



Proposal for the Amalgamation of Knox and St. Giles Presbyterian Churches

within the Presbytery of Calgary-Macleod



September 3, 2026

TABLE OF CONTENTS

1 The Initial Conversations.....	3
2 The Vision for a New Congregation	3
2.1 The Foundation.....	4
2.2 The Vision.....	5
2.3 From Here to There.....	7
3 The Amalgamation Plan.....	11
3.1 Background and Context.....	11
3.2 Pastoral Leadership.....	12
3.3 Governance and Infrastructure.....	12
3.4 Worship and Congregational Life.....	13
3.5 Assets.....	14
3.6 Financial and Operational Sustainability.....	15
3.7 Sale of Property.....	17
3.8 Community Organizations & Covenant Partners.....	18
3.9 Administration.....	19
3.9.1 Archival Records.....	19
3.9.2 Canada Revenue Agency (CRA).....	20
3.10 Implementation Timeline.....	20
3.11 Celebrating Faithful and Future Ministry.....	20
4 Appendices.....	22
4.1 New Church Vision Blueprint.....	22
4.2 Multicultural and Intercultural Churches.....	24

1 The Initial Conversations

In 2022 Knox Presbyterian Church began a process of discernment about its future. With the support of the Knox congregation, and the Presbytery of Calgary-Macleod, the Session discussed Knox's current context and explored ways to collaborate in order to support and increase the vitality of Knox's ministries. Their discussions also included the possibility of dissolution. Ultimately, Knox let it be known within the presbytery that they were open to conversations about possibilities with other congregations.

In November 2024 the Session of St. Giles formally approached the Session of Knox, extending an offer to consider amalgamation of the two congregations. St. Giles outlined their current circumstances and hopes for the future, welcoming future conversation. That led to further discernment between representatives of both churches.

In October 2025 the Sessions of both churches began to meet regularly for the purpose of preparing a proposal for amalgamation. At that time the congregations agreed to joint Sunday worship once every month. Since July 2026 the congregations have been worshipping together weekly at the St. Giles location.

To accompany and support Knox and St. Giles churches in their amalgamation, in April 2026 the Presbytery of Calgary-Macleod formed an Amalgamation Team. This support team, along with one representative from each church Session, formed a writing team in May 2026 to facilitate the writing of the amalgamation plan. This plan is the product of many hours of meetings, conversations, and prayerful discernment. The Sessions of Knox and St. Giles churches enthusiastically support this plan and believe it will lead to a new story for the Presbyterian church in Calgary, one that is both true to historic commitments and relevant for 21st century ministry.

2 The Vision for a New Congregation

Over the last few years, Knox Presbyterian Church has experienced a decline in the resources necessary to support their ongoing ministries. While St. Giles Presbyterian Church has also experienced decline, in the last two years attendance and programming have increased. However, because of the makeup of the current congregation, financial giving hasn't increased sufficiently nor has income from facility usage yet produced a stable financial future. The Sessions and members of both congregations believe that amalgamation could strengthen ministry, enhance stewardship of resources, support pastoral leadership, provide long-term sustainability, and bear witness to Christian unity.

This amalgamation aspires to more than sustainability. Yet without a concrete plan, these hopes for strengthening existing ministries are only aspirations. In what follows we celebrate what our churches have in common as a *foundation* for amalgamation. We

then describe three vision pillars to guide the future ministry of the new church over the next three to five years, and a roadmap of key actions and measures. Finally, we present a budget for funding the vision based on the proceeds of the sale of assets of one of the church properties (Knox Presbyterian Church).

2.1 The Foundation

Our vision for the new congregation is based on a solid foundation of shared beliefs, mission, values, and purpose. Both congregations value the Reformed Christian tradition, and share the same catechisms, confessions, and official statements of faith. Above all, we share a sense of *purpose*, an unwavering commitment to why God has called us to be his church: to share the transforming, unconditional love of God who is healing and renewing a broken world through Jesus Christ in the power of the Holy Spirit.

At the core of the new congregation is shared mission (what we do) and values (what we believe is most important). Our mission is nurturing a vibrant Christian life, seeking to grow in our relationship with God, and caring for the surrounding community. We dare to follow Christ into the world providing an open and welcoming Christian atmosphere for spiritual nourishment and caring fellowship. We create circles of friendship open to all regardless of age, race, gender identity or sexual orientation. We invite people to participate in ministry and encourage generosity of time, energy and money. We create an environment where people can learn, experience, and express compassion as we work for justice. We offer inspiring worship and provide meaningful opportunities for spiritual growth.

Our shared values include:

- Worship
- Community Connection
- Inviting Others to follow Christ
- Spirituality
- Humanity
- Education
- Justice
- Compassion
- Music

We see God's work in our congregations through several lenses, aware of the great number and diversity of gifts among us. We seek to show God's love in our communities and beyond. We are places of fellowship and belonging. Our worship proclaims God's grace in Christ.

Putting together who we have been and what matters most, we see the potential for a revitalized faith community grounded in God's grace in Jesus Christ and our love of our

neighbour. However, hopes and dreams alone will not lead us to this exciting future. Amalgamation is not a revitalization plan. Without a clear statement of *vision* and an actionable framework with *specific strategies*, revitalization is unlikely. To those details we now turn.

2.2 The Vision

The vision for the new church is a prophetic attempt to listen and respond to the Spirit of God within and among us for the sake of a new creation in Christ. It is an exercise in moving beyond ‘mine’ (the comfort of our own history and walls) in order to embrace ‘ours’ (a new body in Christ).

Church ministry today has changed a great deal, even in the past 10 years. Yet, our calling to faithful mission has not changed, and the message of God’s love has not changed. We are being called to “traditioned innovation”—a way of thinking and living that holds the past and the future together in creative tension, inspiring our imagination and action in the present. We need a fresh vision that is different, bold, and challenging.

Our vision:

We are an intercultural, intergenerational community outreach hub led by the next generation of young adults.

The ministry of the new church will be guided by three vision “pillars,” a three-stage strategic plan, and timeline in the first 36 months. The blueprint for this vision is captured in the image below (a larger image can be found in Appendix 1):

Blueprint of the New Church: Next Generation Outreach Hub



Intercultural and intergenerational. The vision for the new church is to create an environment where people from diverse cultural backgrounds interact, worship, and serve together. Cultural differences are acknowledged and respected, but there is an intentional effort to bridge those differences through shared experiences. We note here a distinction between a *multicultural* church and one that is intentionally *intercultural* (see Appendix 2 for a more detailed discussion). While both terms describe churches that seek to embrace cultural diversity, there are important differences.

Multicultural churches embrace diversity while allowing cultural groups to coexist somewhat independently. In contrast, intercultural churches prioritise cultural integration to create a more unified and inclusive community where people from diverse backgrounds actively engage with each other and their cultures. This means promoting shared leadership and worship that is intentionally designed to incorporate elements from multiple cultures. We acknowledge that such a vision is easy to describe but challenging to fulfill. Our intercultural congregational vision means moving beyond hospitality (“we *welcome* you”) and solidarity (“we *stand with* you”) to *mutuality* (“we *need* you.”)

Three vision “pillars.” The vision of the new church rests on three “pillars.”

The first pillar seeks to build a congregation that is not only *for* the future but is led *by* those who will inhabit it. Thus, a primary commitment of the new congregation is *the intentional cultivation of young adult leadership*. Building on intergenerational relationships, this might include partnerships or internships with institutions such as SAIT, U of Calgary, Ambrose University, MRU or sourcing coaching from PCC programs. We will prioritize creating structural and relational spaces where the voices of the next generation are not just heard but are central to our decision-making. Because reaching a new generation and entrusting them to lead requires new structures and methods, we will empower these next generation leaders to design culturally relevant spaces, formats, and expressions of worship and community.

A second pillar is community outreach. We will study and respond to the needs of surrounding neighbourhoods and the city of Calgary, e.g. preschool, daycare and after-school needs; seniors transportation and accessibility. We will also strengthen and revitalize ministries that have already been established in one or both amalgamating churches, e.g. refugee sponsorship and support (including assistance with family reunification), collaboration with *Avenue 15* and *Inn from the Cold*, expansion of community social connections through the Community Café, the Labyrinth Ministry, and the St. Giles Orchestra. Far from sticking with the *status quo*, strengthening and renewing existing community outreach ministries is an essential incarnation of the missional church.

A third pillar is nurturing spiritual growth and creating new doorways into the faith community through small groups that emphasize relational connection. Worship is the key offering or program of the church. But if a new congregant or family does not connect to a set of relationships in the church, they will likely fade away. Typically,

newcomers may get connected through organizational infrastructure groups, governance and oversight groups, and Christian education opportunities. However, we envision a *small group* program (aka “life groups” or “fellowship groups”) that helps congregants grow in their faith, make new friends, and nurture a sense of attachment to the congregation and its mission. These groups typically meet in people’s homes and not in the church building. Groups are led or facilitated by committed lay people trained for the role. These groups are scalable and self-perpetuating, requiring little or no staff support or supervision, and provide a first line of pastoral care and relational connection to the group members.

It is important to note that the *Vision Task Force* and the *Future Vision Committee* will be empowered and authorized by Session to expand, refine, and develop these vision pillars and to adjust strategic tactics as they deem necessary.

2.3 From Here to There: Governance, Funding, Key Actions

*Do not be conformed to this world, but be transformed by the renewing of your minds, **so that** you may discern what is the will of God—what is good and acceptable and perfect.* (Rom. 12:2, emphasis added)

How will the details of this vision be discerned and the vision pillars become actionable? How will the new church keep disciplined focus on the vision and not revert to maintenance and survival modes of governance? Developing vision details cannot be hurried, nor can implementing the vision fall upon the Session and Minister alone. Therefore, the blueprint for the vision outlines a three-phase timeline covering the first 3 – 5 years, and new governance structures for years 1 - 2.

Because the new Session will already be preoccupied with its regular governance duties, Session will delegate and empower two leadership teams: a *Vision Task Force* (VTF) for the first 3 months, and then a *Future Vision Committee* (FVC) for years 1 – 2. It is recommended that these teams include Session representation (not above 50%), but also include non-Session members representing the congregation’s cultural and demographic diversity. The VTF should be a small, agile project team of 4 – 6 persons, including at least two active members age 18 – 40, and is not considered to be a committee. The FVC will have 5 – 7 core members and should include those with visionary strengths, the new Next Generation Minister once called, an external consultant, at least two young leaders age 18 – 40, and at least one member of Session to serve as a liaison with Session, congregation, and presbytery. Both the VTF and FVC will report regularly to the Minister, Session, and congregation.

The presbytery Amalgamation Team strongly encourages the appointment of a presbytery support team to advise and support the VTF and the FVC once the new congregation is launched. The support team’s focus will be to help the VTF and the FVC fulfill the vision for the new congregation during Stages One and Two.

In Stage One (the first 3 – 6 months) the VTF will focus on clarifying the details of the vision pillars and developing immediate momentum through “quick wins.” Two key actions of the VTF will be to facilitate the decision-making process to name the newly amalgamated church and to initiate the search for a new Next Generation Minister (with presbytery approval).

In Stage Two, the FVC will execute key initiatives, provide mentoring to Next Generation leaders, and oversee vision funding (including establishing the unlocking criteria for the Future Vision Fund.) In Stage Two, the hiring of a Next Generation Minister is a strategic priority, *not* an option. Implementing the vision described in the blueprint will require a skilled leader with a theological imagination and a commitment to the vision of an intercultural, intergenerational church that raises up a new generation of leaders.

In Stage Three (years 3 – 5), the Session will reflect the intergenerational/intercultural leadership that has been established with a target of new Elders making up the *majority* of Session. It will continue the work of the FVC to accomplish the mission, set the next course for the new congregation’s vision, and unlock the Future Vision Fund.

Discerning vision for the 21st century church is not a human achievement but a gift from Christ himself. Essential stewardship of this gift requires that we surround leadership of the new congregation with adequate physical and strategic support. For that reason it is essential, first, that the minister of the new congregation, Rev. Chandra Mannix, have adequate resources of time, energy, and counsel in order to guide the Session, contribute to the FVC, and care for the congregation during Years 1 – 3. To that end we expect the new Session to:

1. Employ expertise, both within and outside PCC circles, to mentor the Minister and advise the VTF and FVC in Years 1 – 2. Ideally this would include a consultant or coach with specialization in innovative church planting or church redevelopment, and a post-amalgamation presbytery support team.
2. Request that presbytery relieve Rev. Mannix of her responsibilities as Interim Moderator of Centennial Presbyterian Church immediately upon approval of amalgamation.

Finally, the vision-critical initiatives described above require adequate funding. We request that funds from the sale of Knox be allocated to fund this vision. The following table is a proposal for the asset allocation of the sale of the Knox property, including funds dedicated to furthering Christ’s work in the local community.

New Congregation Funding — Asset Distribution

Baseline Assumption: \$3,000,000 in net proceeds from sale of Knox Presbyterian Church¹

	Item	Category	% Tot.	\$ Amount	Notes
1	Indigenous Ministry Fund	Sharing	15%	\$450,000	For congregations amalgamating after June 5, 2025, not less than 15% of the net proceeds from the sale of buildings/land of amalgamated congregations at the time of amalgamation are to be transferred to Indigenous Ministry Fund of PCC.
2	Contribution to CM Presbytery	Sharing	5%	\$150,000	To support the CM Presbytery's ministry, for use at the discretion of the presbytery.
3	3-Year Operational Bridge	Stability	10%	\$300,000	To cover operating shortfall for up to 3 years (see 3.6)
4	Facilities Maintenance (capped)	Stability	5%	\$150,000	For necessary/emergency repairs only — strictly capped to protect the Future Vision Fund from being drained by facility expense.
5	Mission-critical Renovation	Strategic	7%	\$210,000	Renovation of community outreach hub for daycare, after-school care, seniors, community space— to be determined by Vision Task Force and/or Future Vision Committee
6	Next Generation Leadership	Strategic	15%	\$450,000	The vision requires the hiring of a minister focused on building the next generation ministry through family, youth, and young adult congregational growth. This amount covers: • Minister salary for 3 years • Program costs • Vision Task Force budget • Leadership coaching for both ministers

¹ The net proceeds of \$3,000,000 are an estimate and for illustration purposes only. Thus, the actual amounts in the "\$ Amount" column of this table would vary based on actual proceeds of the sale of Knox.

	Item	Category	% Tot.	\$ Amount	Notes
7	Community Outreach Ministry	Strategic	3%	\$90,000	3-year seed funding for strengthening and revitalizing existing ministry (expected to become self-sustaining afterward.)
8	Future Vision Fund (locked)	Strategic	40%	\$1,200,000	Locked until unlocking criteria are satisfied (see 2.3) by year 3. To be used at discretion of Session.
		Total	100%	\$3,000,000	Illustrative only — to be revised once net proceeds are confirmed.

Assumptions of New Congregation Funding

1. No funds from the projected sale of Knox are included in the Budget Projection for the Amalgamated Church (see 3.6 below).
2. As noted in 2.2, the *Vision Task Force* and the *Future Vision Committee* will be empowered and authorized to refine and adjust the allocation and disbursement of funds related to the strategic vision (items 5 and 6 above) in Years 1 – 2. For example, the “three-year operational bridge” may need to be increased if congregational donation and rental income targets are not achieved.
3. Future Vision Fund: an essential element of this plan is that funds dedicated to Next Generation ministry and leadership development be protected from the new congregation’s operational expenses. This fund can be unlocked and used by Session in Year 3 if unlocking criteria has been satisfied. Example criteria: (1) a five-year plan is in place for “Stage 4;” and (2) that plan is approved by the congregation.

We hear God calling us to a new beginning. Playing it safe is not a pathway to transformation. Our vision to raise up next generational leadership, reach out in love for Christ’s sake, and strengthen the spiritual and relational fabric of the new church will demand all our creativity, energy, prayer, and courage. Indeed, over the past decade both congregations have demonstrated the courage to step out in faith, innovating for the sake of missional faithfulness (for example, Knox’s Hub initiative and St. Giles’ shared ministry venture with CKPC). While these innovations provided limited success and church growth, in amalgamation we have an opportunity to re-focus with a different approach. Now, in 2026, we see a fresh, bold vision for such a time as this: *to be an intercultural, intergenerational community outreach hub led by the next generation.*

3 The Amalgamation Plan

Therefore if you have any encouragement from being united with Christ, if any comfort from his love, if any common sharing in the Spirit, if any tenderness and compassion, then make my joy complete by being like-minded, having the same love, being one in spirit and of one mind.

(Philippians 2:1-2)

3.1 Background and Context

The following paragraphs describe the rationale, governance, ministry, financial, and property considerations required to form a new unified congregation, in accordance with the polity and policies of the Presbyterian Church in Canada. Beyond these practical matters, it is important to note that the amalgamation of Knox and St. Giles is the convergence of two stories of congregational resilience, spanning over a century of ministry in Calgary. Both congregations bring rich legacies of faithfulness in mission.

Knox Presbyterian Church was established in 1883, and is the oldest Protestant church in Calgary (see 3.11 for a more detailed summary of Knox's history.) The focus of this new Presbyterian Church was on mission and outreach and continues to this day. Knox was the first Presbyterian Church to adopt a Vietnamese refugee family in the late 1970's ("boat people"), and they were one of the first affirming Presbyterian congregations in Canada.

St. Giles Presbyterian Church is the result of the 1957 amalgamation of two congregations, North Hill Presbyterian Church, and Pleasant Heights Presbyterian Church. The sod turning ceremony for a new church building at the present location on 10th Street NW was held in 1958, and the church building was soon constructed. In 2001, nearby Chalmers Presbyterian Church amalgamated with St. Giles. A major renovation of the building had just occurred, uniting the church building proper with the house next door to accommodate for growth in congregational size, as well as to provide further opportunities for the church to accommodate more community-based groups.

Knox Presbyterian Church has served the downtown Calgary community for a century, offering Reformed worship, music ministry, pastoral care, and outreach grounded in hospitality and justice. St. Giles Presbyterian Church similarly brings a rich Presbyterian heritage, with strong emphasis on music, worship, Christian education, pastoral care, and community engagement. Both congregations recognize shared values and complementary strengths, alongside changing demographics and ministry realities that invite a shared future.

In 2026 the Sessions of Knox and St. Giles agreed to pursue amalgamation. In June 2026, presbytery approved the Knox Session's recommendation to sell their building. With the blessing of the Sessions and in good faith and anticipation of imminent amalgamation, two congregations are now worshiping together weekly at St. Giles.

3.2 Pastoral Leadership

The Sessions have agreed that Rev. Chandra Mannix, currently the minister of St. Giles, will be the minister of the new congregation.

3.3 Governance and Infrastructure

Upon amalgamation, a new Session will be constituted with elders from both congregations, following the process of the Book of Forms. Part of the work of this new Session will be to welcome and mentor new elders to take on the new congregation's vision. Committee structures will be reviewed and Conveners will be appointed by the Session.

At present Knox and St. Giles use slightly different governance models to care for congregational members and manage their buildings.

Highlights of the present situations are summarized below:

	Knox	St. Giles
Eldership	Life	Life
Present number of elders	4 plus 1 assessor elder	4 plus 2 assessor elders
Separate Board of Managers	No – Finance Committee instead	No – Finance Committee instead
Session Committees	Support Committee Family reunification (refugee) Finance Committee SheKnox (Knox women)	Relational Living, Pastoral Care, Facilities and Maintenance, Music, Policy and Planning, Finance, and Digital (7 total)
Frequency of meeting	As needed	Monthly
Process for identifying new elders	Congregational Nomination and Election	Congregational Nomination and Election

Just as all ruling elders are being invited to transition to serving in the new Session, all members of the current committees will be invited to continue to serve under the oversight of the new Session.

There will be sensitivity to all staff throughout the process of amalgamation—clergy, caretakers, Building Officer, musicians, and administrative staff. Reflecting the love of Christ for those who serve the church in transition is important.

The required staff support for the new congregation will reflect and address the new Vision. Clear job descriptions, will be developed to govern the appropriate hiring of staff. Current staff at both churches are aware of the process we are undertaking, and decisions will be communicated with sensitivity and thankfulness for their service to their respective congregations. Transparency of the process is the goal.

The process for filling necessary positions will be determined once the required staffing needs are determined. Should there be a need to terminate the employment of a staff person, we will comply with Alberta Employment Standards, at a minimum, and all relevant terms in contracts or Letters of Employment. These procedures will be guided by the Session, who has oversight over all staff, and specifically by the Policy and Planning/Human Resources Committee.

3.4 Worship and Congregational Life

Worship will draw on the strengths and traditions of both congregations, melding their varying approaches to liturgy and music. Christian education programs, small groups, and fellowship opportunities will be integrated to foster spiritual growth and community connection. A coordinated pastoral care system will support members through life's transitions.

The regular maintenance of the Membership Roll is a pastoral responsibility of the Session. Each Session will conduct a thorough review and revision of its roll before the amalgamation of the two congregations so that the new congregation is founded with a membership roll of people who are engaged with the life and witness of either Knox or St. Giles. There is no action required for a member of either of the congregations who wishes to be a member of the new congregation. The standing of people who are members or adherents of either congregation which is amalgamating shall be transferred into the new congregation. If a member or adherent does not wish to be part of the new congregation, they may simply notify their Session of that preference, as is always the case.

In February 2026 we began joint worship on the second Sunday of each month at St Giles, beginning to build connections. Starting July 5, 2026, Knox began worshipping at St. Giles weekly. As our worship together continues, there will be discussions and opportunities where Knox congregants can share their interests in taking part in the service through reading scripture or prayers, offering their musical talents or being part of the choir. Consideration will be given to forming an *ad hoc* Worship Committee to initially guide the development of worship services.

3.5 Assets

Both congregations have cash funds on hand, designated funds given by members over the years for specific purposes, and restricted funds intended for specific use. The specifics of those funds are identified in the table below. As part of the amalgamation into a new congregation, the benefits intended by these identified funds will be honoured as they are used.

The new Session will abide by the following principles as they consider and agree to the use of the various funds. The ongoing administration of these funds will preserve their original intent.

- a) Where a fund stipulates a gift, bursary or scholarship available to members or adherents of a particular congregation, this shall be revised such that eligibility for such gift, bursary, scholarship, or similar shall be extended to members and adherents of the newly amalgamated congregation.
- b) Where designated or restricted funds for similar purposes (e.g., Camp Kannawin scholarships) exist within Knox and St. Giles, these may be combined under the direction of the new Session.

Both Knox and St. Giles Sessions have agreed to integrate the resources from both congregations in order to sustain ministry in the new congregation. It is recognized that amalgamation can present opportunities for greater effect or efficiency in the new church. (e.g., investing combined reserves in higher-yielding investments). Achieving these objectives will require systematic review, assessment, and the careful combination of both asset pools.

For the purposes of this document, *assets are defined as both liquid and illiquid/non-liquid*. *Liquid* assets include items such as funds and accounts that can be converted quickly to cash. *Illiquid* assets include items such as buildings, contents and land that take time to sell or process legally.

The assets in this table below are reported for both congregations, as of **June 30, 2026**. Values for buildings and all property items are estimates from the insurance policies of both churches.

	Knox	St. Giles
Assets		
General Funds	8,508.29	13,713.82
Restricted Funds	24,262.90	
Designated Funds		14,437.00
Prepaid Expenses		4,751.42
Accounts Receivable		
Property and Buildings	4,043,252.00	5,036,503.00
Stained Glass	124,717.00	

Contents	722,982.00	Includes building and all contents
Organ	485,115.00	
Investments	1,952.77	
Liabilities		
Accounts Payable	875.53	3,507.71
Payroll Liabilities		2,656.74
GST/HST Payable	-932.76	
Loan from Presbytery	43,861.00	

Assets and liabilities will be addressed in accordance with PCC policy, with transparency and accountability throughout the process. All assets and liabilities, as defined above, will become the property in common of the amalgamated congregation. All financial assets and liabilities will be managed by the appropriate subcommittee of the new Session, tasked with management of finances of the new church.

The new Session will determine which category the assets fit into:

- i. Real Property: necessary to the Ministry Plan of the new congregation,
- ii. Real Property: surplus to the Ministry Plan of the new congregation
- iii. Retained surplus, undesignated reserves, and other liquid assets (including marketable securities).
- iv. Other

3.6 Financial and Operational Sustainability

Knox Presbyterian Church is currently operating at a deficit. Rental income for use of the building by community groups has helped to offset operating costs but has not covered all expenses incurred by the congregation. Funds from the Presbytery of Calgary Macleod have been provided, to a maximum of \$3000 per month, to cover the deficit incurred by the congregation.

The Presbytery of Calgary-Macleod has given permission for the building of Knox Presbyterian Church to be placed on the market for sale. Groups currently using Knox space for a monthly cost are aware of the proposed amalgamation and sale of the building. Rental contracts with facility users are on a month-to-month basis, with a clause of 30 days-notice to vacate the premises, applicable to both the facility users and Knox congregation.

A property management company will be hired to maintain security of the building and oversee needed ongoing building operations prior to the completed sale. Upon amalgamation, the cost of the building operational management will be the responsibility of the new congregation. Once the sale of Knox Presbyterian Church has been finalized and proceeds of the sale have been received, realtor and legal fees will be paid and the outstanding loan from the Presbytery of Calgary-Macleod will be repaid.

It is expected that funds realized from the sale of Knox Presbyterian Church will be used to further God's ministry in the newly amalgamated church – both the continuation of current ministries and the development of new ministries. Note: if there is a lengthy delay in selling Knox, the Session will need to ask presbytery for bridge funding to cover the new congregation's operating shortfall (see Budget Projection below).

The budget projection for the amalgamated church is a projection of income and expenses for the year within which the amalgamation is approved.

Budget Projection for the Amalgamated Church	
Income	
General Offering and Donations	200,000
Facility Usage	30,000
Interest/Investment Income	1,000
Music Ministry	10,000
Fundraising/Community Events	50,000
Gifts in Kind	5,000
Other	2,500
TOTAL	298,500
People Expenses	
Minister Wages and Benefits	80,000
Administration Wages and Benefits	70,000
Ministry – Pulpit Supply	1,500
Music Leadership	20,000
TOTAL People Expenses	171,500
Non-People Expenses	
Facility Expenses	
Administrative/Office costs	25,000
Utilities	35,000
Building and Grounds	60,000
Bank Charges and Interest	500
Insurance	16,000
PCC Expenses	
Presbytery/Synod Dues	10,000
Presbyterians Sharing	8,000
Ministries	
Music Ministry	20,000
Christian Education	1,000
Congregation Events and Fellowship	30,000
Digital Ministry	7,500

Community Projects and Support	5,000
Grief Support and Counselling	7,500
TOTAL Non-people Expenses	225,500
TOTAL EXPENSES	397,000
INCOME - EXPENSES	(98,500)

Assumptions of the Projected Budget for the Amalgamated Church

1. The projected income and expenses are estimates made by the Amalgamation team, after a review of the St. Giles and Knox financial reports from January to June 2026.
2. This projected budget does not include the funds from the sale of Knox Presbyterian Church, Calgary, since the sale is not yet completed and estimates from the sale are not yet available.
3. After amalgamation, the cost of the building maintenance of Knox will be the responsibility of the amalgamated congregation. These costs and cost of insurance for both properties has been factored into this budget.
4. After a first review of the projected budget by both sessions together, additional expenses for digital ministry and grief support were added. These ministries were believed to be essential to the support of the congregations from the beginning of amalgamation.
5. Additional shared ministries may also be identified during the process of amalgamation, and can be added to this projected budget.

3.7 Sale of Property

As has been previously noted, the presbytery has approved the sale of Knox Presbyterian Church. At the writing of this amalgamation proposal, the trustees of the Knox congregation, under the guidance of the Interim Moderator, are engaging a real estate agent and lawyer to expedite the sale of Knox. All monies from the sale of the Knox building and any other assets will be held until the Commission on Assets confirms the asset distribution portion of this amalgamation plan. In addition to the detailed allocation proposal in 2.3 (above), the distribution plan can be categorized as follows:

Asset Distribution Plan	% of proceeds of sale of Knox
Giving to Others • Indigenous Ministry Fund (15) • Presbytery of CM (5)	20%
Stabilising Current Ministry • Operations (10) • Facilities maintenance (5)	15%

Existing Ministry Programs	3%
Funding the Future • Community Outreach – renovation (7) • NextGen Leadership (15) • Future Vision Fund (40)	62%
Total	100%

3.8 Community Organizations and Covenant Partners

Over their long histories, both Knox and St. Giles have built relationships with community organizations and covenant partners; they use current building spaces and/or other assets on a regular or occasional basis. Some of these contractual or covenantal relationships are both long-standing and an important source of revenue. All of them contain elements of ministries that these congregations prioritize, reflecting some aspect of their vision, mission and values.

With the new Session working to fully name and express details of its new vision and mission, it will begin to look to current ministries reflecting this new foundational expression. Needs and alignments of the community organizations and covenant partners will also be considered. “Goodness of fit”, for both parties, should be prioritized. As the mission and vision of the new congregation is refined and evolves, it will guide the formation of relationships with community organizations and covenant partners.

It should be understood that while there will certainly be some changes in the expressions of each congregation’s current ministry, any changes will come about with consideration, thoughtfulness and consultations with all those involved. Guiding principles, in considering changes, include recognizing and prioritizing which partnerships and/or organizations support the ministry (mission and vision) of the new congregation. There will be proactive, compassionate stewardship of the existing relationships with community organizations and facility users even as their compatibility with the new congregational ministry is explored. Communications will be timely, clearly describing the intended process and the vision of the amalgamation plan. There will be opportunity for community organizations and building users to review their programs in the context of the new congregational vision.

By virtue of the potential sale of the Knox building, current congregants of Knox are experiencing changes in ministry expression sooner than current congregants of St. Giles. Since July 5th, 2026, the Knox congregation has been attending St. Giles’ Sunday worship services. With this shift, the most active program at Knox is the Thursdays @ Knox community. It has served the Rutland Park area with regular scheduling for physical exercise and creative expression classes, a community café and sandwich making (for Avenue 15). Other user groups are on month-to-month contracts allowing

flexibility when a sale is finalized. The Knox Session has full responsibility for all programming in the building until amalgamation is complete. Once completed, the new Session will continue this oversight until the former Knox building is sold.

Over its longer history, Knox has expressed a passion for reconciliation work, supporting refugee families, inclusive communities and music ministries. While those iterations of ministries are much reduced due to dwindling capacity, the desire and passion to explore missional ministries such as these remains in the amalgamating Knox congregants.

Ministries at St. Giles reveal their intention to be a welcoming congregation; they provide many opportunities to engage those both within and beyond their church family. Ongoing ministries currently include regular congregational support for both *Inn from the Cold* and *The Spring Walk for Housing* (through *Homespace Calgary*). St. Giles values learning, with a monthly Speaker Series after worship. St. Giles' music ministry for the broader community includes the St. Giles Orchestra and previous seasonal jazz events. In the church backyard is the Labyrinth, open to anyone at any time. Building user groups include a children's program, addiction support, a community choir and another congregation. As well, St. Giles serves as a refuge for several neighbour groups should they need to evacuate their buildings.

Knox and St. Giles currently have very different capacities to provide ongoing support to varied ministries. However, as previously outlined in the Vision section, their shared values provide a sound foundation for amalgamation. The values of these ministries may also help guide the Session's approach to ongoing and new community groups and facility users.

3.9 Administration

a) **Archival Records**

The Clerk of Knox Presbyterian Church has the PCC's current information on recommended processes to gather historical records for safe keeping. This information has been shared with Knox's Office Administrator, several congregants and the Interim Moderator, and is in process towards the standards as listed below.

The Session Clerks and/or their designates will gather and identify their archival and official records. A detailed list will be compiled, including Session Minutes, Baptism and Marriage Registers, Professing Members, Communion Rolls, Annual Reports, Congregational Meeting Minutes, and financial documents. Other important items such as history books, photo albums, minutes of other organizations within the congregations, will also be listed. The records of each of the amalgamating congregations will be gathered and maintained by the newly amalgamated congregation.

Before amalgamation occurs, the Sessions will complete the depositing of their official records (Session minutes, Baptismal Registers, Marriage Registers, Burial Registers and Communion Rolls) with the Presbyterian Church in Canada Archives and Records Office. The records are to be digitized or, alternatively, deposited in original format where this has not previously been done. This is done in consultation with the Archivist/Records Administrator. (See Appendix G in the Book of Forms)

c) Canada Revenue Agency (CRA)

The present Charitable Registration Numbers for each of our amalgamating congregations are as follows:

Knox	St. Giles
70757 5730 RR0001	10801 9647 RR0001

3.10 Implementation Timeline

Action	Date	Who?
Appointment of Vision Task Force	October 2026	Session
Appoint Presbytery Support Team	October 2026	Presbytery
Knox Archival Records Transfer	October 2026	Archives Team
Thanksgiving Service (Knox)	November 2026	Presbytery
New Cong. Commission Service	TBA	Session & Presbytery
Launch Stage One	January 2027	Vision Task Force
Launch Stage Two	April 2027	Future Vision Committee
Launch Stage Three	January 2030	Session

3.11 Celebrating Faithful and Future Ministry

Alongside Indigenous nations, Fort Calgary was established in 1875. By the time Knox Presbyterian Church was established in 1883, Treaty 7 had been signed (1877) but Calgary was not quite yet an incorporated city; that occurred in 1894. Considering the evolution of Canadian culture, Knox's Christian witness, ministry and community impact in this time period of almost 150 years (143 to be exact), has been undeniable. It has maintained its faithfulness throughout challenges and joys on many levels, a remarkable and honourable legacy. As the oldest Protestant church in the City of Calgary, on the lands of Mohkinstsis, within the Presbytery of Calgary-Macleod, it is fitting and essential to celebrate its long ministry while recognizing the changes ahead through amalgamation.

Over decades, Knox has experienced many significant challenges to its continuation and expression of ministry. First located in Inglewood, then the downtown area, early

days saw numerous locations and building changes. Church Union in 1925 left a much smaller Knox congregation who remained faithful to continuing Presbyterian ministry as it was before. More relocations continued, but finally a new property of their own, the current one, was purchased in 1959. In 1985, a devastating fire challenged the congregation as never before. Ever resilient, Knox regrouped, rebuilt and recovered - its ministries continued, and its positive witness to Christ's love in the community continued.

In its new location, the commitment to mission, outreach and social justice was solidified. Knox was often an "early adopter" within the presbytery, being one of the first congregations to support a Vietnamese family during the "boat" refugee crisis of the late 1970s. It was also one of the first affirming congregations in the PCC, clearly declaring its love and support for the LGBTQI2+ community before the denomination itself had come to a clear decision on this matter. Knox has been bold and faithful in expressing its commitment to love as Jesus told us to.

To recognize Knox's long, fruitful service to God in our midst, we plan to have a service of acknowledgement and celebration, to take place in the sanctuary of Knox Presbyterian Church (date TBA). While this service will provide time to give thanks for the historical ministry of Knox, it will also acknowledge the loss and grief felt by the congregation as the expression, and location, of ministry now changes with amalgamation. Looking back with thanksgiving also provides the opportunity to fully look forward. Exciting possibilities will open to the current Knox congregation as it joins with the current St. Giles congregation to become a new congregation in service to God. Some of this hope and possibility can be expressed within that service.

A Service of Thanksgiving and Dedication will mark the formation of the new congregation celebrating the faithful ministry of both Knox and St. Giles while commissioning the united congregation for future mission and ministry.

Appendix 4.1 – New Church Vision Blueprint



Appendix 4.2 – The Difference Between Multicultural and Intercultural Church²

The main difference between multicultural and intercultural churches is their approach to cultural diversity. “Multicultural” and “intercultural” are terms used to describe churches that seek to embrace and engage with cultural diversity, but they have slightly different emphases and approaches:

Multicultural Church:

- **Diverse Congregation:** A multicultural church is characterised by having a diverse congregation that includes people from various racial, ethnic, and cultural backgrounds.
- **Parallel Cultures:** In a multicultural church, different cultural groups within the congregation may coexist somewhat independently. Each cultural group may have services, ministries, or programmes catering to its specific cultural needs and preferences.
- **Celebration of Diversity:** Multicultural churches often celebrate and value the diversity of cultures represented in their congregation. They may have events or services that highlight and honour various cultural traditions.
- **Cultural Expression:** While multicultural churches acknowledge cultural diversity, they may not always encourage the active integration of cultures. People from different backgrounds may worship separately or engage primarily within their cultural groups.

Intercultural Church:

- **Cultural Integration:** An intercultural church strongly emphasises cultural integration. It seeks to create an environment where people from diverse cultural backgrounds interact, worship, and serve together, fostering mutual understanding and appreciation.
- **Breaking Down Barriers:** The focus of an intercultural church is to break down cultural barriers and promote unity among its members. Cultural differences are acknowledged and respected, but there is an intentional effort to bridge those differences through shared experiences.
- **Shared Leadership:** Intercultural churches often promote shared leadership among members from different cultural backgrounds. This may include having leaders and pastors from various ethnicities and cultures.
- **Intercultural Worship:** In an intercultural church, worship services and other church activities are intentionally designed to incorporate elements from multiple cultures, creating a more inclusive and diverse worship experience.
- **Cross-Cultural Relationships:** Intercultural churches actively encourage cross-cultural relationships within and outside formal church activities. This can lead to deeper friendships and a sense of community that transcends cultural boundaries.
- **Conflict Resolution:** Since cultural diversity can sometimes lead to misunderstandings or conflicts, intercultural churches often have mechanisms in place to address and resolve issues related to cultural differences.

² Anglican Network for Intercultural Churches <https://anic.org.uk/the-difference-between-multicultural-and-intercultural-church/>

In summary, the main difference between multicultural and intercultural churches is their approach to cultural diversity. Multicultural churches embrace diversity while allowing cultural groups to coexist somewhat independently. In contrast, intercultural churches prioritise cultural integration to create a more unified and inclusive community where people from diverse backgrounds actively engage with each other and their cultures. Both approaches have their strengths and challenges, and the choice between them often depends on the specific goals and vision of the church leadership and congregation.