Inspiration and ideas

A quick look at who’s doing things differently and what kind of community can be created using alternate governance and management approaches
What is Governance?

“Establishment of policies and continuous monitoring of their proper implementation, by the members of the governing body of an organization. It includes the mechanisms required to balance the powers of the members (with the associated accountability), and their primary duty of enhancing the prosperity and viability of the organization”

(www.businessdictionary.com)
Spectrum of Governance Of Buildings Within Faith Communities Pursuing Community Sharing Models

Conventional Structure
Diffs by denomination but some variety of
- Centralized governance structure of denomination
- Trustees/elders
- Church board/session/elders in charge of staff and building

Increased Flexibility
- Property committee introduced has some responsibility for building decisions & pursuing connections with external users
- Broad mandate to upkeep building and pursue revenue
- Separate but linked to board, equal in power to church board/session/elders
- Example Trinity-St. Paul’s United Church and Centre for Faith, Justice and the Arts

Split Governance
- Sometimes called a Building Management Board, congregation gives group control over staff, relationships with external users
- Broad mandate to upkeep building and pursue revenue
- Separate but linked to board, equal in power to church board/session/elders
- Example Trinity-St. Paul’s United Church and Centre for Faith, Justice and the Arts

Shared Governance with Community Member
- Separate not for profit entity is created, separating building (to some degree) from congregation
- Often involves a community board with broad representation and powers to program and raise funds
- Church often maintains power on the board
- Example: Spire of Sydenham, Calvary Centre for Community and Culture

Building Sold
- Congregation still resident but has given control of the building to outside entity
- Often involves long term lease that maintains sacred spaces and times
- Example: Dominion Chalmers and Carleton U

National Trust for Canada

Fiducie nationale du Canada

Faith & the Common Good

La foi et le bien commun
Spectrum of Governance of Buildings within Faith Communities Pursuing Community Sharing Models

- Conventional Structure
- Increased Flexibility
- Split Governance
- Shared Governance with Community Member
- Building Sold
Conventional Structure

Differs by denomination, but some variety of:

- Centralized governance structure of denomination;
- Trustees/elders; and/or
- Church board/session/elders in charge of staff and building.
Increased Flexibility

- Property committee introduced has some responsibility for building decisions & pursuing connections with external users
- Examples: many in all denominations
Split Governance

- Sometimes called a Building Management Board, congregation gives group control over staff, relationships with external users
- Broad mandate to upkeep building and pursue revenue
- Separate but linked to board, equal in power to church board/session/elders
- Example: Trinity-St. Paul’s United Church and Centre for Faith, Justice and the Arts
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• Example: Dominion Chalmers and Carleton U
Trinity – St. Paul’s Center for Faith, Justice and the Arts (Toronto)
44,000 sq feet, on the subway in Toronto: 780 seat sanctuary/recital hall, 9 other large spaces, 11 offices

• In 1980, following financial difficulties for both congregations Trinity United and S. Paul’s Avenue Road merged. St. Paul’s Avenue Road brought with it the idea of St. Paul’s Centre, a model of space sharing with like minded groups
Split Governance Structure: Trinity-St. Paul’s
Advantages: quick response time in meeting users needs, larger faith community spends less time on building concerns, easier to create partnerships

Decision Making
• The Church Board makes day to day decisions for the faith community while the Building Management board makes day to day decisions for the building and it’s users, via the professional staff.

Budgets
• Budgets are created separately for building and for congregation & then brought together to create the whole budget which is voted on at the AGM as per UCC polity.
• Faith & Building each have autonomy & control over their own budgets without reference to each other unless a major item is added

Ultimate Responsibility
• Still lies with the Trustees
• Trustees are only consulted if the budgetary plan is not being followed
• The process of how the building is managed and upgraded is fully established by the BMG that includes one Trustee.
• The Building Management Board is composed entirely of congregants.
The Spire at Sydenham St. (Kingston)

Building Management Group (BMG) defined in Memorandum of Understanding (MOU)

- Worked with FCG to create a memorandum of understanding with a Building Management Group including community members in summer 2016
- BMG has responsibility for the upkeep and day to day operations of the building.
- Streamlined the running of the building and made outside users groups more likely to take part as they have voice in management of the building.
- Has enabled fundraising for a non religious cause by Friends of The Spire Inc.
- The BMG has seven members with three from the community.
- MOU is a joint venture between Trustees and Friends of The Spire Inc., a not-for-profit charity focused on fundraising and event planning for The Spire (the building). Friends of The Spire Board, currently has four from the congregation and three from the community.

Title retained but operations of building delegated and opened to the community
### The Spire at Sydenham St. (Kingston)

**Shared Community Board Structure**

Advantages: quick response time in meeting users needs, builds trust and buy-in with larger community, can directly access grants via separately incorporated community board.

<table>
<thead>
<tr>
<th>Decision Making</th>
<th>Budgets</th>
<th>Ultimate Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>• The Congregation Board makes day-to-day decisions for the faith community while the BMG congregant/community board makes day-to-day decisions for the building and its users, via the professional staff.</td>
<td>• Budgets are created separately for The Spire and for congregation with the congregation contributing to The Spire (the building) • Faith &amp; Building then each have autonomy and control over their own budgets.</td>
<td>• Still lies with the Trustees as per UCC policy. • The process of how the building is managed and upgraded is negotiated by the BMG with the congregation and Friends of The Spire as per the MOU</td>
</tr>
</tbody>
</table>
Calvary Centre for Culture and Community - Philadelphia

- Building owned by a Methodist congregation, contains four other congregations, a theatre company and many other users groups

- Methodist church owns the building, community wanted it to remain when the church couldn’t afford to upkeep it

- Community created a separate not for profit, the CCCC to fundraise for the building upkeep and improvement

- Methodist church retains title, insurance and responsibility

- CCCC board makes decisions in collaboration with trustees of UMC. Congregations who are resident there often hold joint services and study groups
## Shared Community Board Structure:
### Calvary Centre for Culture and Community

Advantages: builds trust and buy in with larger community, can directly access grants via separately incorporated community board and via resident theatre company

### Decision Making
- The UMC Church Board makes day to day decisions for the faith community while the CCCC community/congregant board makes day to day decisions for the building and its users, via the professional staff.

### Budgets
- Budgets are created separately for the UMC and for the building with all incomes from the building going to the building upkeep.

### Ultimate Responsibility
- Still lies with the Trustees of the United Methodist Church.
- The process of how the building is managed and upgraded is established by the CCCC and UMC boards together. Each of these boards has a representative from the theatre company who has a long term lease and significant space (the entire former sanctuary).
Part of the United Methodists mission statement

Be the best possible stewards of our building by:

- Supporting the efforts of Calvary Center for Culture and Community in building restoration efforts.

- Intentionally creating a welcoming atmosphere and true sanctuary, a safe, non-threatening place for all people.

- Using our building as a true community center as well as a sacred place, thereby expanding opportunities for outreach to our community.

- Ensuring that those who use our building are provided with a comfortable, safe, attractive and welcoming environment.
Dominion Chalmers United Church and Carleton University (Ottawa)

Building sold, church still resident

- The decision making, budgets and ultimate responsibility for the building will now all lie with the University of Carleton.

- Advantages: faith community has negotiated the space that they need as part of the sale.

- They have now freed their money for mission based work

- Broader community (student body, outside users, City of Ottawa Library) using the space may attract members to the church
Kingsbridge-St. Joseph Community Centre

- Catholic diocese could no longer support the parish and so the community elected to buy the building and create a community centre, with faith practices present
- Separated into two boards, one for the building and one for programming
- One member of the building board sits on the programming board and one member of the programming board on the building to ensure that they are creating a cohesive working environment
- Building decisions made by the building board, programming by the programming board
- Advantages: split into two boards allows them to attract separate grants and donors
Managing Your Facility

To Reduce Costs and Environmental Impact
Why is this important?

• Caring for creation
• Wise use of finite resources
• Reduces costs
• Feeds into regeneration process
  • Improves sustainability
  • Cost sharing for rentals
  • Opportunity to engage with community
Greening Sacred Spaces

http://www.faithcommongood.org/audits
Energy Efficiency

• Building Envelope
• Doors / windows & insulation
• Heating systems
• Hot water system
• Lighting
• Appliances
• Renewable energy
• Air Sealing is more important for churches than insulation:
  • The steeple!!!
  • Doorways
  • Window frame and wall joints
  • Around services penetrating walls
• Hot air rises!

Who has a dinosaur in their basement?
• Heating and lighting only where / when needed
• Ancient appliances
• “Phantom loads” – computers, printers
Water Efficiency

• Hot water lines insulated?
• Low flush toilets?
• Low flow aerators?
• Slow leaks?
Air Quality

- Furnace filters and ducts
- Vacuuming
- Dust and mould control
- Cleaning products
Use Patterns

• Recycling programs
• Composting
• Types of dishes
• ‘temporary’ storage
Property

- Use of pesticides / fertilizers
- Storm run off control
- Landscaping
- Parking / paving
Property

Look at how people are using and accessing building:

• Part of community engagement
• Signage
• Important first impression
• Even smallest lots can do something (gardens)
Some success factors

• Build on past knowledge
• Gather baseline information
• Start small; biggest bang for buck
• Track progress!
• Share story
Ideas and Inspiration: How to Share Your Space for Fun and Profit!
44,000 sq feet, on the subway in Toronto: 780 seat sanctuary/recital hall, 9 other large spaces, 14 offices

In 1980, following financial difficulties for both congregations Trinity United and St. Paul’s Avenue Road merged. St. Paul’s Avenue Road brought with it the idea of St. Paul’s Centre an approach to space sharing that prioritized groups that matched the churches mission priorities.
Between 2012 and 2014 Trinity-St. Paul’s with their partners Tafelmusik Baroque Orchestra and ERA Architects underwent a 3 million dollar renovation.

The renovation took the sanctuary from a traditional church space on the left, to the concert hall/sanctuary on the right.
$3 Million of renovations in 2 years in partnership with Tafelmusik

TSP residents and partners:

- Montessori Daycare and School
- A full time restaurant
- Toronto Consort Music
- International Socialists
- Middle Eastern Language school
- Toronto Health Coalition
- And more than 400 casual users equaling 24,000 user hours
Trinity Anglican, Quebec City

Hosts a permanent artisan alley, all along one side of the cathedral

Also has partnership with ghost walk tour and arts groups within
When God Is Your Developer

Religious communities are putting their faith, and their property, behind affordable housing.

By David P. Ball, 25 Dec 2014, Tyee Solutions Society

What was once the nave of St. Matthew's Anglican Church in Winnipeg has been transformed into an interior courtyard -- a meeting point between 26 affordable housing units, community organizations and several worshipping congregations.

Architect rendering: West End Commons website.
St. Paul’s Southampton (Anglican, part of the Saugeen Shores Diocese)

Mission Match-Community Centre
Make Sure You’re All On Side

Take the time to make an agreement within your congregation about what you want to create. A good agreement might include the following:

• What times and spaces the congregation wants to reserve for its’ exclusive use

• How will the congregation book additional times outside that time (stop off handed bookings, create a system that everyone uses, and stick to it. No handwritten notes passed through three people!)

• How much freedom does your booking team have to accept bookings?
Scan of Environment: What Kind of Renters Does Your Church Want?

Things to Consider:

• What hours are you willing to be open? Does this best suit daycare or concerts or...?

• What’s the sound transfer like in your building? What kind of events can’t happen in adjacent rooms due to sound bleed?

• Will you accept liquor with provision of special occasions permits or not?

• How will your street-involved and vulnerable people fit in with this vision? Will they continue to be welcome or will you control entry?

Attractiveness: When you chose partners who you can happily engage with you, you create a happy building where people want to be
The Spaces

• How do your available spaces suit the desired renters? Do you need to do any renovations to meet their needs?

A Word On Daycare

You need to work with your proposed daycare provider to meet legislation if the daycare is registered. This includes amount of sq footage per child, number of windows required (can not be stained glass windows), access to dedicated bathrooms, access to dedicated hand washing sinks in each room, sterilizing dishwasher, controlled entry

Attractiveness: When you help renters to select rooms that meet their needs (rather then stretching rooms beyond their abilities) then they are happier and return
The People

• What staffing will be required to meet the needs of your new renters?

To Consider:

Daycare and Kitchen usage are by design more impactful on a building and require higher levels of cleaning.

When your residents groups are successful and bring in large numbers of the public your operations costs in staffing and materials will increase.

When you have a higher level of people how will you tend to safety (extra staff, cctv, controlled entries, fire safety standards and emergency procedures, WHIMIS standards)

Attractiveness: a clean and well managed building is always more attractive to renters and the public.
# FEE SCHEDULE
(Non-Profit Rates)

<table>
<thead>
<tr>
<th>Room</th>
<th>Rate 1</th>
<th>Rate 2</th>
<th>Rate 3</th>
<th>Rate 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Studio</td>
<td>34.00</td>
<td>29.50</td>
<td>22.00</td>
<td>20.00</td>
</tr>
<tr>
<td>Gym</td>
<td>55.00</td>
<td>33.50</td>
<td>28.00</td>
<td>22.00c</td>
</tr>
<tr>
<td>Chapel</td>
<td>34.00</td>
<td>33.00</td>
<td>27.00</td>
<td>20.00</td>
</tr>
<tr>
<td>Sanctuary</td>
<td>215.00</td>
<td>94.00</td>
<td>87.00</td>
<td>55.00c</td>
</tr>
<tr>
<td>Memorial</td>
<td>45.00</td>
<td>29.00</td>
<td>26.00</td>
<td>20.00</td>
</tr>
<tr>
<td>Circles Room</td>
<td>25.00</td>
<td>23.00</td>
<td>20.00</td>
<td>18.00</td>
</tr>
<tr>
<td>Fireside</td>
<td>34.00</td>
<td>29.00</td>
<td>23.00</td>
<td>21.00</td>
</tr>
<tr>
<td>Garden Room</td>
<td>23.00</td>
<td>20.00</td>
<td>19.00</td>
<td>25.00</td>
</tr>
<tr>
<td>Rainbow Room</td>
<td>30.00</td>
<td>27.00</td>
<td>22.00</td>
<td>36.00</td>
</tr>
<tr>
<td>Gym Kitchen</td>
<td>25.00</td>
<td>19.00</td>
<td>18.00</td>
<td>15.00</td>
</tr>
</tbody>
</table>

**LEGEND**

Rate #1 **SPECIAL EVENTS:** Performances, entertainment, meetings, sales, socials, craft shows, weddings, funerals, worship services, etc.

Rate #2 **NEIGHBOURHOOD PROGRAMS:** Classes, instruction, seminars, workshops, recordings, etc.

Rate #3 **PEACE/SOCIAL JUSTICE:** Issues/education for public, solidarity meetings, etc. At staff discretion.

Support Services: Psycho/Social Assistance, Self-Help, Twelve Step Groups, etc.

Rate #4 **ARTS REHEARSALS:** Performing arts preparation (no compensation, coaching, teaching, etc.) (Otherwise see rate #2). Also set-up and strike time.
Marketing: Now You’ve Built It, How Will You Share It!
Use Your Own Real Estate

The front of your building can be a powerful tool dependent on where you front to. What you post on the outside of your building says a lot about what you invite in. Thus the picture to the right, and that’s not even all of our billboards.
Social Media: Facebook and Twitter

• Work with your congregation to establish an authentic voice that encompasses your mission but also your openness to those who rent your spaces.
• Post often
• Include Pictures
• Share what you’re partners are doing, they are a part of what makes you great
• Link to other peoples’ website (because then they’ll like you back and spread the word)
• In early days trade discounted space for good reviews on websites (tripadvisor, , additional tweets, FB posts etc)
Regeneration Works

Tonight at Trinity-St Pauls, Hayden! But, it's pretty much completely sold out... so, add another date @masseyhall?

Massey Hall @masseyhall
A long list of artists and entertainers describe what @haydendesser's 'Everything I Long For' means to them. ow.ly/4mHMLe

Trinity-St. Paul's @trinitystpauls · Apr 14
Talking Lysistrata with Director Leah Cherniak bit.ly/1NaEVP5. Coming to TSP Earth Day Sunday, Apr 24, 2pm. Get your tickets now!

You Retweeted
Climate Reality @ClimateReality · Apr 14
It’s time to move from #Paris2Action. Ask Qs and join a live discussion today at 1 PM ET bit.ly/1Vq9kvO

WHAT WOULD IT TAKE TO DELIVER EFFECTIVE CLIMATE ACTION AFTER PARIS?
Join the online discussion on April 14

Trinity-St. Paul's @trinitystpauls · Apr 27
This Sunday's Taize Communion Service will feature guest Ian Brown reflecting on L'Arche & lots of amazing music!

The Globe and Mail
Jean Vanier created L'Arche – a unique community for mentally disabled adults – to nurture a different kind of life: one focused on connection rather than commerce... 3.0/5.0 stars – 5,590 ratings

Trinity-St. Paul's @trinitystpauls · Apr 26
Nice work @ManorRoadUnited, way to share your mission! @FaithCommonGood check it out! #missionpersqfoot
Fill your feeds with the fun that you’re having and the difference that you’re making.

Trinity-St. Paul’s United Church & Centre for Faith, Justice and the Arts presents:

The 6th Annual
Blessing of the Bikes
(a spiritual aspect of bicycle safety)

All are welcome!
Sunday, June 7, 2015 from 12:15pm ~ 1:15pm
Trinity-St. Paul’s United Church
427 Bloor Street West, Toronto
www.trinitystpauls.ca
Run a Campaign: when Musical Toronto gave us this:
We ran the left hand add in the WholeNote magazine one week later, and the right hand Facebook ad the day after the article came out.

Trinity-St. Paul’s Centre

1 of Top 5 Classical Music Venues in Toronto

Book with us now!

Trinity-St Paul's United Church and Centre for Faith, Justice and the Arts

Published by Kendra Fry (?) · March 20 ·

Look who’s made this list. Thanks musical toronto!

LISZTS | Top Five Classical Music Venues In Toronto - Musical Toronto | Home

Our picks for the five best classical music venues in Toronto based on acoustics, sightlines, ambiance, location, and amenities.

WWW.MUSICALTORONTO.ORG

4,505 people reached
BE AVAILABLE
Answer the phone/email within 24 hours, preferably less, every day of the week.
(this takes work, we still mess it up)
Trinity-St. Paul’s and Tafelmusik Baroque Orchestra: lived agreement, no MOU except on specific projects

- Renovation plans are made together over five year terms, fundraising for the building is co-operative with each taking the lead on specific pieces
- Large renovations are managed by a member from each side but with TSP still maintaining the trustees role and responsibility for building upkeep (tafelmusik did not desire this task)
- Programming is often shared in advance with each other to seek for synergies
- A formal planning cycle in place to meet the needs of both
- However no board representation on either side and no rights of first refusal written into tafelmusik’s contracts (although I suspect it will go into the next one in 2027)
Reaching Out:
Engaging with your community
Reaching Out

• Building your understanding
• Understanding your assets (human and physical)
• How to reach out?
• Typical and atypical partners
Understanding Spaces

1st Space: Home

2nd Space: Work
Understanding Spaces

3rd Space: Places of Gathering

Places where we celebrate, share, relax, interact with friends and neighbours
Third Spaces

The vanishing public spaces of urban and more importantly rural communities is a major social issue.

Social media cannot fully replace physical interaction.
Third Spaces

These spaces have more value to the community at large, sometimes more than the community within. Loss of these spaces impacts communities of all types.
Understanding Yourselves

Who are you?

How do you live your mission?
Community Value

Quantifying the socio-economic contribution of Places of Faith:

- Open Space
- Direct Spending
- Education
- Magnet Effect
- Direct Impact
- Community Development
- Social Capital and Care
(haloproject.ca)

For every dollar a religious congregation spends on its programs, a city gets an estimated $4.77 worth of common good services.
Heritage Values

• History as an asset.
• Historic relationship of place with local, provincial, national themes
• Telling a compelling story
Religious Architecture

• Imposing character
• Keep the heathens out!
• Separates sacred from secular
• Inward looking for reflection
• Doesn’t always work for 21st century worship
Ownership and Decisions

• Ownership models vary by religious affiliation.
• Most are operated by volunteers, many have paid staff.
• Some paid building maintenance staff.
• What is and isn’t owned.
Understanding the Building

Audits and Checklists

• Know the basics (size, services, restrictions)

• What is the condition of key components and systems?

• Any special features, opportunities?
What to do with all that understanding?

• Managing and making accessible information
• Communicating it
• Maximizing its benefits

...and making informed decisions.
Communications

Step 1: Getting ready to tell your story.
Step 2: The right messages for the right audiences.
Step 3: Prepare your tools.
Step 4: Telling your story.
Step 5: Tell it in pictures.
Step 6: Say “Thank You!”.
Typical & Atypical Partners

• Other faith groups
• Not-for-profit and social service agencies
• Municipal governments
• Arts / cultural groups
• Education institutions
• Commercial enterprises
• Developers
Other Faith Groups

Peterborough Unitarian & Beth Israel Synagogue
(Peterborough ON)
Not-for-Profits & Social Services

Trinity-St. Paul’s Centre for Faith, Justice and the Arts
(Toronto, ON)
West End Commons (Winnipeg, MB)

- St. Matthew’s signed 50-year lease to NFP they co-created, became tenant with 5 other congregations
- Created 26 apartments within church
- Highly successful funding campaign
Meeting social needs that match the mission

• (add logos of other local orgs)
Municipal Governments

‘Church Street’ (Edmonton, AB)

Maison de la littérature (Quebec, QC)
Extreme Weather Resiliency Hubs

http://www.faithcommongood.org/extreme_weather_resilience
Arts and Cultural

cSPACE King Edward is a playground for creativity, community and collaboration.

https://alberta.spacefinder.org/
Educational Institutions

Dominion-Chalmers United Church and Carleton University (Ottawa, ON)
Commercial Enterprises

Monastère des Augustines (Quebec, QC)
Commercial Enterprises

Saint-Joseph Church & Yves Houle Funeral Home (Drummondville, QC)
Developers

Christchurch Cathedral (Ottawa)
Who are you engaging with?

How did your relationship begin?