



2027 MINISTRY BUDGET

For the year ending August 31, 2027

Version 1.0

**MINISTRY, COMPASSION, MRF, CAPITAL AND MISSIONS BUDGET
FOR THE YEAR ENDING AUGUST 31, 2027**



ALL FUNDS	Plan vs. Budget	Plan vs. Forecast	Plan August 2027	Forecast August 2026	Budget August 2026	Actual August 2025
Offerings						
Ministry Fund	1.5%	3.8%	\$ 3,350,000	\$ 3,227,201	\$ 3,300,000	\$ 3,201,369
Compassion Fund	20.8%	-25.1%	160,000	213,574	132,400	176,393
Capital Fund	0.0%	-5.1%	160,000	168,601	160,000	169,855
Missions Fund	0.0%	-18.4%	350,000	428,727	350,000	364,955
Total Offerings	2.0%	-0.4%	4,020,000	4,038,103	3,942,400	3,912,572
Other Revenue						
Rent & Operating Costs for Schools (from EIPS)	13.4%	8.6%	1,598,707	1,471,742	1,409,756	1,409,756
Capital Contributions (from SCAS)	-0.5%	-0.5%	395,000	397,000	397,000	396,450
Operating Cost Contributions (from SCAS & SPACPC)	6.9%	4.8%	2,265,037	2,161,305	2,119,311	1,993,755
Other Revenue	92.4%	9.9%	264,080	240,363	137,280	231,292
Gain (loss) on disposal of assets			-	-	-	-
Total Other Revenue	11.3%	5.9%	4,522,824	4,270,410	4,063,347	4,031,253
All Revenue	6.7%	2.8%	8,542,824	8,308,513	8,005,747	7,943,825
Expenditures						
Salaries and Benefits - net	4.7%	11.4%	2,308,776	2,073,146	2,206,080	1,964,602
Ministry Programs - net	37.6%	45.1%	253,180	174,517	183,988	136,149
Rent and Operating Costs (to SPACPC)	13.4%	10.1%	1,598,707	1,451,742	1,409,756	1,409,756
Capital Contributions (to SPACPC)	-0.5%	-0.5%	395,000	397,000	397,000	396,450
Facility Operation & Maintenance	-5.8%	2.9%	1,424,878	1,384,384	1,512,051	1,419,645
Administrative Expenses - net	-1.5%	10.1%	447,541	406,478	454,404	457,612
Compassion Fund	-35.1%	-49.7%	197,820	393,120	304,805	189,009
Maintenance Reserve Expenditures	22.8%	97.3%	1,993,000	1,010,139	1,623,000	353,271
Depreciation	-18.1%	-15.6%	271,608	321,822	331,464	326,842
Missions Offerings Disbursed	19.2%	51.7%	624,575	411,826	524,000	430,238
All Expenditures	6.4%	18.6%	9,515,085	8,024,174	8,946,548	7,083,575
Increase (Decrease) in Net Assets			(972,261)	284,339	(940,801)	860,250
Net Assets - Beginning of Year			4,544,300	4,259,960	4,259,960	3,399,710
Net Assets - End of Year			\$ 3,572,039	\$ 4,544,300	\$ 3,319,159	\$ 4,259,960

**MINISTRY, COMPASSION, MRF, CAPITAL AND MISSIONS BUDGET
FOR THE YEAR ENDING AUGUST 31, 2027**



ALL FUNDS - NOTES

1 MINISTRY FUND offerings budget is 3.8% higher than the forecast for 2026 and 1.5% higher than 2026 budget. The priority for 2027 is to have a balanced budget. This year's increase is a modest \$50,000 compared to last year's \$300,000 increase.

	Plan August 2027	Forecast August 2026	Budget August 2026	Actual August 2025
Offerings	3,350,000	3,227,201	3,300,000	3,201,369
Other Revenue	4,415,824	4,204,211	4,021,947	3,967,940
Total Revenue	7,765,824	7,431,412	7,321,947	7,169,309
Salaries and Benefits - see note 6	2,308,776	2,073,146	2,206,080	1,964,602
Ministry Program Expenses - see note 7	253,180	174,517	183,988	136,149
Facility Related Expenditures - see note 8	3,418,585	3,233,126	3,318,807	3,225,851
Administrative Expenses - see note 9	447,541	406,478	454,404	457,610
Contribution to MRF - see note 4	1,333,882	1,210,708	1,148,720	960,826
Total Expenditures	7,761,964	7,097,975	7,311,999	6,745,038
Increase (Decrease) in Fund Balance	\$ 3,860	\$ 333,437	\$ 9,948	\$ 424,271

Other Revenue includes funds from Elk Island Public Schools (EIPS), SCA Society (SCAS) for Strathcona Christian Academy, and Sherwood Park Alliance Church Property Company (SPACPC) for facility management and operations. Funds received from EIPS and the capital contribution from SCAS (\$395,000) are forwarded to SPACPC.

	Plan August 2027	Forecast August 2026	Budget August 2026	Actual August 2025
EIPS- rent & contribution to facility costs	1,598,707	1,471,742	1,409,756	1,409,756
SCAS- contribution to capital and facility costs	1,530,000	1,575,229	1,575,225	1,448,669
SPACPC- contribution to facility costs	1,130,037	983,076	941,086	941,536
	\$ 4,258,744	\$ 4,030,047	\$ 3,926,067	\$ 3,799,961

The balance of Other Revenue refers to interest, facility rental income, and management fees.

2 COMPASSION FUND currently has a healthy balance in the fund and we continually work to responsibly distribute it. Assistance is provided within the scope of Justice and Compassion as needs are identified and partnerships are developed. The assistance provided is categorized as General, Counselling, Vehicle, and External Partnerships.

	Plan August 2027	Forecast August 2026	Budget August 2026	Actual August 2025
Offerings and interest income	\$ 168,400	\$ 223,822	\$ 142,000	\$ 188,380
Assistance Expenditures	197,820	393,120	304,805	189,009
Increase (Decrease) in Fund Balance	\$ (29,420)	\$ (169,298)	\$ (162,805)	\$ (629)

ALL FUNDS - NOTES

3 CAPITAL FUND offerings are used to purchase capital items to help the delivery of ministry.

Capital expenditures of \$230,000 in the 2027 budget include general equipment - \$30,000; furniture and fixtures - \$5,000; Information Systems hardware and software - \$30,000; other technical equipment - \$15,000; final expenses for air handler for south gym - \$150,000.

	Plan August 2027	Forecast August 2026	Budget August 2026	Actual August 2025
Offerings and Interest Income	\$ 166,000	\$ 185,017	\$ 169,600	\$ 183,038
Expenditures (primarily depreciation)	271,608	321,822	331,464	326,845
Increase (Decrease) in Net Assets	\$ (105,608)	\$ (136,804)	\$ (161,864)	\$ (143,806)

4 The MAINTENANCE RESERVE FUND (MRF) was established to set aside funds for major maintenance requirements. It is funded by SPACS and the SCA Society (SCAS) based on a facility cost sharing agreement. Annual contributions are determined by the long term maintenance project plan. The major project for 2027 is the south gym - \$1,100,000

	Plan August 2027	Forecast August 2026	Budget August 2026	Actual August 2025
Ministry Fund Contributions and Interest Income	\$ 1,348,882	\$ 1,242,121	\$ 1,163,720	\$ 988,248
Expenditures	1,993,000	1,010,139	1,623,000	353,271
Increase (Decrease) in Fund Balance	\$ (644,118)	\$ 231,983	\$ (459,280)	\$ 634,976

5 Offerings designated to the MISSIONS FUND consist of the Global Advance Fund through the C&MA National Office (51%), partners (10%) and local mission initiatives (39%).

Our funding approach for Short Term Mission trips is to cover the variable costs of these experiences through fundraising. We will continue to invest in fixed cost elements, such as pastoral and staff time, to plan and lead this important aspect of our church. In the event funds raised exceed actual expenses, the surplus is retained for future mission opportunities.

	Plan August 2027	Forecast August 2026	Budget August 2026	Actual August 2025
Offerings- Local Mission Initiatives	\$ 135,000	\$ 174,850	\$ 135,000	\$ 149,060
Offerings- C&MA National and District	180,000	169,104	180,000	154,073
Offerings- Partners (includes Christmas offering)	35,000	84,773	35,000	61,822
Recoveries and interest income	77,600	8,121	7,200	10,721
	427,600	436,849	357,200	375,676
Expenditures- Local Mission Initiatives	409,575	157,949	309,000	214,343
Expenditures- C&MA National and District	180,000	169,104	180,000	154,073
Expenditures- Partners	35,000	84,773	35,000	61,822
	624,575	411,826	524,000	430,238
Increase (Decrease) in Fund Balance	\$ (196,975)	\$ 25,023	\$ (166,800)	\$ (54,562)

**MINISTRY, COMPASSION, MRF, CAPITAL AND MISSIONS BUDGET
FOR THE YEAR ENDING AUGUST 31, 2027**



ALL FUNDS - NOTES

6 SALARIES and BENEFITS reflect a Full Time Equivalent (FTE) of 29.9 based on a 40 hour work week as compared with 28.0 in 2026. The budget for 2027 is 4.7% higher than last year's budget. The 2027 budget is 30% of total ministry fund revenue (30% in 2026 budget).

	Plan August 2027	Forecast August 2026	Budget August 2026	Actual August 2025
Pastors & Ministry Assistants	\$ 1,443,732	\$ 1,300,474	\$ 1,392,384	\$ 1,256,181
Facilities	219,480	209,204	195,072	213,113
Administration	245,496	240,266	236,688	235,542
SCA Society & Treehouse	141,204	129,398	135,384	133,892
Employee Benefits & Alliance Retiral Fund (ARF)	417,972	359,099	350,424	330,594
Recoveries	(159,108)	(165,295)	(103,872)	(204,720)
	\$ 2,308,776	\$ 2,073,146	\$ 2,206,080	\$ 1,964,602
Full Time Equivalentents (FTE)	29.9	27.0	28.0	26.4

7 MINISTRY PROGRAM EXPENSES are incurred in the delivery of mid-week and weekend ministries in accordance with the strategic Ministry Plan. Division Leaders are accountable for their respective ministry budgets. The largest categories are as follows:

	Plan August 2027	Forecast August 2026	Budget August 2026	Actual August 2025
Special Events and Retreats (approx. 75% recovered)	\$ 107,245	\$ 90,128	\$ 108,040	\$ 99,698
Ministry Supplies & Materials, Printing, Curriculum	69,748	72,033	67,646	69,778
Leader Training & Development (staff & lay leaders)	67,434	59,510	60,250	44,474
Activities	64,400	60,516	26,610	35,922
Contract & Consulting Services	34,349	18,313	29,005	22,946
All Other Expenses	112,569	74,838	96,167	67,033
	\$ 455,745	\$ 375,337	\$ 387,718	\$ 339,851
Ministry Recoveries	(202,565)	(200,820)	(203,730)	(203,701)
Net Ministry Expenses	\$ 253,180	\$ 174,517	\$ 183,988	\$ 136,149

Net ministry expenses by ministry division groupings are summarized as follows:

	Plan August 2027	Forecast August 2026	Budget August 2026	Actual August 2025
Ministries	\$ 92,967	\$ 54,681	\$ 73,762	\$ 36,005
Ministry Support	67,208	54,531	35,846	26,392
Executive	93,005	65,305	74,380	57,047
	\$ 253,180	\$ 174,517	\$ 183,988	\$ 119,444

ALL FUNDS - NOTES

8 FACILITY OPERATING EXPENDITURES for the SPAC main campus and SCA Elementary are 3.0% greater than the 2026 forecast. We continue to review service and maintenance agreements to ensure maximum value while responding to the increasing maintenance requirements of our aging facilities. This year the elimination of the carbon tax and a new waste collection agreement has helped lower facility costs.

The facility operating expenditures are allocated by location as follows:

	Plan August 2027	Forecast August 2026	Budget August 2026	Actual August 2025
1011 Clover Bar Rd (SPAC/SCA Secondary)	\$ 961,794	\$ 950,190	\$ 1,033,468	\$ 952,618
52362 Range Rd 231 (SCA Elementary)	446,424	416,339	482,567	461,010
Facility Use costs (incurred for rentals)	21,100	20,865	4,056	20,921
	\$ 1,429,318	\$ 1,387,395	\$ 1,520,091	\$ 1,434,548

The facility operating expenditures for the school program are allocated by usage as follows:

	Plan August 2027	Forecast August 2026	Budget August 2026	Actual August 2025
1011 Clover Bar Road (SCA Secondary)	\$ 654,020	\$ 646,129	\$ 702,758	\$ 617,296
52362 Range Rd 231 (SCA Elementary)	446,424	416,339	482,567	461,010
	\$ 1,100,444	\$ 1,062,469	\$ 1,185,325	\$ 1,078,306

9 ADMINISTRATIVE EXPENSES include the behind the scenes functions of finance, human resources, and information services. We continue to implement system enhancements for improved expense management across the organization. The largest categories are as follows:

	Plan August 2027	Forecast August 2026	Budget August 2026	Actual August 2025
Contract and Consulting Services	\$ 101,136	\$ 83,432	\$ 125,536	\$ 90,034
District Operating Support	100,500	90,999	96,000	94,112
Bank Charges	68,340	68,328	67,000	63,432
Computer Services	56,535	59,514	51,218	46,208
Professional Fees	41,500	38,293	35,700	29,656
All other types of expenses	90,750	76,449	88,170	143,429
Ministry Recoveries	(11,220)	(10,536)	(9,220)	(9,262)
	\$ 447,541	\$ 406,478	\$ 454,404	\$ 457,610

10 End of year Fund balances

	Plan August 2027	Forecast August 2026	Budget August 2026	Actual August 2025
Ministry Fund	\$ 1,502,350	\$ 1,498,490	\$ 1,175,001	\$ 1,165,053
Compassion Fund	144,618	174,038	180,531	343,336
Maintenance Reserve Fund	833,990	1,478,108	786,845	1,246,125
Capital Fund	1,084,242	1,189,850	1,164,791	1,326,655
Missions Fund	6,839	203,814	11,991	178,791
	\$ 3,572,039	\$ 4,544,300	\$ 3,319,159	\$ 4,259,960

Strathcona Christian Academy Society
Statement of Operations and Changes in Net Assets
For the Year Ending August 31, 2027

FOR INFORMATION PURPOSES ONLY	August 2027 Budget	August 2026 Projected	August 2026 Budget	August 2025 Actual
Revenue				
Alternative Program Fees	\$ 2,143,665	\$ 2,144,554	\$ 2,165,520	\$ 2,005,649
SCS National Missions	-	11,750	28,527	24,933
SCE Missions	-	-	1,500	-
Donations and Fundraising	50,200	52,000	15,800	26,750
Legacy Funds	12,276	5,132	144	145
Scholarship Funds	2,000	1,500	1,500	2,000
Investment Income and Sundry	19,875	19,634	20,100	25,390
Total Revenue	2,228,016	2,234,570	2,233,091	2,084,867
Expenditures				
Facility Contribution—Cap Cost Assessment from Fees	395,000	397,000	397,000	396,450
Contribution to Facility Operating Costs	388,000	793,227	793,225	750,114
Contribution to Maintenance Reserve Fund	747,000	385,000	385,000	302,105
SCS National Missions	-	16,900	27,150	21,836
SCE Missions	-	-	6,000	-
Administration Costs	277,434	197,152	195,499	171,490
Programming	333,020	356,543	409,274	376,194
Fee Assistance	20,000	21,000	20,000	21,840
Scholarships Distributed	4,900	4,900	4,900	4,400
Total Expenditures	2,165,354	2,171,723	2,238,049	2,044,429
Increase (Decrease) in Net Assets	62,662	62,848	(4,958)	40,438
Net Assets Beginning of Year	535,049	472,201	472,201	431,763
Net Assets End of Year (see breakdown below)	\$ 597,711	\$ 535,049	\$ 467,244	\$ 472,201
Breakdown of Net Assets End of Year	2027 Budget	2026 Projected	2026 Budget	2025 Actual
	\$ 597,711	\$ 535,049	\$ 467,244	\$ 472,201
Less: Externally Restricted - Legacy Funds	24,447	12,171	6,615	7,039
Less: Externally Restricted - Endowment/Scholarship Funds	11,484	14,384	14,384	17,784
Less: Internally Restricted - Board Reserve	107,183	107,228	108,276	100,282
Unrestricted Net Assets End of Year (minimum should be 3 months' operating costs)	\$ 454,597	\$ 401,266	\$ 337,969	\$ 347,096

This budget is provided as information only and does not represent information that will be voted on by the membership of Sherwood Park Alliance Church Society.

SHERWOOD PARK ALLIANCE CHURCH PROPERTY COMPANY

OPERATING AND CAPITAL BUDGET

FOR THE YEAR ENDING AUGUST 31, 2027

	Notes	Plan August 2027	Forecast August 2026	Budget August 2026	Actual August 2025
Revenue					
Rent & Operating Costs for Schools (SCE, SCS)	1	\$ 1,598,707	\$ 1,451,743	\$ 1,409,756	\$ 1,409,756
Capital Contribution	2	395,000	397,000	398,000	396,450
Interest Income		8,400	8,134	8,400	10,381
Total Revenue		2,002,107	1,856,876	1,816,156	1,816,587
Expenditures					
Operating and MRF Contributions (to SPACS)	3	1,130,037	983,076	941,086	941,536
Depreciation		528,648	521,146	521,148	554,007
Interest on callable and long term debt	4	215,508	245,052	245,052	273,250
Professional fees		15,000	12,649	15,000	11,198
Office expenses		26,400	26,000	26,400	26,000
Insurance		2,100	1,183	2,100	1,183
Contract and Consulting		-	-	-	170
Interest and bank charges		2,000	2,000	2,000	2,000
Total Expenditures		1,919,693	1,791,106	1,752,786	1,809,344
Excess revenue (expenditures) for the year		82,414	65,770	63,370	7,243
Items not affecting cash - Depreciation		528,648	521,146	521,148	554,007
Loss on disposal of tangible capital assets					-
Changes in non-cash operating working capital					
Accounts Receivable					-
Interest receivable					11,005
Prepaid Expenses					-
Accounts Payable					(203,791)
Interest Payable		(2,482)	(2,534)	(2,534)	(2,332)
Cash Flow from (used by) Operating Activities		608,580	584,382	581,984	366,132
Investing Activities					
Additions to Land & Buildings	5	(600,000)	-		-
Financing Activities					
Advances from (to) related party	5	600,000			
Repayment of callable debt					
Repayment of long term debt	4	(599,905)	(571,901)	(571,901)	(545,204)
Cash Flow from (used by) Financing/Investing Activities		(599,905)	(571,901)	(571,901)	(545,204)
Increase (Decrease) in Cash Flow		8,675	12,481	10,083	(179,072)
Cash - Beginning of Year		157,882	145,401	145,401	324,473
Cash - End of Year		\$ 166,557	\$ 157,882	\$ 155,484	\$ 145,401

Notes:

- 1 Represents funds received from EIPS for Strathcona Christian Academy (SCE-Elementary; SCS-Secondary). Funds flow through SPACS according to terms of lease.
- 2 Represents funds received from SCA Society to help service the debt registered against the land and buildings, and for future capital expenditures for the benefit of the organization. Funds are collected as part of student fees and flow through SPACS.
- 3 Consists of funds received from EIPS for rent for the main site and operating funds for both sites with a portion retained to cover 100% of administrative expenses.
- 4 Loan Balances at end of fiscal year:

	Plan August 2027	Forecast August 2026
Construction of SCE	\$ 3,998,527	\$ 4,598,431

- 5 Air Handler for South Gym will be paid for by SPAC Capital Fund and donated to SPACPC.

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