

## Beach United Church- Housing Our Ministries

### Project Terms of Reference

**A. Background:** In April 2009, the Congregation of Beach United Church (BUC) received, through a series of information sessions, a report from Beach United Church Council which described four possible alternatives for proceeding with housing our ministries. These alternatives were:

- 1–Retain and repair one existing structure, making only essential changes.
- 2–Fit required attributes into sanctuary plus a small addition –make essential changes only.
- 3–Fit required attributes into sanctuary plus small addition –make enhanced changes to interior and exterior.
- 4–Remove whole building and build new.

In May 2009, the Congregation of Beach United Church voted in favour of the following recommendation from Council:

- 1) That we implement Alternative 3, which involves removing the non-sanctuary portion of the building, and significantly re-designing and renovating the sanctuary portion, in order to house all of the required attributes attractively and efficiently, within the sanctuary portion plus a small addition.
- 2) That we set the spending limit for this renovation at \$5.0 million.
- 3) That we use a tendering process with both properties in order to obtain secure sale revenue numbers to support our decision-making on which property to sell.

In October 2009, with the tendering process completed, the Congregation of Beach United Church voted in favour of accepting an offer to purchase the west property. Thus, a plan for implementing Alternative 3 on the east site is required.

**B. Housing our Ministries Goal:** To build a physical home for Beach United Church on the foundation of its mission and ministry as approved by Council and the Congregation (Alternative 3).

**C. Objectives:**

- To ensure the vision and values of the Beach United Church community and the needs of the community we serve drive the planning, decision making and building process.
- To follow a process which:
  - engages the congregation and community for their input ;

- balances this information with the realities (ie, costs and timelines) of architectural design and development in decision-making; and
- ensures that decision-making is transparent.
- To plan for a building which is flexible and meets current and future needs of the Beach United Congregation and Beach community.

**D. Possible Constraints:** The following factors could limit the ability of the project to reach its goal or objectives.

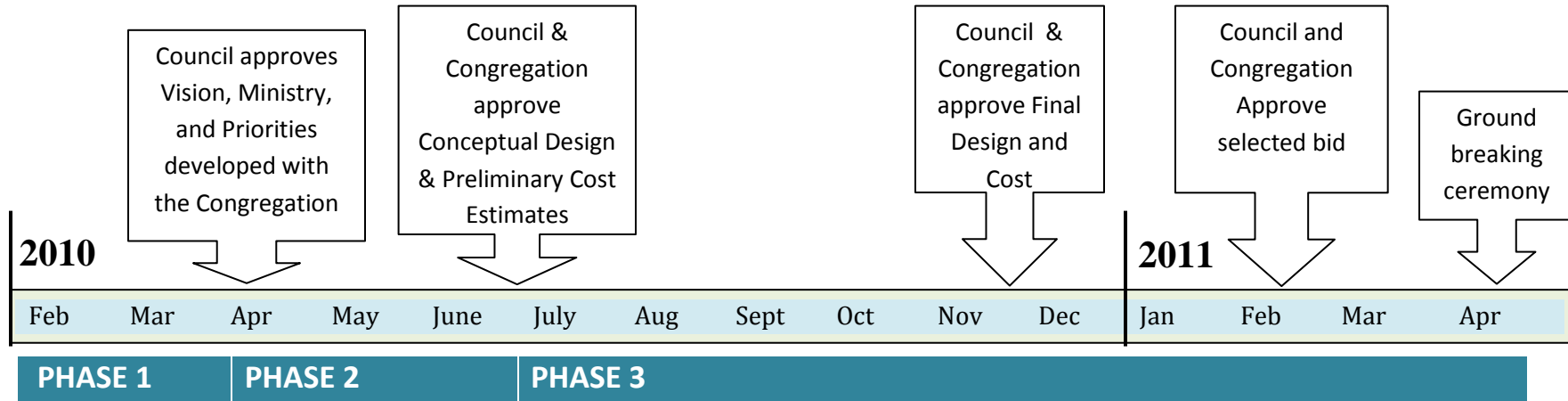
Possible Constraint	Possible effect on project	Mitigating approach
<b>Financial</b>	Inadequate resources or inefficient management of resources	Coordinating Group member dedicated to monitoring and managing costs and financial impact of decisions
<b>Physical</b>	Construction limitations, site limitations	Determine these as early as possible in the design process
<b>Legislation or administrative approvals</b>	Lack of or unclear information about approvals required by municipal by-law or zoning restrictions, Presbytery or National Church approvals or administrative processes – may delay the project, increase its cost or jeopardize its successful completion.	Investigate and identify the required approvals early in the life of the project.
<b>Lack of clarity about needs and requirements</b>	Delays to development of detailed plans and risk of change orders could increase costs.	Design a process and supporting project structure to identify our vision, ministry needs and activities, and align these with the building design.
<b>Lack of Volunteer time</b>	Delays could be introduced if volunteers are unable to commit time to the project.	The project will engage as many members of the congregation as possible.

**E. Project Phases, Timeline and Scope**

**1. Project Phases:**

- Phase 1 :** Planning and Visioning
- Phase 2 :** Preliminary Design
- Phase 3 :** Detailed Design and Approvals
- Phase 4 :** Build
- Phase 5:** Move In

**2. Project Timeline (Pre-construction – Phases 1-3 only):**



Project Initiation  
Nov-Jan 2009

- Develop project Terms of Reference, including Goals, Objectives, Governance/ Organization, Scope, Skills Requirements, and Initial Timeline.

Council:

- Approves Terms of Reference
- Carries out Talent Search for Coordinating Group.

Coordinating Group:

- Talent Search for Task Team members.

**Phase 1:  
Planning & Visioning**

- Review Vision, Ministry and Values; identify priorities and requirements (for architectural brief)
- Community and congregation analysis (Environics “deep-dive”)
- Communication plan
- Raise awareness and generate dialogue on building features
- Tender for architectural services
- Consult with appropriate church courts/agencies (presbytery, etc.)
- Begin plans for relocation to interim site

**Phase 2:  
Preliminary Design**

- Hire architect and develop conceptual design; feasibility study.
- Develop preliminary cost estimates
- Begin formal consultation of authorities having jurisdiction (e.g., planning department)
- Confirm interim worship and activities location

**Phase 3:  
Detailed Design and Approvals**

- Develop working drawings
- Refine and approve cost estimates
- Hire contractor through call for tenders
- Review building plans against requirements.
- Acquire required permits and approvals
- Relocate to temporary locations
- Plan ground breaking

**3. Project Scope:**

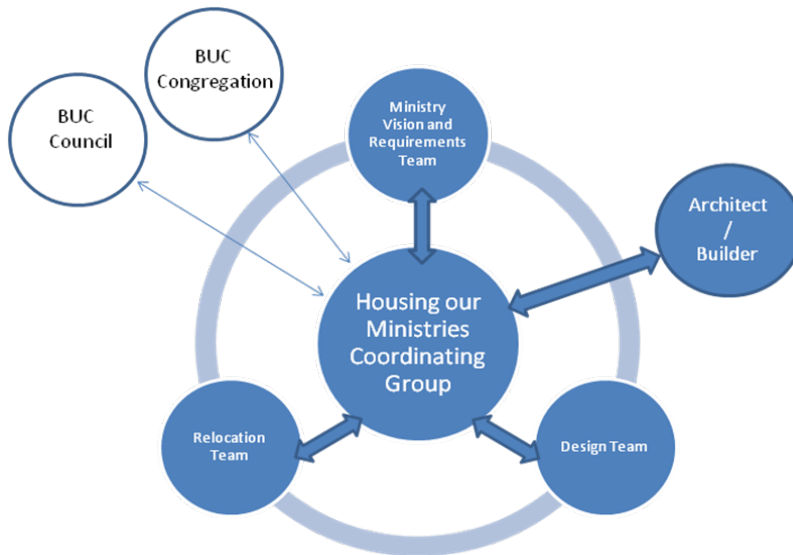
In scope:	Not in scope:
<ul style="list-style-type: none"> <li>• Confirmation of BUC ministry and vision, articulation of BUC values and ministry priorities, identification community needs .</li> <li>• Determination of space use priorities and requirements for the new structure and the surrounding site.</li> <li>• Development of conceptual and detailed design requirements.</li> <li>• Relocation of staff and ministries from current to interim location and to the completed church building.</li> <li>• Communication about the project to the congregation and the surrounding community.</li> </ul>	<ul style="list-style-type: none"> <li>• Activities associated with closure of the west building</li> <li>• Management of surplus assets from either the east or west property</li> <li>• Human resources decisions</li> <li>• Communication with existing tenants or staff</li> </ul>

**4. Assumptions:** Timelines and plans are based upon the following assumptions:

The agreement for purchase and sale of the Beach West property will be final by January 31, 2010.

The construction process will follow the construction model identified by the Architectural Resource Group of the United Church.

## F. Project Governance



**Governance model**

### 1. Project Governance Overview

The Coordinating Group acts as a Commission, with authority for project decision-making delegated from BUC Council. The ministry, vision and requirements architectural brief (Phase 1 deliverable), conceptual design and preliminary budget (Phase 2 deliverable), and final design and final forecasts (Phase 3 deliverable) will be approved by Council prior to going to the Congregation. In addition, Council will receive regular updates from the Coordinating Group at its monthly meetings.

Several task groups support the Coordinating Group and will take the lead in specific areas, such as Ministry, Vision and Requirements, Design and Migration (Relocation). Specific roles and responsibilities of these groups are listed below.

Skills and experience required for each of these task groups will be determined by the Coordinating Group, and individual participants recruited by the Coordinating Group will be approved by Council.

## **2. Coordinating Group**

### **a. Roles and Responsibilities:**

- Planning and oversight of project activities;
- Development and coordination of communications strategy;
- Providing regular updates to the Trustees, Council, Congregation and the Beach community;
- Preparing preliminary and final project cost projections (budget) for approval by Council;
- Managing the project budget;
- Identifying construction model to be used;
- Selecting architect and building contractor, negotiating and entering into contracts with them, and providing oversight for their work on behalf of the congregation;
- Recommending conceptual design and building plans to Council and the Congregation;
- Identifying project roles and talents required and recommending potential designees to Council for approval;
- Developing and approving terms of reference for working teams;
- Providing advice and support to working teams, as required; and
- Approving recommendations of Working Teams before moving to Council or Congregation for approval.

**b. Coordinating Group Membership**

Role	Description	Desired Skills/Experience/Qualities	Proposed Designee
<b>Communication Lead</b>	Provides ongoing, strategic advice to the Coordinating Group and project for communicating with the Beach Congregation and community; develops a communications plan for the project. Liaison with Council Communications Coordinator.	Understanding of communication strategies; communication planning experience	Linda Hawke
<b>Ministry, Values &amp; Requirements Lead</b>	Works with the MVR team to engage the BUC congregation in conversation about its ministry, values and requirements for the new building; explores the needs of the surrounding community. Develops briefing document for architect's information which outlines BUC's mission, vision, values and priorities.	Understanding of the vision and ministry of the BUC congregation as expressed through Creed in Action and Ministry in Action, of the priorities of the United Church, and of the Beach community. Inspired by a vision of the future and BUC's role in it.	Leigh Bowser
<b>Design Lead</b>	Works with the design team and architect to translate congregational ministry, values and requirements, and community needs and requirements (defined by the MVR team) into detailed plans. Ensures the design of the new building supports the stated ministry priorities, or where issues arise, identifies constraints and compromises in design decisions to the Coordinating Group.	Understanding of ministry, values and requirements as expressed by the MVR team. Commitment to development of design recommendations consistent with BUC ministry, values and requirements.	Nanci Harris
<b>Property and Construction Lead</b>	Provides advice to the Co-ordinating Group in decision making regarding maintenance impact of new building features; tendering; construction contract management.	Understanding of building maintenance issues and construction management.	Bob Torrance
<b>Finance Lead</b>	Develops project budget for approval by Council. Monitors ongoing budget.	Strategic financial management experience/outlook.	Martin McFarland
<b>Project Manager</b>	Develops and maintains project plans. Provides regular reports of project status to the Coordinating Group and Council. Formally tracks project issues and their resolution.	Experience in project management practices; team management.	Karen Watson
<b>Relocation Lead</b>	Works with the Relocation team to coordinate the carrying out of its	Understanding of facilities planning, relocation	Neil Bailey

	responsibilities. Represents the Relocation team in Coordinating Group decisions.	planning, logistics of scheduling and implementing office relocations.	
<b>Clergy</b>	Provides ongoing guidance regarding process, vision and connection to worship planning.	Refer to JNAC report, 2007.	Abigail Johnson

**c. Coordinating Group Support Roles**

In addition to the above membership, the following roles are required to support the work of the Coordinating Group and Project.

Support roles	Description	Desired skills/experience/qualities	Proposed Designee
<b>Legal Liaison</b>	Structures or reviews contracts, provides legal advice to ensure project activity is compliant with church policies. Liaison between Coordinating Group and paid legal counsel.	Understanding of legal issues/requirements; legal practice experience	
<b>Recruiting team</b>	Identifies potential individuals from both legacy congregations who are willing to join the project team, and have the necessary skills, experience or qualities required. Two people are required – one from each legacy congregation.	Awareness of, or willingness to identify skills and experience of members of both legacy congregations which might be suitable for participation for working teams	
<b>Bookkeeper</b>	Updates and tracks accounts for the project	Bookkeeping experience	
<b>Communications support</b>	Providing support to implement the communications plan by helping with writing, acting as spokespeople for the Congregation, etc.	Written communication skills; oral communication skills Experience working on large projects with multiple stakeholders; experience working with a variety of media (print, web, etc.)	

### **3. Task Team Roles and Responsibilities**

Some major project tasks will be carried out by Coordinating Group designated Task Teams. The activities of these teams are described in sections below. Each of these teams will have a documented terms of reference and plan for its activities, similar to this document.

The intent is to maximize the engagement of the congregation, while providing opportunities for the congregation to offer their talents where they can be best used. In addition to project team membership, there will be many opportunities for congregational members to contribute their talents on a short term or “one off” basis.

The Coordinating Group will identify the needed skills, experience and/or values and opportunities for participation in these groups and will confirm proposed participants through Council.

#### **a. Ministry, Vision and Requirements Team**

Based on work to date by Council identifying BUC’s Vision and Ministry, this team:

Engages the congregation in discussions about vision, values and ministry and, within this context, identifies priorities and requirements to be supported by the new building

Further investigates the Environics social values data for the BUC congregation and surrounding community to better understand ministry needs

Develops briefing document for architect’s information which outlines this BUC’s mission, vision, values, requirements and priorities

Includes at least 2 members willing to move on to the Design group

#### **b. Design Team**

Provides information to the architect based on priorities and requirements identified by the congregation;

Works with the architect to interpret ministry priorities, representing the needs of the congregation and community identified by the Ministry, Vision and Requirements Team

Recommends designs and plans to the Coordinating Group

**c. Relocation Team**

- Identifies the space requirements and site for interim housing of our ministries
- Develops plans, schedules and timelines for the move to and from interim space
- Coordinates the move to interim space and to the new building
- Identifies and resolves any post move issues with interim space

**G. Communication**

A Communication Plan, which will include strategies and vehicles for communicating with the congregation, the surrounding community, and media and other stakeholders will be developed at the beginning of each phase of the project. Development and implementation of this plan will be coordinated with Council communication plans.

**H. Linkages**

The Coordinating Group and project members will identify linkages to other activities in the congregation and the wider community throughout this process. In addition to the linkages identified through the project governance structure (such as Council and the Congregation), a preliminary list of these linkages includes: link with Council for communication (to the congregation and the broader community), the Search Committee, The Green Team, Outreach, and Property.