



SPACS / SCAS Governance Document

Version 1.0

October 18, 2021

Agreed to Outcomes

SCA is a valued ministry of SPAC. It was established in 1980 and continues to be a thriving ministry. These agreed to outcomes are referenced in the Bylaws of SCAS and form an integral part of the governing foundation of the ministry.

The following are the organizations and roles:

- Sherwood Park Alliance Church Society (SPACS) – the organization of the church.
- SPACS Board of Elders – the governing board of the SPACS which are also the SCAS members.
- Strathcona Christian Academy Society (SCAS) – the organization the church has created to oversee the school ministry.
- SCAS Board – the board of directors of SCAS
- SCAS Members – the members of the SCAS which are also the SPACS Board of Elders.

The SCAS Board is empowered to oversee the ministry of SCAS and to do this work on behalf of the SCAS Members. The role of the SCA Society Board is as follows:

- Ensure theological and ministry alignment with SPAC.
- Ensure that the culture of SCA is marked by grace, encouragement, and hope.
- Ensure that SCA staff are cared for and supported.
- Create spiritual formation philosophies, strategies, and in some cases curriculum.
- Develop an annual ministry plan and budget.
- Define and measure Spiritual Programming Success Factors for reporting to the SPACS Board of Elders and EIPS.
- Resource the SCAS office and office staff.
- Implement the Vision of SCA by working with the principals to determine and implement strategic direction.
- Represent SCAS in relationship with EIPS, ensuring a healthy relationship.

1. Theological and Ministry Alignment

SCAS as a ministry of SPACS has, doctrine, policies, spiritual programming, and resources aligned and coordinated with SPAC for consistency, efficiency and effectiveness.

Doctrine:

- SPAC Statement of Faith
- Focus on biblical doctrine that is shared among mainstream evangelical scholars, teachers, and churches (any issues of interpretation or application to be by the SPACS Senior Pastor).

Ministry

- SCAS is a specialized church ministry of SPACS.
- The mission and vision of SPACS is reflected in school spiritual life and where possible, SCAS and SPACS collaborate in ministry.
- SCAS and SPACS will jointly present to the Joint SCAS and SPACS Boards their annual plans for integration of the ministries. This will likely take place during May and will cover the following aspects:
 - Age related integrations – Kids ministry to SCAS Elementary; Youth to SCAS Secondary
 - Function integrations – School based Mission trips to Church based mission trips; Worship Arts.

- Strategic integrations – integration of strategy
- SCAS will work with SPACS to define, measure and document Spiritual Programming Success Factors for SCA and will present a review of these Success Factors annually to the SPACS Board of Elders

2. Reputation/ Relationship

Reputation (reflecting both real and perceived actions and attitudes) in the community Elk Island Public Schools (EIPS), parents and other circles of influence is one of grace, love, encouragement and hope. An encounter with SCAS leaves people knowing they are accepted, loved, cared for and touched by Jesus.

EIPS

- SCAS operates in cooperation with EIPS
- SCAS represents a Christ-centered worldview within EIPS
- Student conduct policies are aligned with EIPS, where not in conflict with our biblical values

Staff

- Staff input is valued and encouraged
- Staff reflect the fruit of the Spirit in all their conduct
- Staff reflect servant leadership in a high level of service, humility, grace and joy to all school and community stakeholders

Students

- Students have the opportunity to orient their lives around Jesus Christ and His teaching
- Students are provided with a safe environment (free from physical, mental or psychological, or spiritual intimidation or harm) to grow in Godly character, develop in their faith and in a life of service to God and others

3. Spiritual Formation

Spiritual formation, following Jesus, and experiencing God is part of the culture of SCA and has a tangible priority and emphasis equal to or greater than achievement in academics, sports or fine arts.

SCA provides an environment for students to discover their God-given spiritual gifts, talents, and potential.

SCA encourages and persuades students to become fully devoted followers of Christ – in love with Jesus and passionate followers of Him (as measured post graduation ie: 5-10 years).

SCA is a safe place for students to explore their world, faith, and themselves based on the founding principles of the Bible and a Christ-centered worldview in an environment that also encourages questions and discussion of other worldviews or perspectives.

SCA reflects a culture and approach to teaching that reinforces that God is a vital and ever-present part of a believer's life. Teaching about God, faith, and spiritual formation is integrated fully into every aspect of school curriculum, programming, and culture.

SCA emphasizes an ongoing service to the community, region and world with the entire student body engaged in mission activities.

4. Processes

The following processes are aimed to provide clarity of the ease of functioning as a part of the overall church ministry.

Staffing:

- Key leaders should consider being a member of SPACS.
- Campus Pastors are accountable to SCA Principals and their hiring will be approved by the SCAS Board and SCAS members.
- Office personnel for the SCA Society office will be hired by the SCAS Board and they will be managed by a delegate of SPACS.
- SCAS will have staff conduct policies in place for SCA School staff.
- The accountability for the spiritual life of the school lies with the SCAS Board. They will be supported in this accountability by SCA Principals, Campus Pastors (licensed) and, where possible, by SPACS Pastors.
- SCAS use of SPACS Pastors for student, staff, and parent teaching; counseling; spiritual formation and care is expected and encouraged.
- In alignment with the agreement between EIPS board of trustees and SCAS all current and future staff shall be EIPS employees and must be supportive of the Vision Statement (Mission Statement, Philosophy of Christian Education, Statement of Faith, Christian Distinctives) in order to be assigned to SCA. An indication of this support will be a prerequisite for being considered for such assignment.

Financial Resources

- Integration of finance functions. Specifically, SPACS will perform all financial transactions, reporting, deposits, cash flow management and payroll functions for SCAS. In addition, SPACS choice of bankers and auditors will be used by SCAS as well. SPACS will charge SCAS on a cost recovery basis for external and internal costs related to these finance functions.
- Signing authorities for SCAS will typically be the Officers of SCAS and one senior staff role of SPACS.
- The Finance Master Plan will be reviewed by the Finance Committee (FIC) or suitable replacement. The SCAS Board will assign one of its members, who is also a member of SPACS, to be involved.
- SCAS will develop appropriate ministry plans and operating budgets which will be reviewed and approved by the SCAS Members.
- The SCAS Board oversees the execution of the plan and corresponding budget which the SCAS Members approved. The SCAS Board is allowed to adjust line items as long as the total budget of the ministry is respected and the goals approved in the ministry plan are upheld.
- When the funding from EIPS, including rent and operating cost amounts for both SCA Secondary and SCA Elementary, does not fully fund the cost of facility usage by SCAS, the difference will be funded by SCAS. For greater clarity, the fees charged to SCA parents will equal the difference between the total cost of running the SCA ministry (including facility costs, the Christian component and administrative costs) and the amounts of all other revenue collected by SPACS or SCAS to run the ministry of SCA.
- The ability to authorize SCAS fund raising campaigns is a budget item and is held by the SCAS Members. Funding for any capital projects in excess of the mortgage payments on the SCA Elementary school will be raised through fund raising campaigns or regular donations. Note

that the schools may be involved in fund raising campaigns initiated through EIPS and school councils.

- Going forward, alternative forms of funding the SCA program (grants, sponsorship, alumni fundraising etc.) may be considered.
- Initiation of capital projects will require direct SCA parent approval through votes at school council meetings.

Facility Resources

- Capital assets for the three entities are held within the Sherwood Park Alliance Church Property Company (PropCo). SCAS will not hold capital assets.
- The Facility Master Plan will be reviewed by the Facility Committee (FAC) or a suitable replacement. The SCAS Board will assign one of its members, who is also a member of SPACS, to be a member of FAC. FAC will be responsible to define and review capital and maintenance usage formulas for cost allocation between SCAS and SPACS (see Appendix B – Facility Usage Formulas).
- As part of the annual budgeting process each spring, FAC will review five (5) year maintenance and capital plans prepared by church finance staff following consultation with SCAS who will be responsible to consult with SCA administration and parents. SPACS will manage this process on behalf of all ministries including SCAS.
- SCAS contributes to the Maintenance Reserve Fund (MRF) based upon MRF plans and facility usage formulas (as outlined in Appendix B). MRF levels will be reviewed periodically (at least every five (5) years) by a third-party professional designated by FAC or through appropriate benchmarking.
- SCA facility operating costs will be benchmarked periodically (at least every five (5) years) against other EIPS schools to assess cost competitiveness of facility operations.

Communications

Communications to SCA parents will happen as follows:

- SCAS will provide, via posting to its website, an annually updated overview of fee amounts collected, rent and operating collected from EIPS and what costs those revenues are allocated towards.
- SCAS will provide annual communication to SCA parents regarding capital projects approved and the timeline for their completion

Communications arising from organizational meetings will happen as follows:

- Board of Elders representative(s) on SCAS will provide a report to the Board of Elders regarding SCAS meetings.
- SPACS staff representatives on the SCAS Board will provide a report to the SPACS Lead Team regarding SCAS meetings.
- SCAS will provide an overview of the Spiritual Programming Success Factors to the Board of Elders annually.
- SCAS representative on FIC and FAC (or suitable replacement) will provide a report to the SCAS Board regarding facility meetings.

Communications with EIPS will happen as follows:

- Communications between EIPS and SCAS will be primarily held at the School Principal level and secondarily by the officers of the SCAS Board.
- On some topics such as SPACS lease to EIPS, SCAS and SPACS will engage with EIPS.
- SCAS will provide an overview of the Spiritual Programming Success Factors to EIPS annually.

Student Fees

- SCAS will take care of student fees
- SCAS will also collect outstanding invoices

Regulatory Filings

- SPACS will ensure filings with Corporate Registry are made on behalf of SCAS.
- SPACS will ensure T3010's and T4a are completed and filed on behalf of SCAS.

This agreement will be periodically reviewed and will be modified and re-approved as required.

The SPACS / SCAS Governance Documents are agreed to this ____ day of _____, 2021.

Sherwood Park Alliance Church Society

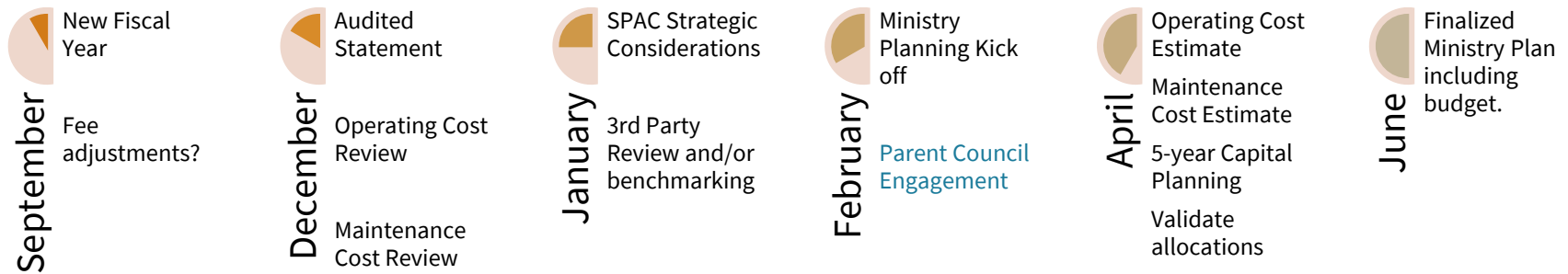
Strathcona Christian Academy Society

APPENDICES

Appendix A – Decision Making Process Overview

Decision making process outlines the Ministry planning process as it relates to the Strathcona Christian Academy Society (SCAS) and takes into account strategic planning, budgeting including long term plans, and facility planning.

Timeline



Process Overview

Process	Initiator	Reviewer	Approver
1) New fiscal year and fee adjustments if required – the new fiscal year commences in September. Given the timing of financial information there is room in the process to adjust fees in September if there has been a material change in revenue or costs.	SCAS Board	School Councils	SCAS Board
2) Audited Statements – audited financial statements for SPACS and SCAS are released.	SPAC Elders	SPAC Elders / SPAC Members	SPAC Elders / SPAC Members
3) Operating and maintenance cost reviews	SCAS Board	Facility Committee or replacement	Approved in 2
4) Strategic considerations and budgeting guidelines for the upcoming year as developed by the board of Elders	SPAC Elders	SPAC Elders	
5) 3rd party review and/or benchmarking of costs is completed at a minimum of every 5 years.	SCAS Board	Facility Committee or replacement	SCAS Board
6) Validate allocations – review if there has been any material population or facility usage changes and adjust the allocation model as required.	SCAS Board	Facility Committee or replacement	Approved in 11
7) Ministry Planning with SCAS and school Principals. Details on what makes up the budget for the Christian Component. Determine if there are Capital or Facility related costs associated with the plan.	SCAS Board	See 8	
8) School Council Engagement - school council chairs participate in the ministry planning and budgeting process. Ministry plan drafts presented at school council.	SCAS Board	School Councils	

Process	Initiator	Reviewer	Approver
<p>9) Operating and maintenance cost will look at initial costs and revenue from EIPS and SPAC and tie into the larger ministry planning process.</p>	<p>SCAS Board</p>	<p>Facility Committee or replacement</p>	
<p>10) 5-year capital plan - refresh of the five year capital plan including fundraising strategy.</p>	<p>SCAS Board</p>	<p>Facility Committee or replacement</p>	
<p>11) Finalized Ministry Plan including budget. - are approved by the SCAS followed by the SPAC board of Elders and finally at the SPAC annual general meeting.</p>	<p>SCAS Board</p>	<p>SPAC Elders</p>	<p>SPAC Members</p>