays February 17 to March 31.

Fall Study – “ Our Money Story”– Four weeks based on Stewardship themes. In-person or online attendance, Wednesdays October 27 to November 17

Epiphany January 3 - February 7

January 3: Epiphany Sunday

January 10: 1st Sunday after the Epiphany, Baptism of the Lord (*In-person test experiment*)

January 17: 2nd Sunday after the Epiphany (*Hybrid Worship begins*)

February 7: 5th Sunday after the Epiphany, PWS&D Sunday, Communion

February 14: Transfiguration—Mardi Gras

February 16: Shrove Tuesday supper conversation zoom gathering

Lent /Easter

February 21: 1st Sunday in Lent, Heritage Sunday

February 28: 2nd Sunday in Lent

March 7: 3rd Sunday in Lent, Communion

March 14: 4th Sunday in Lent; AGM following Worship Service; Evening virtual PIE fundraising concert

March 21: 5th Sunday in Lent

March 28: Palm Sunday Inclusive Family Service Pageant with Youth participants: “Palm Sunday Live: Biblical Easter Play - a live action newscast of the events of Palm Sunday”

April 1: Maundy Thursday service viewing YouTube

April 2: Good Friday - Readings & Music service viewing YouTube

April 4: Easter Sunday Worship, Communion

April 11: 2nd Sunday of Easter

April 18: 3rd Sunday of Easter

April 25: 4th Sunday of Easter, Mission Awareness Sunday

May 2: 5th Sunday of Easter, Communion

May 9: 6th Sunday of Easter, Christian Family Sunday

May 16: 7th Sunday of Easter, Ascension Sunday

Pentecost

May 23: Day of Pentecost, Healing & Reconciliation Sunday

May 30: Trinity Sunday— guest speaker, Winnifred Hume

June 6: General Assembly Sunday— guest speaker, Ross Lockhart, Dean of St. Andrew’s Hall, Vancouver School of Theology

June 13: 3rd Sunday after Pentecost

June 20: National Indigenous Peoples Sunday

June 27: Reading of the Statement Regarding Residential Schools & Calls to Action 71-76 of the Truth and Reconciliation Commission of Canada.

Summer Worship July 5 - August 29

July 4: Guest speaker, Ty Ragan
July 18: Session Worship lead, Moira Brownlee
July 25: Guest speaker, Jim Picken
August 8: Worship Service— Cyclical PCC - Rev. Lydia Bae
August 15: Session Worship lead, John Chik
August 22: Guest speaker, Winnifred Hume

Fall Worship September 4 - November 21

September 12: Communion
September 26: Presbyterians Sharing Sunday
October 3 World Communion Sunday
October 10: Harvest Sunday (Thanksgiving)
October 31: Reformation Sunday, Stewardship “our Money Story” Week one: Theme “Remember”
November 7: All Saints Sunday, Remembrance Sunday, Communion - Week two: Stewardship Theme “Release”
November 14: Week three: Stewardship Theme “Reimagine”
November 21: Reign of Christ, Legacy Giving Sunday, Week four: Stewardship Theme “Restore”

Advent/Christmas

November 28: 1st Sunday of Advent, Communion
December 5: 2nd Sunday of Advent
December 12: 3rd Sunday of Advent
December 19: 4th Sunday of Advent / **10:30am** - Family Christmas presentation, Knox Church School Pageant participants - Winnifred, Rhys & Eleanor Hume; Matt Chik; Davila Angwantu; Johnny & Joyce Toumeh; Jack & Olive Mitchell/ **6:30pm** - 8th annual Blue Christmas service a time of prayer, reflection and remembrance, Longest Night Service of Healing and Wholeness
December 24: Christmas Eve Service of Carols and Lessons. Readers: Barbara & David Hongisto, Shaun Mitchell, John Chik
December 25: Christmas Day
December 26: 1st Sunday after Christmas

The Christian Education and Worship team give thanks to the congregation for their continued support in prayer to our Children ministries coordinator Sarah Childs and to our Music Ministry and Worship Leaders

Respectfully submitted,
Mary Wescott, CEWT Convenor

Leading With Care

As a congregation of The Presbyterian Church in Canada, the National Church provides us with a policy for ensuring a climate of safety for children, youth and vulnerable adults, called “Leading With Care”. <http://presbyterian.ca/leading-with-care/>

Knox Leading With Care Team’s mandate: To ensure that the Leading with Care policy is implemented and maintained at all levels by the Session, committees, teams and sub-committees, and the congregation. To maintain a safe environment with integrity and consistency for children, youth and vulnerable adults.

Throughout 2021, many of our congregation and community activities were interrupted due to the COVID-19 public health restrictions. It is important to remember that even though the way we carry out ministries may have changed, concern for the safety and well-being of all in accordance with the Leading with Care policy has not. With the opening of in-person worship in January, the Leading With Care Team worked closely with Session and Christian Education & Worship to implement plans to keep everyone safe.

The LWC Team continues the tasks of reviewing and updating records, updating the ministry descriptions, and reviewing Police Information Check requirements and assessment of Ministries volunteers and staff requiring a PIC.

Leading With Care Orientation presentations were completed for the Community Engagement Specialist and for the Bow Valley and MRU Practicum Students.

In March, Robert Angwantu joined the LWC Team, taking on the lead as chair.

We are looking for people who might help with the work of this team. There are few meetings, communication often being via email, so if you could help with this, please speak with Robert or myself, so we can continue providing safe and meaningful ministry and mission.

Committee Members: Robert Angwantu (chair), Mary Wescott, Tom McCabe

Respectfully submitted by Mary Wescott



Finance Team

The Knox Finance Team is responsible for providing leadership and oversight of the finances of Knox Presbyterian. We are given the privilege of foresight in the area of stewardship; inviting the people of Knox to be a part of ensuring the present and future stability of the Congregation and its ministries. The mandate of the Finance Committee includes administration of the Memorial Fund and overseeing Planned Giving, Human Resources, and Church Use.

It is the responsibility of the Finance Team to direct the expenditures and revenues of the church and assist with budget preparation on a yearly basis. This includes forecasting receipts for the fiscal year and formulating plans to ensure an adequate cash flow is in place. Monthly reports are provided to the Committee with reference to the planned budget and comparison to the previous year.

2021 was a challenging year for Knox, with constant changes to COVID restrictions, including vaccination records, capacity limits and masking/social distancing requirements; as a Finance team we had to pivot, find a new way to communicate and honor our commitments. With the restriction in place we were challenged to find other ways to connect Knox congregation to our finances without being able to physically deliver monthly reports. We continued to encourage e-transfers, online giving's, and continued discussions of our finances. With the church essentially being closed, it put a strain on our rentals and the monthly income we rely upon; in December we said goodbye to the Young Nak Congregation.

2021 also allowed us to look at areas of our Ministries that needed attention, with a focus of growth of our community. We engaged with Parish Properties and Vandersall Collective to explore our future, and to make recommendations for future missional and financial sustainability. In May 2021 the report was delivered with observations and recommendations that were tasked to the Finance Committee. In our stewardship discussions in the Fall we created specific financial goals for 2022 and tasked 5 Inviters to make personal connections in our community to ask individuals to make Knox a priority in their yearly donations. These conversations regarding an Annual Giving Campaign for our congregation and greater community are continuing in 2022.

On behalf of the Knox Finance Team, THANK YOU for a great 2021.

By giving regularly to Knox you help nurture our congregation, support our church home and teach our children and young people about Jesus Christ. You support people in our community through our mission and outreach programs. As we move into 2022 and a new budgeting cycle, we hope you will give time to reflect on the importance of generosity in our lives and in our congregation as we continue to live out our mission together; "To provide an inclusive Christian atmosphere for spiritual nourishment and caring fellowship".

Respectfully submitted,
Andrea Mitchell

Team members:

Andrea Mitchell, Convenor, Margaret Hongisto, Robert Smith, Tom McCabe and Rev Mark Tremblay

Knox Presbyterian Job Descriptions

Community Engagement Specialist

Position Title: Community Engagement Specialist (CES)

Location: Church/Community Employment

Reports To: Minister/HR Committee

Position Purpose:

Knox Presbyterian Church desires to grow its presence in the community as a relational community hub. It has been intentional about collaborating and partnering with groups and agencies to offer programs and activities which enable connections and relationships to form between people. To expand that community presence, Knox seeks a part-time (20-25 hours per week) CES. The CES will help implement and strengthen Knox's communication and engagement strategies, as well as further develop and implement the sustainability plan to deepen our connections and relationships within the communities surrounding Knox. The work of the CES is to align with Knox's strategic direction of Nurture and Innovate as well as our core values (Justice, Compassion, Worship and Music).

Key Responsibilities / Activities:

1. Plan Development 10%

- Take lead on evaluating and strengthening the Community Engagement plan
- Take lead on evaluating and strengthening the Communication plan
- Help further develop and implement a Sustainability plan
- Liaise with local College and Universities

2. Reporting 20%

- Produce Session Reports and AGM Report (What has worked, what hasn't worked, challenges, learnings, and what should stop)
- Meet monthly with the Minister.
- Write grant applications

3. Community Engagement 70%

- Implement community engagement and communication plans in partnership with community, church and other relevant stakeholders
- Plan and help seek funding for possible community projects/ events
- Oversee ongoing and new programs/ events
- Work with current volunteers to recruit new volunteers to implement Engagement plan
- Supervise Students when present
- Engage people surrounding Knox creatively to identify next steps in program development and community partners

Key Competency Requirements:

- Excellent interpersonal and communication skills including social media & website
- Passion for and success in Community Engagement
- Confidentiality of sensitive information and records
- Supervision of students and Grant writing experience as asset
- Excellent time management skills, strong planning, follow up and organizational skills
- Ability to take direction, but able to self-motivate and act with initiative

Community Development Worker**Position Title:** Community Development Worker**Location:** Church/Community**Employment Status:** Summer Full-Time**Reports To:** CES & Minister/HR Committee**Position Purpose:**

Knox Presbyterian Church is an inclusive Christian community which has a strong focus on engaging the community surrounding Knox. We work in collaboration with community members, other non-profit organizations and businesses to provide community programs and activities which reduce social isolation and make our community a better place. The Community Development Worker will support Knox's community engagement and communication strategies to help strengthen Knox's presence in the community as a relational community hub.

Key Responsibilities / Activities:**1. Reporting 20%**

- Report weekly on successes, challenges, and learnings to help foster personal and professional growth and to inform and strengthen the community engagement and communication strategies at Knox.

2. Community Engagement 80%

- Implement Community Engagement and Communication plans
 - Utilize best practices and strategies in community development to engage community members and groups within the neighbourhoods surrounding Knox (Rutland Park, Killarney, Glenbrook & Glamorgan).
 - Provide innovative and creative support for community events and projects including the Café at Knox and a community hub space activation project.
 - Support the communications for community programs and events across a variety of platforms including print, digital, website and social media.
 - Work with volunteers and help recruit new volunteers for community projects and events.
 - Work in partnership with Knox's community engagement specialist and minister, alongside the office administrator, and is accountable to the church session.

Key Competency Requirements:

- Excellent interpersonal and service skills.
- Passion for and success in Community Engagement.
- Confidentiality of sensitive information and records.
- Strong Computer skills.
- Excellent time management skills, strong planning, follow up and organizational skills.
- Ability to take direction, but able to self-motivate and act with initiative.

Accountability:

- To the Session of Knox Church through the CES & Minister.
- Complete a daily time log, formatted specifically for the position.
- Participate in an end of contract performance review.

Communications Supervisor – Job Position

Knox Presbyterian Church is an inclusive Christian community which has a strong focus on engaging the neighbourhoods surrounding Knox. We work in collaboration with community members, other non-profit organizations and businesses to provide programs and activities which promote social, physical, emotional and spiritual wellness and which make our community a more vibrant place. Knox is seeking a communications supervisor to strategize and spearhead our communication goals to grow Knox's presence in the community as a relational community hub.

The Communications Supervisor will:

- Be responsible for upholding Knox's core values through external communication channels including social media, media relations, stakeholder relations and community engagement.
- Have Strong abilities to further build and grow relationships with businesses and organizations in both the local community and the Calgary area.
- Strategize a creative and effective communication plan, implement tactics and evaluate execution, while monitoring and identifying ineffective tactics to modify and redirect.
- Clearly outline measurements of success and a timeline for the execution of the communication strategy.
- Delegating supportive tasks to Knox's summer student including research, stakeholder engagement tactics, content development and posting to social media channels.
- Provide written reports, track data and analytics, support programming goals, organize and plan online or in person events and increase fund development.
- Implement digital marketing tactics includes, keywords, SEO, update website and targeted ads.
- Work in a team setting with the Community Engagement Specialist and report to Knox's Minister.
- Requires three to five hours a week and an education of bachelor's degree in communications or related field.

The ideal candidate:

- Solution driven, innovative and an energetic team player.
- Experienced in research and analysis with a background in developing communication strategy.
- Personable, professional and interested in building meaningful relationships.
- Attentive to detail, experience with social media and strong computer skills.
- Strong organizational skills and an ability to manage various projects.
- Embodies an entrepreneurial mindset and demonstrates leadership abilities.

Community Development Worker – Canada Summer Jobs Position

Knox Presbyterian Church is an inclusive Christian community which has a strong focus on community development within the neighbourhoods surrounding Knox. We work in collaboration with community members, other non-profit organizations and businesses to provide programs and activities which promote social, physical, emotional and spiritual wellness and which make our community a more vibrant place. Knox is seeking a Community Development Worker to support Knox's community engagement work and to help strengthen Knox's presence in the community as a relational community hub.

The Community Development Worker will:

- Utilize best practices and strategies in community development to engage and deepen relationships with community members, groups, businesses and other stakeholders within the neighbourhoods surrounding Knox (Rutland Park, Killarney, Glenbrook & Glamorgan)
- Provide innovative and creative support for both the virtual and in-person community programs and events at Knox, especially in adapting activities to safely meet all COVID-19 requirements and recommendations
- Identify and implement strategies to engage youth in the neighbourhoods surrounding Knox
- Facilitate community action and organizing opportunities
- Work with current volunteers and recruit new volunteers
- Support the communications efforts of the community programs and events across a variety of platforms including print, digital, website and social media.
- Work in partnership with Knox's Community Engagement Specialist and Minister, and in accountability to the church Session.
- Produce biweekly reports on successes, challenges and learnings to help foster personal and professional growth and to inform and strengthen the community engagement strategies at Knox.

The ideal candidate:

- Is a creative and energetic team player.
- Has strong communication skills (written and verbal).
- Is self-motivated, has strong time management skills, and is able to work independently as many interactions will occur remotely.
- Has experience with various communications platforms (print, digital, website and social media).
- Must meet the requirements of eligibility of the Canada Summer Jobs program (details below).
- Is likely studying or is interested in gaining experience in one or more of the following fields: community development, social work, urban planning/design, public relations, communications, public health, community ministry, or other relevant areas.

To be eligible for a Canada Summer Jobs position, you must:

1. Be between 15 and 30 years of age at the start of employment
2. Have been registered as a full-time student in the previous academic year and intend to return to school on a full-time basis in the next academic year
3. Be a Canadian citizen, permanent resident, or person to whom refugee protection has been conferred under the Immigration and Refugee Protection Act
4. Be legally entitled to work in Canada in accordance with relevant provincial/territorial legislation and regulations

Communications Manager – Canada Summer Jobs Position

Knox Presbyterian Church is an inclusive Christian community which has a strong focus on engaging the neighbourhoods surrounding Knox. We work in collaboration with community members, other non-profit organizations and businesses to provide programs and activities which promote social, physical, emotional and spiritual wellness and which make our community a more vibrant place. Knox is seeking a communications worker to help strengthen and implement our communication strategy to help grow Knox's presence in the community as a relational community hub.

The Student Communications Manager will:

- Provide innovative and creative communication support for both virtual and in-person community events and initiatives at Knox
- Communicate with community stakeholders including local agencies, groups, businesses, and community members within the neighbourhoods surrounding Knox (Rutland Park, Killarney, Glenbrook & Glamorgan) using a variety of communication platforms including print, digital, website, and social media
- Operate from an asset-based perspective to engage volunteers and help identify, strengthen and utilize the communication skills and resources that are already present within our community
- Identify and implement communication strategies for reaching diverse target audiences including youth, newcomers to Canada, older adults, and individuals who are experiencing or at risk of experiencing social isolation.
- Work in partnership with Knox's Community Engagement Specialist, Communication Supervisor and Minister,
- Be accountable to the Church Session through the HR Committee and Minister
- Produce biweekly reports on successes, challenges and learnings to help foster personal and professional growth and to inform and strengthen the community engagement and communication strategies at Knox.

The ideal candidate:

- Is a creative and energetic team player.
- Has strong communication skills (written and verbal).
- Is self-motivated, has strong time management skills, and is able to work independently as many interactions will occur remotely.
- Has experience with various communications platforms (print, digital, website and social media).
- Must meet the requirements of eligibility of the Canada Summer Jobs program (details below).

To be eligible for a Canada Summer Jobs position, you must:

1. Be between 15 and 30 years of age at the start of employment
2. Have been registered as a full-time student in the previous academic year and intend to return to school on a full-time basis in the next academic year
3. Be a Canadian citizen, permanent resident, or person to whom refugee protection has been conferred under the Immigration and Refugee Protection Act
4. Be legally entitled to work in Canada in accordance with relevant provincial/territorial legislation and regulations

The position contract is for 280 hours

Volunteer Social Media Coordinator

Position Title: Social Media Coordinator

Location: A hybrid of remote work and work at Knox Presbyterian Church

Employment Status: Volunteer position

Position Purpose:

Knox Presbyterian Church desires to grow its presence online to attract attention from local neighbours and businesses. In a goal to be a relational hub, we aim to share tips about mental, physical and spiritual wellness. We have been intentional about collaborating and partnering with groups and agencies to offer programs and activities which enable connections and relationships to form between people. To expand our online community presence, Knox seeks a part-time volunteer (5-10 hours/week) to create content, schedule posts and engage on Instagram and Facebook. The work of the social media coordinator is to communicate Knox's activities, partnerships, and core values: justice, compassion, worship and music.

Key Responsibilities/Activities:

- Design and create content for social media including reels, posts, stories, and lives.
- Scheduling posts consistently and timely to holidays, seasonal activities, and current events.
- Ensure posts are accompanied with informative text.
- Tagging appropriate organizations and people.

Key Competency Requirements:

- Excellent writing and design skills
- Passionate about social media growth and branding
- Interested in social justice and community
- Competent with Hootsuite, Canva and/or Creative Cloud
- Current and up-to-date with relevant social media best practices and trends that will lead to increased followers and engagement
- Strong strategic planning and time management skills
- Ability to self-motivate and act with initiative
- Quick thinker with strong problem solving skills.

Accountability:

- To the Communications Supervisor at Knox Church.



Position Title: Sound/Livestream Tech

Location: Church

Employment Status: Contract Part Time

Reports To: Minister/HR Committee

Position Purpose:

Knox Presbyterian Church requires help in hosting live and livestreamed events including worship and concerts. The work of the Sound/Livestream Tech is to align with Knox's strategic direction of Nurture and Innovate as well as our core values (Justice, Compassion, Worship and Music).

Key Responsibilities/Activities:

1. Sound & Livestream 95 %.

- Set up microphones needed for performance and recording.
- Run necessary mic checks.
- Run sound board through event.
- Download, rename, organize prerecorded footage before each Service.
- Set up livestream gear including gimbels, ipods (cameras), ipad and interface recording lines.
- Monitor Livestream paying attention to cameras and camera angles, along with backgrounds and microphones.
- Confirm that livestream is running smoothly and is uploaded to the Church's YouTube Channel.
- Take down and store all livestreaming equipment at the end of the event.
- Helping to record required videos for Sunday Services at a time convenient for the parties involved.
- Reporting to the Office any defects or technical requirements.

2. Reporting 5 %

- Produce and Annual Report for the AGM

Key Competency Requirements:

- Knowledge and competency running a sound board and livestreaming events

Accountability:

- To the Session of Knox Church through the Minister and HR Committee.

Community Development and Addiction Prevention Worker

Practicum Placement – Addictions Studies Diploma, Bow Valley College

The position will be approximately 2 days per week from September to December, for a total of 180 placement hours.

Knox Presbyterian Church is an inclusive Christian community which has a strong focus on engaging the neighbourhoods surrounding Knox. We work in collaboration with community members, other non-profit organizations and businesses to provide programs and activities which reduce social isolation and make our community a better place. Knox is looking for a practicum student who will strengthen Knox's presence in the community as a relational community hub – a place where connections are made between people, where natural supports are developed and where mental, emotional, physical and spiritual wellness is improved.

Possible Student Roles/Projects

To be decided and adapted based on student's interests and learning goals:

- Provide practical support for the current community development initiatives at Knox, particularly with adapting and expanding current community programs and activities in response to COVID-19
- Lead an evaluation process on the current community programs and activities at Knox, particularly exploring impacts on mental, emotional, physical and spiritual wellbeing.
- Strengthen Knox' Engagement and Communication strategies by developing a research brief exploring the relationships between community gathering places, social isolation, mental health and addiction prevention & support.
- Conduct a community scan to assess needs and interests in the community relating to addiction education, prevention and support and to map out current supports already existing in our community
- Design, implement, and evaluate an addiction prevention workshop and/or support group at Knox
- Support Knox in the development of an anti-racism policy for our organization
- Work in partnership with Knox's community engagement specialist and minister, accountable to the church Session.

The ideal student for this position:

- Is a creative and energetic team player.
- Has strong communication skills (written and verbal).
- Is self-motivated, has strong time management skills, and is able to work independently as many interactions may occur remotely.

Please note: This placement is intended to be completed on site; however, adaptations can be made to allow student(s) to work remotely as needed and in compliance with all AHS and City of Calgary COVID-19 safety requirements and recommendations.

Mission and Justice Report 2021

2022 Committee members: Moira Brownlee (chair), Jim Picken, Rev. Mark Tremblay (ex officio), Margaret Huising, Celia Lee, Malcolm Lim, Tom Brownlee, Glenda Stolarchuk, Rob Smith, Paul Grindlay, Sarah Childs, Murdo Marple. Thank you for all your support over the years. As COVID-19 continues to interrupt our best laid plans, we were still able to continue our mission in a scaled back form during the various seasons of 2021.

Winter: Knox received a request from the Centre for Newcomers asking for winter coats for a couple of refugee families who had recently arrived in Calgary. It didn't take long before donations were flooding in from the congregation and community engagement participants. We had coats, scarves, mitts, a pair of boots, many other articles of clothing and a few useful kitchen things. Benevolent Fund also made a large cash donation towards these and other families who were receiving help through the Centre for Newcomers.

Spring: With a large collaboration from a number of Knox members, local organizations, technicians, and many musicians, we were able to produce a fundraising virtual PIE (Public, Intentional and Explicit) event. The fundraiser supported Skipping Stone (a support network for Trans youth and families). As well, to a lesser extent, donations could be sent to Calgary Rainbow Railroad (LGBTQ2S refugee support organization). Success lay in the collaboration amongst: Calgary Outlink, Skipping Stone, Rainbow Railroad, Calgary Inter-Mennonite Church, Centre of Sexuality, The Calgary Men's chorus, the large Knox committee, individual musicians, several Presbyterian choirs, and Affirming Connections. The opening land acknowledgement was presented by Kenny Hunter from The Stoney/Nakoda reserve.

Summer: The reworked rainbow fabric that includes the transgender and queer people of colour now hangs on the cross in the sanctuary. We are extremely grateful to the original artist, Maxine Whitehead, for re-creating such a beautiful piece of art.

Fall: Knox was involved in two events with regard to September Pride. Funds were sent to assist a First Nations two-day spiritual/educational/musical event in Morley, AB. This is the first time such an event was organized on the reserve. Members of Knox choir and staff of Knox were involved the virtual Pride Interfaith Service.



Ongoing: Refugee/Newcomer sponsorship updates:

- Our collaborative agreement with PWS&D and Muhanned Ali to co-sponsor his sister Mais Alnatour and family has been accepted and we await their arrival in Canada.
- The refugee sponsorship application for the Al Refaai and Alnajjar families has been completed and sent to the government for final processing.
- Ongoing assistance is being provided to the Toumeh family. We celebrated their Canadian Citizenship ceremony via zoom in December.
- In 2022 we will begin processing new applications for two Syrian families – one living in a dire situation in Libya and the other family living in the United Arab Emirates.

Respectively submitted,
Moira Brownlee

Knox Community Kitchen

Knox has been a member of the Calgary's Cooking program of the Community Kitchen Program of Calgary for about 20 years. Our membership is very low and is mostly made up of non-Knox individuals. New members are welcome. We also receive referrals from the Calgary's Cooking program directly.

We usually cook eight times a year on the last Saturday of the month. It has become our habit to meet on the Sunday before after the service to plan our menu using the current weeks' shopping flyers. Those of us who are able get together on the Friday preceding the cook to do some prep work – this makes the Saturday cooks much faster and we're able to enjoy some of our Saturday afternoons following other pursuits.

Sadly, because of the pandemic we didn't have any cooks in 2021. We are planning to have cooks in 2022.

At the 'plan' we compare the advertised specials with what's available through the warehouse of the Community Kitchen programs' Food n More program. Each participant pays for their share of the food which is calculated by determining the total cost of the menu divided by the number of portions required. Each participant donate a nominal fee to offset wear and tear of kitchen appliances and the cost of utilities. For more information on Community Kitchen please visit their website at www.ckpcalgary.ca.

If you'd like more information about the Knox Community Kitchen please contact Tom McCabe or Winona Haliburton, co-convenors.



Session Benevolent Fund

The Benevolent Fund was established over 50 years ago and is a committee of Session. The Fund is used to help meet the needs of people who contact the minister or members of the committee regarding their concerns with personal or financial difficulties. These may be people within our own congregation, people known to someone within the congregation, strangers who appear at our door, or stranger who we hear of in some other way and who are in need of help.

Some years ago our mandate was extended slightly to include receiving donations for the support of refugees. This changed again during 2018 as the support of most of this ministry was transferred to the oversight of the Finance Team of Knox Presbyterian Church.

The Fund is kept in one bank account at Connect First Credit Union (formerly First Calgary Financial) with the donations divided between those made for general Benevolent Fund use and those made specifically for the former refugee family whom we continue to support.

During 2021, some of the funds from the Benevolent Fund were used for the following:

- assisted a number of people with cash donations, bus tickets, gift cards
- assisted a family faced with unexpected funeral expenses
- assisted someone who experienced financial difficulty
- support a former refugee family with regular monthly assistance thanks to the generous donations of a parishioner; and, from the Benevolent Fund, provide this family food boxes four times a year
- purchased several books of transit tickets to have on hand at Knox
- purchased Safeway gift cards to have on hand at Knox

Our funds come strictly by donation. Occasionally we receive donations made in memory of a friend or family member. Several years ago, we received a very generous donation from a member and we have relied heavily on that donation over the past couple of years when regular donations have been less frequent. Please consider donating to the Benevolent Fund as another way in which members of this congregation reach out with a helping hand to others in the congregation and to those in our community. Offering envelopes for the fund are always available in the pews and in the narthex. Receipts are issued for any donations received.

We continue to give grateful thanks to all who have contributed to the Session Benevolent Fund over the many years of its existence.

Committee Members 2021:

Doreen Hall Alice Hodges Margaret Husing Mark Tremblay

REPORT OF THE ENVELOPE SECRETARY

In 2021 there were 22 sets of envelopes and 25 PAR donors. (2020 had 26 and 27 respectively)

The table below compares donations to funds, open offerings and Canada Helps in 2021 vs 2020.

For designated funds, a substantial one-time gift 2020 accounted for the main difference. For 2021 lower offerings can be attributed to deaths in the congregation and a reduction in donations to the Benevolent Fund. Some 2020 envelope donations not repeated in 2021 were partially offset by higher Canada Helps donations. These can perhaps be attributed to covid, lower attendance to in person worship and alternative forms of giving.

Fund	2021	2020	Diff	Explanation
General, Building, Special Projects	111,194	138,777	-27,583	20k gift in 2020, deaths in 2021 & lower givings
PresbSharing, PWSD, Benevolent Fund	15355	18,421	-3,066	Benevolent Fund 3.4k lower in 2021
Memorial Fund	0	825	-825	
Music Ministry	4726	4,941	-215	
Community Outreach	250	965	-715	No red carpet in 2021
Open Offerings	181	313	-132	
Donations No Tax Receipt	7603	5,385	2,218	
Total	139,309	169,627	30,318	

The 2021 annual donation can be summarized as follows. (Note that comparative figures now reflect those used by Statistics Canada.)

Annual Donation	# Donors	Donor %	Total	Total %	CH donatons	CH Total
\$ 123 or less	5	9	\$ 370	0.3	9	\$ 700
124 – 357	10	18	\$ 2,090	1.5	10	\$ 2,150
358 – 995	7	13	\$ 3,815	2.7	2	\$ 1,200
995 or more	33	60	\$125,251	89.9	3	\$ 3,500
Open Offerings			\$ 181	0.1		
Canada Helps	24		\$ 7,603	5.5		

Donations from those using Envelopes, etransfer, PAR, and Canada Helps do not make up Knox's total income or cover all the expenses. For 2021, donations represented 50% of Knox's income and covered 39% of our total expenses.

Respectfully submitted.

Margaret Husing
Envelope Secretary

Support Committee Annual Report

The Support committee was established in 1985. The committee functions to provide the resources to help fulfill the commitment of the congregation to support and nurture our entire spiritual family. The main focus is on those who are house bound, in care, hospitalized or in need for other reasons.

The committee members support the core value of the congregation through visits, provision of rides to church or medical appointments as needed. Communion visits are arranged as requested. In addition the committee provides catering for funeral/ memorial service receptions and hosts two lunches for seniors each year.

Due to pandemic restrictions and need to be cautious we held only 4 in person meetings socially distanced and masked. The restrictions also curtailed most of our visiting as many care facilities were closed to visitors for much of the year. We did make five visits including three communion visits. We made seventy two phone contacts during the year. In December we met to write Christmas cards and sent out twenty six. We included some regular café attendees and some Red Carpet lunch helpers in our contacts. One funeral reception was hosted with about 80 in attendance.

We look forward to a year when more in person contact is possible.
Respectfully submitted,

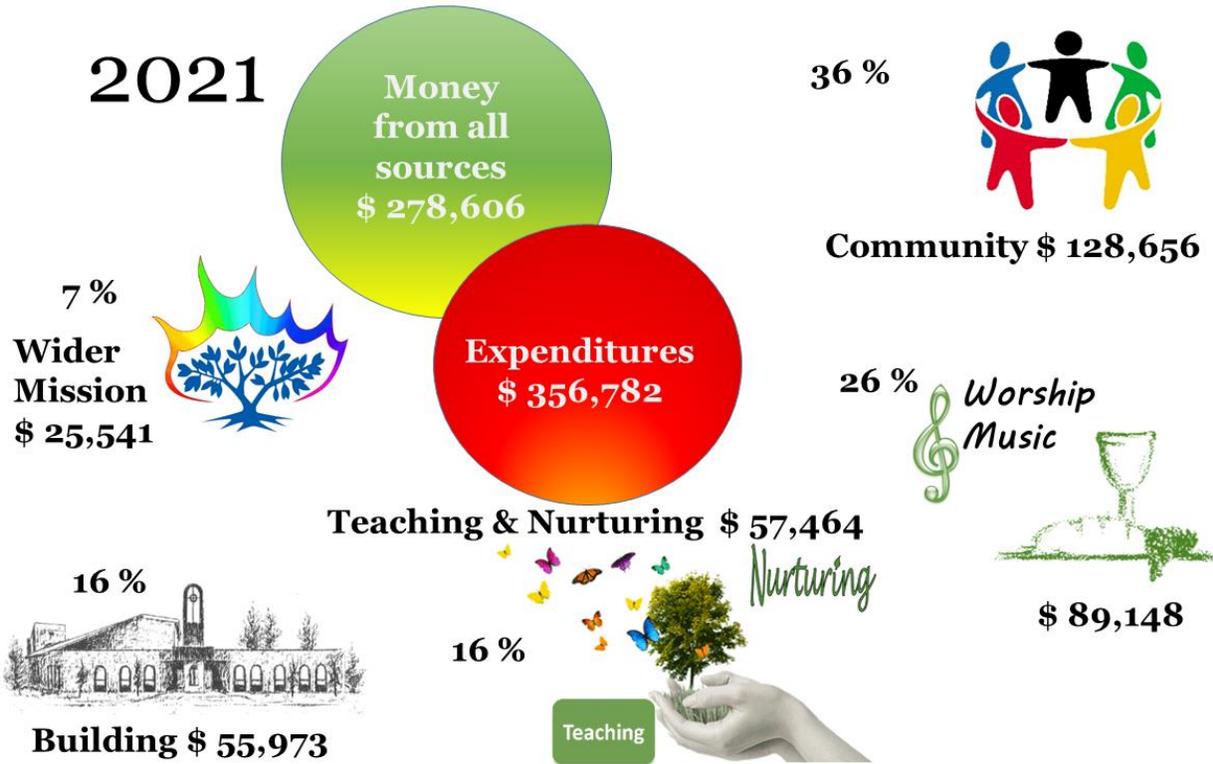
Alice Hodges

Committee Members

Alice Hodges Convenor

Doreen Hall, Pam Dickie, Glenda Stolarchuk, Lesa Freeman, Rev Mark Tremblay (ex-officio)







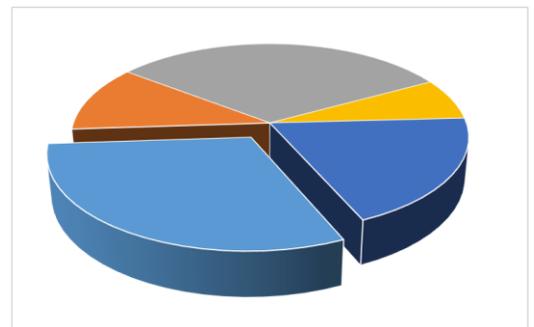
Actual Expenditures for 2020 \$ 89,148
 Proposed budget for 2022 \$ 96,325

Our Worship & Music ministry includes:

- | | |
|---|---|
| <ul style="list-style-type: none"> • Administrative support • Birthday/ Anniversary celebrations • Candles • Chancel Guild
 • Choral Scholars • Choir • Cleaners • Coffee Fellowship • Communion preparation • Communion servers • Concerts • Decorations/ flowers • Duty Elder • Guest Musicians/ Dancers • Greeters | <ul style="list-style-type: none"> • Hymnals/ Psalters • Directors of Music • Offering counters • Organ/ piano tuning/ maintenance • Church School Pageant • Sabbatical Supply • Sermon notes • Sermon preparation • Sound operators • Special Services • Streaming Services • Visual • Worship Assistants • Worship Leadership • Worship planning |
|---|---|

The Budget allocation to Worship and Music was calculated as follows:

- 30 % of Minister's expenses
- 40 % of Church Administrator's expenses
- Music Ministry expenses
- 10 % of the Building and Grounds expenses
- Cost of Pulpit Supply
- 40 % of the Administration expenses
- 20 % of Communications/ Social Media expenses
- Streaming Expenses



Our Worship and Music ministry accounts for 31% of the proposed budget. Our average Worship Service will cost \$ 1,720 based on 56 services. The additional services are Maundy Thursday, Good Friday, Blue Christmas and Christmas Eve Carols and Lessons.

An average Worship Service at Knox benefits from the efforts of 2 - 5 people. This is a dedicated team committed to making sure our worship is significant.

Nurturing



Teaching

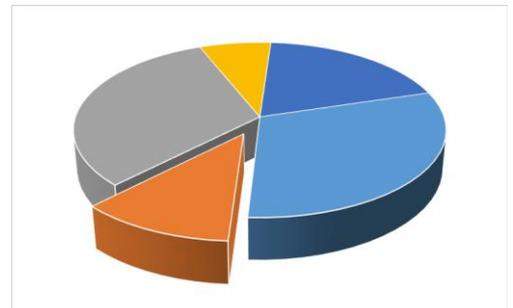
Actual Expenditures for 2021 \$ 57,464
 Proposed budget for 2022 \$ 36,101

Our Teaching & Nurturing Ministry includes:

- Administrative support
- Anniversary
- Annual General Meeting
- Announcements
- Benevolent Fund
- Bible/ Book studies
- Celebration Sundays
- Church School
-
- Community Kitchen
- Conversation Cafés
- Coordinating Session Business
-
- Covenant of Friendship
- Financial Administrator/Bookkeeper
- Financial oversight
- Financial reviewers
- Human Resources support
- Knox 3000 Endowment Fund
- Leading with Care
- Mission Capsules
- Nursery Care
- Pastoral counselling
- Pride Parade
- Seniors Ministry Coordinator
- SheKnox
- Staff Retreat
- Support Committee
- Visiting Members & Adherents
- Volunteer recruitment
- Website
- Welcoming Visitors
-

The Budget allocation to Teaching and Nurturing is as follows:

Christian Education & Worship expenses
 Session expenses
 20 % of Minister's expenses
 20% of Sabbatical expenses
 5 % of Church Administrator's expenses
 40% of Communications/ Social Media expenses
 Bookkeeper
 SheKnox



Our Teaching & Nurturing ministries account for 11% of the proposed Budget.

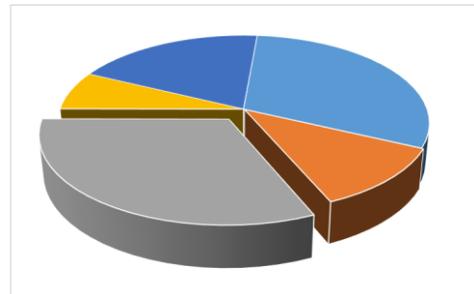


Actual Expenditures in 2021 \$ 128,856
 Proposed budget for 2022 \$ 99,345

- Administrative support
- Benevolent Fund Support
- Bernie’s Buddies
- Café at Knox
- Calgary Immigrant Women’s Association
- Calgary Pride Parade
- Calgary Brown Bagging
- Community Kitchen
- Community engagement
- Donations to Sheriff-King Shelter
- Games at Knox
- Rug Hookers at Knox
- Justice Education
- Knox Golf Group
- Outreach Education
- Provision of food, money & gifts
- Red Carpet Concerts
- Refugee Sponsorship
- Revitalization outside
- Subsidized Rentals
- Yoga

The Budget allocation to Community is as follows:

- Mission & Justice Expenses
- Local Mission Support
- 30 % of Minister’s Stipend & Allowances
- 10 % of Church Administrator’s expenses
- 25% of Buildings and Grounds
- Community Engagement Specialist
- Summer Students
- Benevolent Fund
- Community Projects
- Settlement Sponsorship
- 29% of Administration expenses
- 40% of Communications/ Social Media expenses



Our Community Ministry accounts for 32 % of the proposed Budget.



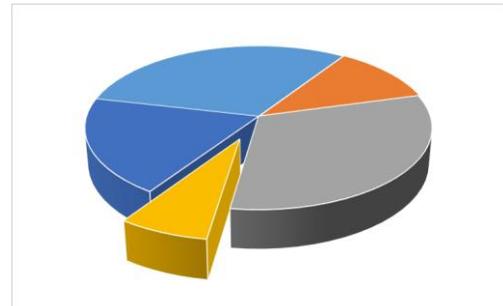
Actual Expenditures for 2021 \$ 25,541
 Proposed budget for 2022 \$ 22,472

Our Support of Wider Mission Initiatives include:

- Administrative support
- Presbyterians Sharing Canadian Ministries International Ministries
- Presbytery of Calgary-MacLeod General Presbyter Cyclical Calgary-Macleod
- Presbyterian World Service & Development Synod of Alberta & Northwest
- Camp Kanawin
- Director of Regional Ministries
- Service on Presbytery & Synod committees

The Budget allocation to Wider Mission includes:

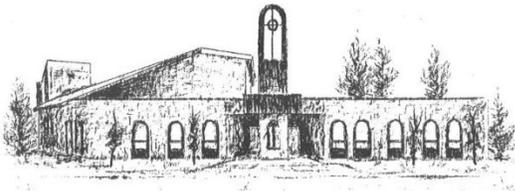
Presbyterian Sharing contributions
 Calgary-MacLeod Dues
 Donations to PWS&D
 5 % of Minister’s expenses
 5% of Church Administrator expenses



Our support of Wider Mission initiatives accounts for 7 % of the proposed Budget. It is based on the Finance Team’s recommendation for Presbyterians Sharing, Presbytery Dues and a percentage of the Minister’s Stipend.

In 2014 the congregation decided that contributions to Presbyterians Sharing be collected separately from the contributions to the General fund. A special Presbyterians Sharing envelope has been made available for members and adherents to use.

Donations to PWS&D are not included in the proposed budgeted amount. While the budgeted costs for our Wider Mission is 7%, the actual percentage at the end of the year could be higher depending on the congregation’s generosity.

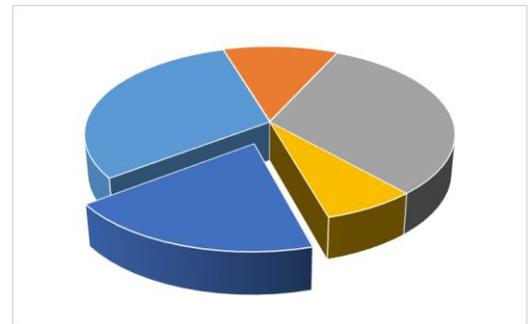


Actual Expenditures for 2021 \$ 55,973
Proposed budget for 2022 \$ 60,327

We equip and maintain our offices and building to enable a variety of ministries:

- | | |
|---|---|
| <ul style="list-style-type: none"> • Administrator’s Office • Administrative expenses • Anniversary celebrations • Administrative training • Building & Maintenance upgrades • Choir Rehearsal • Cleaners & cleaning supplies • Congregational events <ul style="list-style-type: none"> Bible/ book Studies Community Lunches Evening Concerts Mission & Justice Events Red Carpet Series Special Services Yoga • Committee Meetings • Computer Maintenance & Upgrades | <ul style="list-style-type: none"> • Computer software licensing & upgrades • Copier Lease & maintenance • Electricity & Gas expenses • Fall Bazaar • Furnishings maintenance & upgrades • Insurances • Lawn maintenance • Minister’s Office • Music Director’s Office • Subsidized Rentals • Calgary Girls Choir • Classical Guitar Society <ul style="list-style-type: none"> Calgary Girls Choir Calgary Boys Choir Snow clearing & removal Sunday Service • Welcoming changes |
|---|---|

The Budget allocation to our Building includes:
 Finance Team expenses
 65 % of Building & Grounds Expenses
 50 % of Church Administrator’s contract & benefits
 15 % of Minister’s Stipend & Allowances
 40 % of Administrative Expenses
 Security



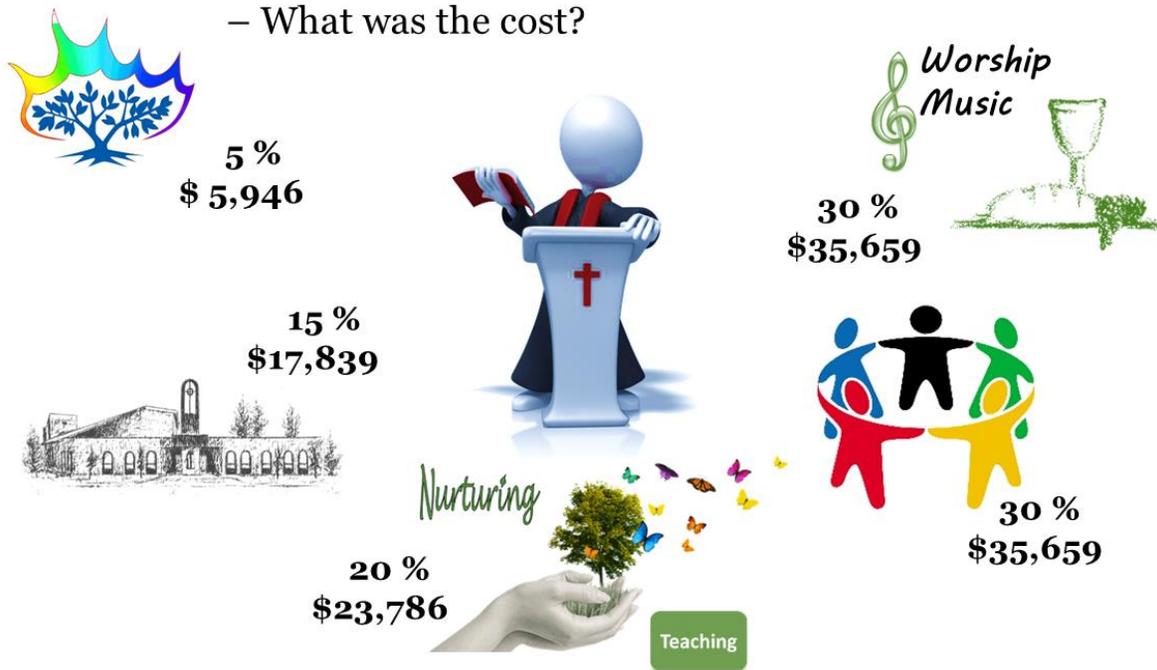
Our Building Ministry accounts for 19 % of the proposed Budget.

At the 2014 AGM, the congregation decided to fund all maintenance, replacements and upgrades from the Building Reserve and Maintenance Fund. The target for the Knox Building Reserve and Maintenance Fund is to accumulate \$ 30,000 annually. We have not yet been able to carry a balance forward.

A Service of Worship will cost \$ 1720 in 2022



How did your minister spend his time in 2021? – What was the cost?



8:44 PM
2022-03-02
Accrual Basis

Knox Presbyterian Church
Balance Sheet

As of 31 December 2021

31 Dec 21

ASSETS	
Current Assets	
Chequing/Savings	
12305 · ATB General account	20,343.01
12313 · ATB Restricted	
12307 · ATB Resettlement Supp- Living	2,928.42
12309 · Building Fund	1,208.49
12319 · She Knox Bank	20,050.95
12331 · PCC New Ministries Grant	13,671.27
12332 · In trust Muhannad Ali	7,000.00
12335 · Red Carpet	2,650.00
12337 · Paul Hawkins Estate	104,334.85
12341 · Stardale Women's Group Bank	1,000.00
Total 12313 · ATB Restricted	152,843.98
12314 · Benevolent Bank	
12315 · Benevolent Fund Bank	3,680.71
12316 · Benevolent Refugee Support Bank	15.57
Total 12314 · Benevolent Bank	3,696.28
13322 · She Knox Petty Cash	12.89
Total Chequing/Savings	176,896.16
Accounts Receivable	
11000 · Accounts Receivable	4,206.68
Total Accounts Receivable	4,206.68
Other Current Assets	
12000 · Undeposited Funds	500.00
Total Other Current Assets	500.00
Total Current Assets	181,602.84
Fixed Assets	
15150 · Capital Assests	
15200 · Building Replacement Value	2,601,765.00
15201 · Contents- Replacement	968,070.00
Total 15150 · Capital Assests	3,569,835.00
15250 · Fire Security System	9,325.00
Total Fixed Assets	3,579,160.00
Other Assets	
14000 · Investments	
14003 · Memorial Mutual Fund	1,827.83
Total 14000 · Investments	1,827.83
Total Other Assets	1,827.83
TOTAL ASSETS	3,762,590.67

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2022-03-02
Accrual Basis

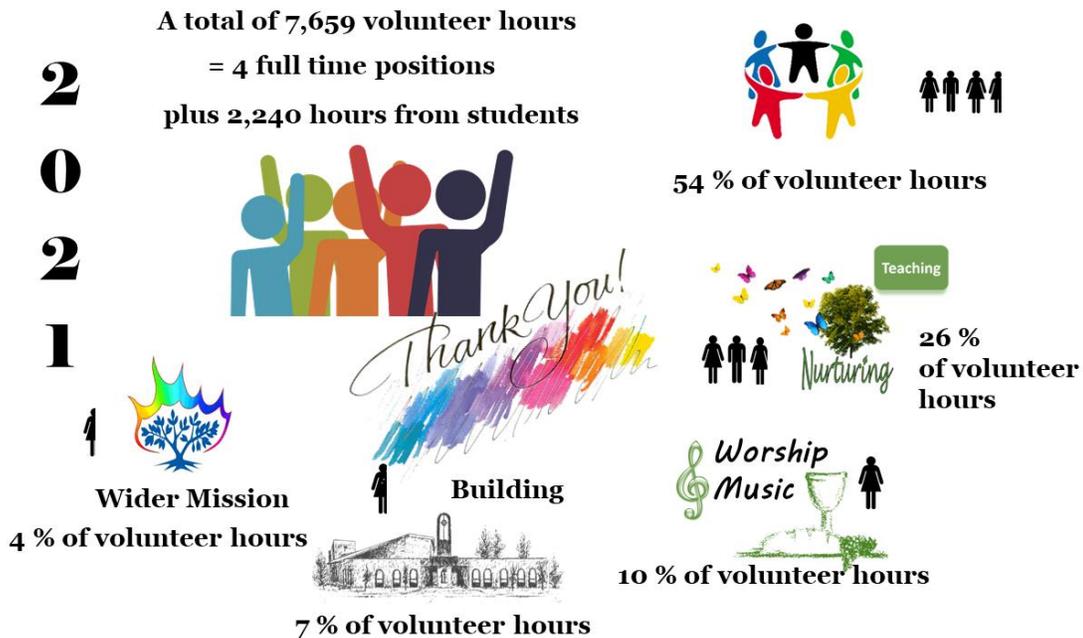
Knox Presbyterian Church
Balance Sheet
As of 31 December 2021
31 Dec 21

LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
20000 · Accounts Payable	2,761.25
Total Accounts Payable	<u>2,761.25</u>
Other Current Liabilities	
22005 · PCC New Ministry Grant	11,328.73
22006 · Stardale Grant	1,000.00
25500 · GST/HST Payable	(2,835.00)
Total Other Current Liabilities	<u>9,493.73</u>
Total Current Liabilities	12,254.98
Long Term Liabilities	
26250 · CWB National Leasing	6,508.13
Total Long Term Liabilities	<u>6,508.13</u>
Total Liabilities	18,763.11
Equity	
30999 · Restricted Equity	
31003 · Organ Fund	3,100.17
31009 · Audio Visual Upgrade	4,414.77
Total 30999 · Restricted Equity	<u>7,514.94</u>
32000 · Unrestricted Equity	3,814,499.34
Net Income	<u>(78,186.72)</u>
Total Equity	<u>3,743,827.56</u>
TOTAL LIABILITIES & EQUITY	<u><u>3,762,590.67</u></u>

SESSION BENEVOLENT FUND

Bank Balance, January 1, 2021			
Benevolent Fund			\$ 6501.58
Refugee Support			<u>15.57</u>
			\$ 6517.15
 2021 Receipts			
Benevolent Fund	\$ 600.00		
Refugee Support	<u>6000.00</u>	<u>6600.00</u>	
			\$ 13,117.15
 2021 Disbursements			
Benevolent Fund	\$ 3420.87		
Refugee Support	<u>6000.00</u>	\$ <u>9420.87</u>	
			<u>\$ 3696.28</u>
 Bank Balance, December 31, 2021			
Benevolent Fund			\$ 3680.71
Refugee Support			<u>15.57</u>
			<u>\$ 3696.28</u>

Respectfully submitted,
Doreen Hall

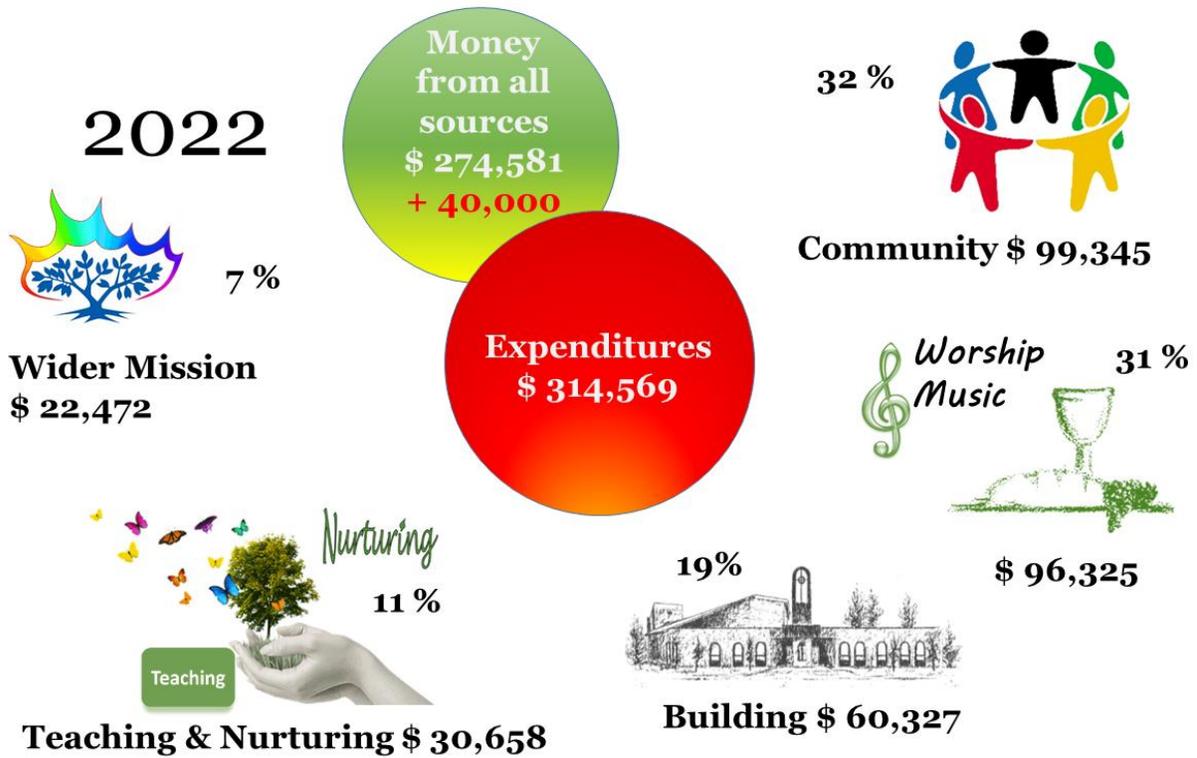


Consolidated Statement

Ordinary Income/Expense	Jan - Dec 21	Budget	\$ Over Budget	% of Budget
Income				
41400 · Contributions				
41410 · Par Offerings	62,494.00	64,000.00	(1,506.00)	97.65%
41415 · Envelopes	52,890.00	58,500.00	(5,610.00)	90.41%
41420 · Music Ministry	4,726.00	5,000.00	(274.00)	94.52%
41425 · Open Offerings	1,181.00	2,000.00	(819.00)	59.05%
41435 · Benevolent Fund - Refugee Supp	6,000.00			
41440 · Benovolent Fund	600.00			
41695 · Donations No tax receipt	7,550.00	7,200.00	350.00	104.86%
Total 41400 · Contributions	135,441.00	136,700.00	(1,259.00)	99.08%
41431 · Gift In Kind Donations	1,555.04			
41550 · Interest and Investment				
41555 · Investment Income Memorial Fund	1,800.09			
41560 · Interest Income	497.80			
41561 · Interest Estate Gifts	4,235.86	500.00	3,735.86	847.17%
Total 41550 · Interest and Investment	6,533.75	500.00	6,033.75	1,306.75%
41570 · Rental				
41575 · Rental - Young Nak	35,124.30	40,810.00	(5,685.70)	86.07%
41585 · Rental - Misc	8,339.00	4,800.00	3,539.00	173.73%
41590 · Rental - Calgary Girls Choir	8,240.00			
41591 · Calgary Boys Choir	7,266.68	4,300.00	2,966.68	168.99%
Total 41570 · Rental	58,969.98	49,910.00	9,059.98	118.15%
41610 · National				
41620 · PWS&D	1,180.00			
41625 · Presbyterian Sharing	1,420.00	8,000.00	(6,580.00)	17.75%
Total 41610 · National	2,600.00	8,000.00	(5,400.00)	32.5%
41700 · Community				
41660 · Community Kitchen	0.00	200.00	(200.00)	0.0%
41661 · Community Projects	270.00	800.00	(530.00)	33.75%
41690 · Red Carpet Concert Series	141.29	2,500.00	(2,358.71)	5.65%
41710 · Yoga	750.00	2,000.00	(1,250.00)	37.5%
41725 · Building Special Projects	0.00	6,200.00	(6,200.00)	0.0%
Total 41700 · Community	1,161.29	11,700.00	(10,538.71)	9.93%
41745 · Grants				
41730 · Community Grants	13,671.27	26,000.00	(12,328.73)	52.58%
41733 · Canada Summer Jobs	9,405.00	11,000.00	(1,595.00)	85.5%
41742 · New Horizons	25,000.00			
41743 · Stardale Women's Group	0.00			
Total 41745 · Grants	48,076.27	37,000.00	11,076.27	129.94%
41800 · She Knox Income	451.18			
419001 · CEBA Income	20,000.00			
41903 · COVID Grants	3,817.00			
Total Income	278,605.51	243,810.00	34,795.51	114.27%

Ordinary Income/Expense	Jan - Dec 21	Budget	\$ Over Budget	% of Budget
Expense				
60040 · Administrative				
60050 · Advertising and Promotion	0.00	500.00	(500.00)	0.0%
60059 · Bank Chgs and Interest				
60060 · Bank Service Charges	654.47	550.00	104.47	119.0%
60066 · Canada Helps Service charges	302.00	200.00	102.00	151.0%
Total 60059 · Bank Chgs and Interest	956.47	750.00	206.47	2.70
60070 · Postage and Delivery	71.21			
60075 · Office Supplies	346.97	1,000.00	(653.03)	34.7%
60085 · Insurance Expense	6,390.00	6,400.00	(10.00)	99.84%
60090 · Telephone Expense	0.00	358.00	(358.00)	0.0%
60095 · Internet	2,028.36	1,620.00	408.36	125.21%
60110 · Computer Software	136.68	250.00	(113.32)	54.67%
60120 · Website Development	1,235.18	300.00	935.18	411.73%
60125 · Copier Lease	2,973.69	2,800.00	173.69	106.2%
60130 · Copier Service	609.18	1,400.00	(790.82)	43.51%
60135 · Professional Fees	4,305.00	4,044.00	261.00	106.45%
Total 60040 · Administrative	19,052.74	19,422.00	(369.26)	98.1%
60500 · Building and Grounds				
60550 · Utilities				
60552 · Electrical and Water	7,959.74	7,100.00	859.74	112.11%
60554 · Gas	4,997.45	4,400.00	597.45	113.58%
Total 60550 · Utilities	12,957.19	11,500.00	1,457.19	112.67%
60555 · Security	1,493.28	1,300.00	193.28	114.87%
60560 · Janitorial supplies	1,062.47	800.00	262.47	132.81%
60565 · Custodian	7,636.09	7,000.00	636.09	109.09%
65070 · Repairs and Maintenance	9,347.05	5,500.00	3,847.05	169.95%
65075 · Garbage Removal	2,656.50	1,800.00	856.50	147.58%
65080 · Dishwasher R&M	0.00	700.00	(700.00)	0.0%
65085 · Lawn and Snow removal	6,109.61	3,350.00	2,759.61	182.38%
65090 · Special Projects & Upgrades	641.03	6,200.00	(5,558.97)	10.34%
Total 60500 · Building and Grounds	41,903.22	38,150.00	3,753.22	109.84%
67000 · Salaries & Contracts Minister				
67050 · Payroll Expenses salary	65,460.96	65,462.00	(1.04)	100.0%
67055 · Employer CPP&EI	4,411.79	4,100.00	311.79	107.61%
67060 · Living Allowance	21,000.00	21,000.00	0.00	100.0%
67065 · Employer Cont pension	11,058.00	11,854.00	(796.00)	93.29%
67075 · Group Health Insurance	4,591.92	4,502.00	89.92	102.0%
67085 · Utilities	4,799.75	3,400.00	1,399.75	141.17%
67090 · Study Leave & Books	1,000.00	1,000.00	0.00	100.0%
67095 · Travel	4,930.65	3,400.00	1,530.65	145.02%
67099 · Telephone and Internet	1,675.78	1,400.00	275.78	119.7%
Total 67000 · Salaries & Contracts Minister	118,928.85	116,118.00	2,810.85	102.42%

Ordinary Income/Expense	Jan - Dec 21	Budget	\$ Over Budget	% of Budget
68000 · Community Ministries				
68010 · Summer Student	11,562.02	10,200.00	1,362.02	113.35%
68020 · Employer CPP & EI	2,758.47	800.00	1,958.47	344.81%
68112 · Community Engagement	26,497.92			
Total 68000 · Community Ministries	40,818.41	11,000.00	29,818.41	371.08%
68100 · Support Staff				
68110 · Administration Salary	9,243.34	11,300.00	(2,056.66)	81.8%
68111 · Communication Staff	2,536.50			
68115 · Employer CPP&EI	501.74	600.00	(98.26)	83.62%
Total 68100 · Support Staff	12,281.58	11,900.00	381.58	103.21%
68200 · Music Ministry				
68205 · Music Directors	28,842.48	30,566.00	(1,723.52)	94.36%
68210 · Choral Scholars & Band	4,980.00	11,200.00	(6,220.00)	44.46%
68215 · Organ Scholar	440.00			
68220 · Occassional Musicians	125.00	1,000.00	(875.00)	12.5%
68225 · Organ Supply	275.00	750.00	(475.00)	36.67%
68230 · R&M Supplies copyright	973.97	500.00	473.97	194.79%
68235 · Piano Tuning	410.00	400.00	10.00	102.5%
Total 68200 · Music Ministry	36,046.45	44,416.00	(8,369.55)	81.16%
68300 · Ministry				
68305 · Session Expenses	26,098.57	250.00	25,848.57	10,439.43%
68310 · Pulpit Supply	1,225.00	1,225.00	0.00	100.0%
Total 68300 · Ministry	27,323.57	1,475.00	25,848.57	1,852.45%
69000 · Committees				
69005 · Mission & Justice	150.00	250.00	(100.00)	60.0%
69010 · CE&Worship	4,139.25	6,590.00	(2,450.75)	62.81%
69020 · Finance	0.00	250.00	(250.00)	0.0%
Total 69000 · Committees	4,289.25	7,090.00	(2,800.75)	60.5%
69100 · Presbyterian Church				
69105 · Presbyterian Sharing	7,975.00	8,000.00	(25.00)	99.69%
69110 · Presytery Cal-Macleod	9,952.20	9,952.00	0.20	100.0%
69115 · PWS & D	1,180.00			
Total 69100 · Presbyterian Church	19,107.20	17,952.00	1,155.20	106.44%
69200 · Other -				
69215 · Benevolent Fund Refugee Support	6,750.00			
69220 · Benevolent Fund	4,240.87			
69250 · Security Events	125.00			
Total 69200 · Other -	11,115.87			
69300 · Community Projects Expense				
69260 · Yoga Expense	450.00	2,000.00	(1,550.00)	22.5%
69275 · Red Carpet Concert Expense	536.29	2,000.00	(1,463.71)	26.82%
69310 · CES Worker & Expenses	43.04	19,000.00	(18,956.96)	0.23%
69315 · Community Fundraising expenses	448.99	250.00	198.99	179.6%
69320 · New Horizons Grant	12,675.95			
69325 · Calgary Foundation Expense	11,459.80			
Total 69300 · Community Projects Expense	25,614.07	23,250.00	2,364.07	110.17%
69500 · She Knox Expense	311.02			
Total Expense	356,792.23	290,773.00	66,019.23	122.71%
Net Ordinary Income	(78,186.72)	(46,963.00)	(31,223.72)	166.49%
Net Income	(78,186.72)	(46,963.00)	(31,223.72)	1.66



Proposed Budget

Ordinary Income/Expense	Budget 2021	Actual 2021	Draft 2022 Budget	
			with grants	w/o grants
Income				
41400 · Contributions				
41410 · Par Offerings	64,000	62,494	67,000	67,000
41415 · Envelopes	58,500	52,890	67,000	67,000
41420 · Music Ministry	5,000	4,726	5,000	5,000
41425 · Open Offerings	2,000	1,181	181	181
41435 · Benevolent Fund - Refugee Supp		6,000		
41440 · Benovolent Fund		600		
41695 · Donations No tax receipt	7,200	7,550	5,000	5,000
Total 41400 · Contributions	136,700	135,441	144,181	144,181
41431 · Gift In Kind Donations		1,555		
41550 · Interest and Investment				
41555 · Investment Income Memorial Fund		1,800		
41560 · Interest Income		498		
41561 · Interest Estate Gifts	500	4,236		
Total 41550 · Interest and Investment	500	6,534		
41570 · Rental				
41575 · Rental - Young Nak	40,810	35,124	0	0
41585 · Rental - Misc	4,800	8,339	10,000	10,000
41590 · Rental - Calgary Girls Choir		8,240	18,000	18,000
41591 · Calgary Boys Choir	4,300	7,267	9,000	9,000
Total 41570 · Rental	49,910	58,970	37,000	37,000
41610 · National				
41620 · PWS&D		1,180		
41625 · Presbyterian Sharing	8,000	1,420	8,000	8,000
Total 41610 · National	8,000	2,600	8,000	8,000
41700 · Community				
Annual Neighbour Campaign			15,000	15,000
41660 · Community Kitchen	200		200	200
41661 · Community Projects	800	270	800	800
41690 · Red Carpet Concert Series	2,500	141	2500	2500
41710 · Yoga	2,000	750	2,000	2,000
41725 · Building Special Projects	6,200		6,200	6,200
Total 41700 · Community	11,700	1,161	26,700	26,700
41745 · Grants				
41730 · Community Grants	26,000	13,671	25,000	
41733 · Canada Summer Jobs	11,000	9,405	4,700	
41742 · New Horizons		25,000	25,000	
41743 · Stardale Women's Group		0	4,000	4,000
Total 41745 · Grants	37,000	48,076	58,700	4,000
41800 · She Knox Income		451		
419001 · CEBA Income		20,000		
41903 · COVID Grants		3,817		
Total Income	243,810	278,606	274581	219881

Expense	Budget 2021	Actual 2021	Draft 2022 Budget	
60040 · Administrative				
60050 · Advertising and Promotion	500	0	500	500
60059 · Bank Chgs and Interest				
60060 · Bank Service Charges	550.00	654	550	550
60066 · Canada Helps Service charges	200.00	302	200	200
Total 60059 · Bank Chgs and Interest	750	956	750	750
60070 · Postage and Delivery		71		
60075 · Office Supplies	1,000	347	700	700
60085 · Insurance Expense	6,400	6,390	7,094	7,094
60090 · Telephone Expense	358	0		
60095 · Internet	1,620	2,028	2,040	2,040
60110 · Computer Software	250	137	250	250
60120 · Website Development	300	1,235	300	300
60125 · Copier Lease	2,800	2,974	3,000	3,000
60130 · Copier Service	1,400	609	1,000	1,000
60135 · Professional Fees	4,044	4,305	4,044	4,044
Total 60040 · Administrative	19,422	19,053	19,678	19,678
60500 · Building and Grounds				
60550 · Utilities				
60552 · Electrical and Water	7,100	7,960	7,100	7,100
60554 · Gas	4,400	4,997	4,400	4,400
Total 60550 · Utilities	11,500	12,957	11,500	11,500
60555 · Security	1,300.00	1,493	1,500	1,500
60560 · Janitorial supplies	800.00	1,062	800	800
60565 · Custodian	7,000.00	7,636	8,484	8,484
65070 · Repairs and Maintenance	5,500.00	9,347	5,500	5,500
65075 · Garbage Removal	1,800.00	2,657	3,096	3,096
65080 · Dishwasher R&M	700.00	0	700	700
65085 · Lawn and Snow removal	3,350.00	6,110	6,000	6,000
65090 · Special Projects & Upgrades	6,200.00	641	6,200	6,200
Total 60500 · Building and Grounds	38,150	41,903	43,780	43,780
67000 · Salaries & Contracts Minister				
67050 · Payroll Expenses salary	65,462	65,461	66,771	66,771
67055 · Employer CPP&EI	4,100	4,412	4,600	4,600
67060 · Living Allowance	21,000	21,000	21,000	21,000
67065 · Employer Cont pension	11,854	11,058	11,854	11,854
67075 · Group Health Insurance	4,502	4,592	4,684	4,684
67085 · Utilities	3,400	4,800	4,000	4,000
67090 · Study Leave & Books	1,000	1,000	2,000	2,000
67095 · Travel	3,400	4,931	4,500	4,500
67099 · Telephone and Internet	1,400	1,676	1,700	1,700
Total 67000 · Salaries & Contracts Minister	116,118	118,929	121,109	121,109

	Budget 2021	Actual 2021	Draft 2022 Budget	
68000 - Community Ministries				
68010 - Summer Student	10,200	11,562	5,100	
68020 - Employer CPP & EI	800	2,758	800	
68112 - Community Engagement		26,498	20,000	
Total 68000 - Community Ministries	11,000	40,818	25,900	0
68100 - Support Staff				
68110 - Administration Salary	11,300	9,243	13,800	13,800
68111 - Communication Staff		2,537	8,000	
68111 - Sound Tech			2,900	2,900
68115 - Employer CPP&EI	600	502	600	600
Total 68100 - Support Staff	11,900	12,282	25,300	17,300
68200 - Music Ministry				
68205 - Music Directors	30,566	28,842	31,177	31,177
68210 - Choral Scholars & Band	11,200	4,980	5,000	5,000
68215 - Organ Scholar		440	1,200	1,200
68220 - Occasional Musicians	1,000	125	1,000	1,000
68225 - Organ Supply	750	275	750	750
68230 - R&M Supplies copyright	500	974	613	613
68235 - Piano Tuning	400	410	800	800
Total 68200 - Music Ministry	44,416	36,046	40,540	40,540
68300 - Ministry				
68305 - Session Expenses	250	26,099	250	250
68310 - Pulpit Supply	1,225	1,225	0	0
Total 68300 - Ministry	1,475	27,324	250	250
69000 - Committees				
69005 - Mission & Justice	250	150	250	250
69010 - CE&Worship	6,590	4,139	3,665	3,665
69020 - Finance	250		250	250
Total 69000 - Committees	7,090	4,289	4,165	4,165
69100 - Presbyterian Church				
69105 - Presbyterian Sharing	8,000	7,975	8,000	8,000
69110 - Presytery Cal-Macleod	9,952	9,952	7,697	7,697
69115 - PWS & D		1,180		
Total 69100 - Presbyterian Church	17,952	19,107	15,697	15,697
69200 - Other -				
69215 - Benevolent Fund Refugee Support		6,750		
69220 - Benevolent Fund		4,241		
69250 - Security Events		125		
Total 69200 - Other -		11,116		
69300 - Community Projects Expense				
69260 - Yoga Expense	2,000	450	2,000	2,000
69275 - Red Carpet Concert Expense	2,000	536	2,000	2,000
69310 - CES Expenses	19,000	43	4,400	
69315 - Community Fundraising expenses	250	449	250	
69320 - New Horizons Grant		12,676	9,500	
69325 - Calgary Foundation Expense		11,450		
Total 69300 - Community Projects Expense	23,250	25,604	18,150	4,000
69500 - She Knox Expense		311		
Total Expense	291,273	356,782	314,569	267,019
Net Income	-47,463	-78,177	-39,988	-47,138

Memorial Fund Report

Balance December 31, 2020

Investments

TD Mutual Funds	\$19,522.74
	<u>\$19,522.74</u>

Paul Hawkins Estate	\$141,758.49
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2020 Transfers

Mutual Funds	\$19,495.00
Paul Hawkins Estate	\$41,660.00
Total transfers	<u>\$61,155.00</u>

2020 Profit and Loss

Donations	\$4,235.86
Mutual Funds Investment Income	\$1,800.09

Balance December 31, 2021

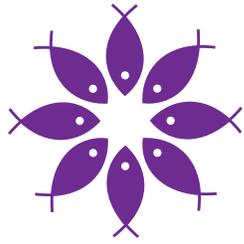
Investments

TD Mutual Funds	\$1,827.83
Paul Hawkins Estate	\$104,334.85

Restricted Funds

AV Upgrades	\$4,417.77
Organ Fund	\$3,100.17
	<u>\$7,517.94</u>

Reviewers Report



Presbyterians Sharing

As members of The Presbyterian Church in Canada, we share in mission and ministry in Canada and around the world through gifts to Presbyterians Sharing. Together we are building strong congregations, serving vulnerable people, walking with Indigenous people, seeking justice and sharing God's love. And on this journey, God walks with us, working to build a world where all are accepted and loved.



ARISE Ministry empowers individuals involved in the sex trade to reclaim their lives. Hope is restored in individuals who have experienced sexual exploitation and those at risk of exploitation. Through providing outreach, case management, and spiritual care, helping relationships are established, hope is fostered, and futures are reclaimed.

*The Rev. Deb Stanbury,
Executive Director, ARISE, Toronto, Ont.*

I would like to express my sincere gratitude to The Presbyterian Church in Canada for their unrestrained support to attain our goals of preparing skilled theologians and prospective ministers for the church of Christ in Romania.

*Csaba Balogh, Dean,
Protestant Theological Institute,
Cluj-Napoca, Romania*



We are so encouraged by the continued work of The Presbyterian Church in Canada and its commitment to reconcile back to its Indigenous peoples through missions like ours. Everything done here is because of your amazing generosity. God's hand is surely upon us as we continue to traverse the diverse landscape of reconciliation. We are forever grateful for your continued support and have been changed forever by God's continued faithfulness.

*Dylon Nippi, Executive Director,
Saskatoon Native Circle Ministry*



Our hope is that we will continue to keep ties strong and remain committed to our mission “inviting all to come alive in Christ,” as we patiently wait to see what comes next for our world and our church.

*The Rev. Glen Soderholm,
Two Rivers Presbyterian Church, Guelph, Ont.*

I have the honour and privilege of working with 12 different Indigenous Bible translation projects in Taiwan. Indigenous languages in Taiwan, as in Canada, are all under the threat of language loss. By translating the Bible, we hope to preserve these languages and to help churches promote them as an evangelism tool in their communities as we proclaim the good news of God’s love for the whole world through our common faith in Jesus Christ. Thank you all for your prayers and support.

*The Rev. Dr. Paul McLean,
Bible Translation Advisor, Taiwan*



Since moving into Evangel Hall Mission years ago, I learned what a caring community truly is. Evangel Hall Mission welcomed me with love, care and compassion, and it changed my life for the better.

*Badiane, tenant,
Evangel Hall Mission, Toronto, Ont.*

Relationships matter and people matter! People are the “living links” with our global partners and we have seen the power of walking alongside partners, sharing experiences and learning the complexities of their contexts.

*The Rev. Glynis Williams,
Associate Secretary, International Ministries*

