Building Strength: Regenerating Places of Faith

Knox United Church, Calgary AB
Saturday April 14, 2018
Thank you to our Sponsors

Canada
Words of Welcome

Very Reverend Bill Phipps
Today’s Presenters

**Robert Pajot**  
Project Lead, Regeneration  
National Trust for Canada

**Kendra Fry**  
Regeneration Works Advisor  
Faith & the Common Good
The National Trust for Canada, a national charity that leads and inspires action for places that matter.

Our sites, projects and programs engage Canadians and enhance local identity.

We offer training, tools and support to help communities bring heritage to life.

Learn more:
nationaltrustcanada.ca
About Us

• Faith & the Common Good (FCG) is a national, interfaith charitable network dedicated to assist and inspire religious congregations and spiritual groups of all backgrounds to take collective action in creating more sustainable communities.

Mission

• We support diverse faith and spiritual communities contribute to greener, healthier, more resilient neighborhoods.
Our Partnership Goal:

• Foster a constructive dialogue between heritage advocates, faith communities and the larger community who all have an interest in faith building sustainability.

• Offer resources to help faith groups use their buildings as part of a larger strategy to survive and thrive.

• Offer resources to inspire successful adaptive use.

• Ensure that places of faith continue as landmarks in our communities.
Today’s Agenda

• Overview of Places of Faith at Risk
• Understanding the Issue in Calgary
• Overview of Regenerating Places of Faith
• Afternoon Discussion Sessions:
  • Governance
  • Managing your Facility
  • Space Sharing
  • Community Engagement
Workshop Objectives

• Understanding the issues facing places of faith at risk

• Creating open dialogue between key players

• Sharing best practices for regenerating places of faith
The Challenge:

- Shifting populations, growing secularization and aging congregations are taking their toll.

- The rate of building closure and sale in recent years has alarmed congregations, heritage advocates and communities.
Religious Affiliation in Canada

Based on Statistics Canada Census and National Household Surveys

- Cath.
- Mainline
- Evang.
- Other Christ.
- Other religion
- No religion

<table>
<thead>
<tr>
<th>Year</th>
<th>Cath.</th>
<th>Mainline</th>
<th>Evang.</th>
<th>Other Christ.</th>
<th>Other religion</th>
<th>No religion</th>
</tr>
</thead>
<tbody>
<tr>
<td>1981</td>
<td>47%</td>
<td>32%</td>
<td>8%</td>
<td>4%</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td>1991</td>
<td>46%</td>
<td>27%</td>
<td>5%</td>
<td>5%</td>
<td>4%</td>
<td>2%</td>
</tr>
<tr>
<td>2001</td>
<td>44%</td>
<td>20%</td>
<td>6%</td>
<td>6%</td>
<td>5%</td>
<td>4%</td>
</tr>
<tr>
<td>2011</td>
<td>39%</td>
<td>14%</td>
<td>8%</td>
<td>8%</td>
<td>8%</td>
<td>4%</td>
</tr>
</tbody>
</table>
“How often did you attend religious services in the last 12 months?”

<table>
<thead>
<tr>
<th>Year</th>
<th>Never / DK / Refused</th>
<th>At least yearly but less than monthly</th>
<th>Monthly or a few times a month</th>
<th>At least weekly</th>
</tr>
</thead>
<tbody>
<tr>
<td>1996 (DK)</td>
<td>34%</td>
<td>30%</td>
<td>17%</td>
<td>20%</td>
</tr>
<tr>
<td>2003</td>
<td>33%</td>
<td>33%</td>
<td>15%</td>
<td>19%</td>
</tr>
<tr>
<td>2013 (DK)</td>
<td>62%</td>
<td>62%</td>
<td>21%</td>
<td>11%</td>
</tr>
<tr>
<td>2014 (DK)</td>
<td>62%</td>
<td>62%</td>
<td>21%</td>
<td>12%</td>
</tr>
</tbody>
</table>

Sources: National Household Surveys: Angus Reid Group, 1996; Ipsos Reid/EFC et al 2003; Angus Reid/EFC 2013 and 2014. DK indicates respondents were given a “Don’t know / Not sure” response option. Other than on special occasions, such as weddings, funerals or baptisms.
Societal Challenge

• Estimate at least 30% closure rate of faith buildings in the next 5-10 years

• Bigger problem in rural Canada, where places of faith provide “third space” gathering sites critical to social cohesion

• Congregations & municipalities overwhelmed by the scope of the problem

• Community stakeholders need help to overcome “sacred/civic” firewalls that have traditionally discouraged deeper community collaborations
From a faith group perspective:

- Embarrassment
- Repair-deficit
- Familial-history
- Anger
- Inertia
- Hopelessness
Faith Groups Working to Respond

Embracing God’s Future: We are Ready to Go!
From a community perspective:

• Landmarks and place-makers.
• Complex set of values ascribed by congregants and community.
• Sense of community ownership (identity; tax status).
• De-facto community centres and social safety net.
From a heritage perspective:

- Important historic components of landscape
- Significant social and material values
- Complex historical relationship between faith groups and heritage movement
Heritage Foundation of Newfoundland and Labrador

Ontario Heritage Trust & Ministry of Tourism and Culture
Shared Goals

- Retention and full use of heritage assets
- Faith groups that are relevant
- Healthy, vibrant communities
Successful Change

what people think it looks like

what it really looks like
Regenerating a Place of Faith

Overview
What are our shared goals?

- Communities that are sustainable, healthy and vital
- Faith groups actively engaging with their community
- Heritage value of faith buildings respected
- Transition to new uses managed sensitively
Factors for Successful Regeneration

Time
Partnerships
Creativity
Community
Heritage
Mission
Informed-Decisions
Mission Passion

Some key questions to ask:
What do we passionately care about?
Why do we need to exist?
What is needed in this neighbourhood / town / city?
What can we do better than other churches?

Paris Presbyterian (Paris, ON)
Connected to Community

• Meaningful engagement
• Commitment to the community reflects back
• New partnerships, new opportunities

St. James Centennial United (Parry Sound, ON)
Nimble Governance

- Leadership has to be inspirational, unified, confident
- Team capacity
- Responsive and open
- Congregation invested in regeneration process
- Rigourous
The Spire at Sydenham St. (Kingston)
Informed Decisions

• Building on existing knowledge of:
• Physical assets
• Human resources
• Networks
• Being business-like
Trinity-St. Paul’s Centre for Faith, Justice and the Arts (Toronto, ON)
Creative Thinking

• Out of the box thinking
• Take calculated risks – try something new
• Temporary uses as a strategy
Christchurch Cathedral (Ottawa, ON)
Be Open

• Cannot regenerate a place of faith alone
• Build on existing contacts, collaborators and networks
• Share decisions with others
• Relevance of place to others required
St. Luke’s Anglican Church, Ottawa
Early Action

• Pro-active
• Foresight
• Patience
• Planning
Share Your Story

• Sharing your story in a transparent way

• Begin effective in how you communicate internally to congregation, and externally to stakeholders, funders, community

• Use all communication tools, from signage on property, to drone videos online
Regeneration Works

First United Church, Truro, NS
Looking for a Good Fit

• Values-based approach to conserving heritage
• Finding appropriate new functions / partners / owners / funders
• Outcome that supports the mission and vision
Adapting for Common Good

• Retaining worship practice, but not necessarily ownership
West End Commons
St. Matthew’s Church
(Winnipeg, MB)
Dominion Chalmers United Church and Carleton University - Ottawa
Saint-Joseph Church & Yves Houle Funeral Home
(Drummondville, QC)
Église Saint-Pacôme, QC
Indian River Music Festival
St. Mary’s Church (Indian River, PEI)
Adapting for Common Good

• But without a faith purpose...
Theatre Paradoxe, Notre-Dame-du-Perpétuel-Secours (Montreal, QC)
Maison de la littérature, Former Wesley Temple
Quebec City, Quebec
RESEARCH TEAM

Joel Thiessen, PhD
Sociology of Religion
Director
Ambrose University

Arch Wong, PhD
Practical Theology & Religious Education
Associate Director
Ambrose University

Bill McAlpine, PhD
Practical Theology
Leader Networker
Ambrose University

Keith Walker, PhD
Personal & Organizational Leadership
Member at Large
University of Saskatchewan

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• Pick up our **book** (download pdf or order hard copy)
NATIONAL TRUST FOR CANADA - REGENERATING PLACES OF FAITH – April 14, 2018

Clint Robertson, Senior Heritage Planner, City of Calgary

UNITED CHURCH, 1947 – Mankota, SK
Challenges to Calgary Places of Faith:

- **Changing Neighbourhood Demographics:**
  - Declining residential populations in some areas (i.e., Downtown, Victoria Park)
  - Changing ethnic/religious makeup of some areas

Above: House of Jacob (1911) – 5 Av/3 St SE, 1962
L: Moravian Church (1902) – 7 Av/3 St SE
R: Norwegian Lutheran Church, 838 3 St SW, ca 1923

Victoria Park Methodist Church – 1509 2 St SE - 1912

113 6 Av SW ca.1903

Knox Church/ 6 Av - 1912
Development Pressure / Land Values:
- Increasing density (intensification) & land values make low-scale / smaller buildings less viable economically.

Above: First Baptist Church (1911) 1301 4 St SW;
Below: Immanuel Church (1909), 43 4 St NE
ALBERTA HISTORICAL RESOURCES ACT:
“If a bylaw...decreases the economic value of a building structure or land that is within the area being designated by the bylaw, the council shall by bylaw provide the owner of that building, structure or land with compensation for the decrease in economic value.”
Conservation Options – Incentives

- Transfer of Development Rights (Density Transfer)
- Grants:
  - Provincial: $50,000/year
  - Municipal: 15% of assessed value every 15 years up to 50% of rehab cost

Ex. Knox – $1.15 million in sale of development rights (1999); $383,000 municipal grant (2017); numerous provincial grants
Designation (legal protection)
- Making the process more clear; less scary / prohibitive
Calgary Churches Designated as Municipal Historic Resources

- Church of the Redeemer (1905)
- North Hill Presbyterian Church (1929)
- Knox United Church (1912)
- Scarboro United Church & Manse (1929)
- St John Evangelist Church (1911)
Knox United Church: “Cathedral of the West”
Knox United Church: “Cathedral of the West”
From Calgary Heritage Planning

- One of Calgary's largest historic churches
- Gothic Revival style design
- Cruciform plan with side tower
- Seating for 1200 worshipers
- Church exterior is clad with local Paskapoo sandstone
- Exterior finish of irregularly coursed stone with hammer-dressed pitting.
- Steel truss roof cased in wood to resemble heavy-timber construction
- Arts and Crafts style clay tile floor of the narthex.
- 5018-pipe, 92-stop, Casavant-Frères organ installed in 1913.
- Thirty-four stained glass windows installed between 1921-1960
Downtown Calgary was residential Church was the Community Centre Large membership
Knox United Church: the Present

- Sunday Service
  - Membership decline (decline in donations)
  - Membership aging (few young families)
  - Baptisms (~one per month)
- Limited weddings (great architecture)
- Church funerals in decline
- Small venue for concerts (character)
- Old building
  - Maintenance
  - Energy
**Knox United Church: uses and challenges**

## Knox United Church: Capital and Maintenance Projects

**April 12, 2018**

<table>
<thead>
<tr>
<th>Item</th>
<th>Building</th>
<th>M or C</th>
<th>1,100 Da</th>
<th>Issue</th>
<th>Safety Risk</th>
<th>Outcome</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Bell Tower sandstone</td>
<td>Historical</td>
<td>Capital</td>
<td>yes</td>
<td>pieces falling off</td>
<td>yes</td>
<td>no one gets hurt</td>
<td>1</td>
</tr>
<tr>
<td>2 Main Building Sandstone</td>
<td>Historical</td>
<td>Capital</td>
<td>no</td>
<td>pieces falling off</td>
<td>yes</td>
<td>no one gets hurt</td>
<td>1</td>
</tr>
<tr>
<td>3 Fire Safety Plan / Building Services Manual</td>
<td>ALL</td>
<td>Maintenance</td>
<td>yes</td>
<td>regulatory requirement</td>
<td>yes</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>4 Outlet to breaker box mapping</td>
<td>ALL</td>
<td>Maintenance</td>
<td>yes</td>
<td>quick identification of breaker location</td>
<td>yes</td>
<td>quick ID</td>
<td>1</td>
</tr>
<tr>
<td>5 Snow guards on roof</td>
<td>Historical</td>
<td>Capital</td>
<td>no</td>
<td>missing sections on west and east sides</td>
<td>yes</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>6 Alarm system</td>
<td>ALL</td>
<td>Maintenance</td>
<td>yes</td>
<td>needed with new building usage</td>
<td>yes</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>7 4th St staircase / Music Library ceiling</td>
<td>ALL</td>
<td>Maintenance</td>
<td>no</td>
<td>remove water damaged drywall from ceiling</td>
<td>yes</td>
<td>stop water damage</td>
<td>1</td>
</tr>
<tr>
<td>8 Skylight caulking / putty</td>
<td>Historical</td>
<td>Maintenance</td>
<td>no</td>
<td>caulking needs to be redone</td>
<td>no</td>
<td>building integrity</td>
<td>1</td>
</tr>
<tr>
<td>9 Stairs</td>
<td>ALL</td>
<td>Maintenance</td>
<td>no</td>
<td>ensure treads and grips secure</td>
<td>yes</td>
<td>safety</td>
<td>1</td>
</tr>
<tr>
<td>10 Pilot Café</td>
<td>Historical</td>
<td>Maintenance</td>
<td>yes</td>
<td>electrical upgrade required</td>
<td>no</td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>11 Sprinkler System</td>
<td>ALL</td>
<td>Capital</td>
<td>yes</td>
<td>fire protection</td>
<td></td>
<td>potential</td>
<td>2</td>
</tr>
<tr>
<td>12 Garden Light</td>
<td>Historical</td>
<td>Maintenance</td>
<td>no</td>
<td>photo cell fixture for security</td>
<td></td>
<td>potential</td>
<td>2</td>
</tr>
<tr>
<td>13 Kitchen stove hoods and exhaust fans</td>
<td>ALL</td>
<td>Maintenance</td>
<td>no</td>
<td>regular cleaning</td>
<td></td>
<td>potential</td>
<td>2</td>
</tr>
<tr>
<td>14 Bell Tower drain</td>
<td>Historical</td>
<td>Maintenance</td>
<td>no</td>
<td>leaking into south wall in Sanctuary</td>
<td>no</td>
<td>stop water damage</td>
<td>2</td>
</tr>
<tr>
<td>15 Rain gutters and downspouts</td>
<td>Historical</td>
<td>Maintenance</td>
<td>no</td>
<td>regular maintenance needed</td>
<td>no</td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>16 Theatre water leak along wall</td>
<td>Historical</td>
<td>Maintenance</td>
<td>no</td>
<td>broken seal, clogged drain?</td>
<td>no</td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>17 Boiler room water filter</td>
<td>Historical</td>
<td>Maintenance</td>
<td>no</td>
<td>filter leaking</td>
<td>no</td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>18 Basement men’s washroom</td>
<td>Historical</td>
<td>Maintenance</td>
<td>yes</td>
<td>odour needs to be investigated and resolved</td>
<td>no</td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>19 West Annex windows</td>
<td>Annex</td>
<td>Capital</td>
<td>no</td>
<td>replacement</td>
<td>no</td>
<td>energy efficiency</td>
<td>2</td>
</tr>
</tbody>
</table>

**Maintenance and Capital Projects**

49 items (and growing)
Knox United Church: a slow death?

Are we an internally focused church?
  • little or no connection with Calgary
  • believe the community should support us

Symptoms of internally-focused churches
  • declining membership
  • declining attendance
  • declining financial support
  • no plan for sustainable ministry
  • resources are spent on self-preservation instead of innovative spiritual formation and community development
Knox United Church: reinvention is needed to survive and thrive

Become relevant to the Community

• Connections
  • Sanctuary Café, Co-working space
• Service (non profits use space to provide services)
  • Possible uses include daycare, immigrant and aboriginal outreach, community kitchen, art gallery

Alternate sources of funding

• Air Rights
• Knox Foundation
• Tenant rentals
• Government grants
• Donations for non-religious initiatives
Knox United Church: 506 4th St SW

1,000’s of people walk by each day

Ideal Location
One and two blocks from Downtown LRT stations
Close to Calgary Courts Centre, Core Shopping Complex
Repurposing a Historical Church:

The Guild Church of St Mary Aldermar, London (UK)
Knox United Church (KUC) Annex

View along 4th St SW
Knox United Church Annex Lower Level

Underutilized Space (~6,300 sq ft)

View toward East

View toward West
Knox United Church (KUC) Annex

1) **North of Historical Church**
   - Completed in 1960
   - Zoned CR20 – C20/R20
   - New roof in 2015

2) **Three levels**
   1) Undeveloped basement
      - 10’ ceiling
      - Floor is exposed rubble and river rock
      - Current uses: utility rooms, Harris Room, random storage for KUC
      - Partially roughed in fire suppression installed in 2000
   2) 1\textsuperscript{st} Floor: Church Office, nursery, gymnasium with stage, kitchen, recently renovated washrooms (includes a separate handicapped washroom)
   3) 2\textsuperscript{nd} Floor: Ministers offices, conference room, choir practice room, choir change rooms
   4) Elevator to all levels

3) **Possible upgrades**
   1) Upgraded and enlarged kitchen
   2) Replace all windows
   3) Lower level developed up to shell space standard for 3\textsuperscript{rd} Party user
   4) Separate entrance