



BOARD MEETING MINUTES

October 23, 2019

The meeting was called to order at 7:07pm by Chair, Grace Halvorson.

PRESENT: Grace Halvorson, Rev Karen Millard, Hugh Kerr, Ian Kent, Marilyn Caldwell, Trevor Harris, Elizabeth Kerr, Val Stainton, Pat Yendall

ABSENT:

1. **Opening Prayer/Reflection – Welcome to the Squamish Nation Traditional Territory** Ha7lh en skwalwn Kwis tl'iknumut tl'a Skwxwuu7mesh Uxwumix

2. **Additions to Agenda:**

- UCW

3. **Approval of Agenda**

MOTION: It was moved by Elizabeth Kerr and seconded by Ian Kent to accept the agenda as amended. **Carried.**

4. **Review and Acceptance of Board Minutes from September 18, 2019**

It was moved by Elizabeth Kerr and seconded by Ian Kent to accept the Board Minutes from September 18, 2019. **Carried.**

5. **Correspondence:**

The Sanctuary is a very busy place.

6. **Treasurer's Report**

Hugh Kerr explains the treasurer's report. Currently the church has approx. \$150,000 available. The Spirit Kids net program income is approx. \$1,500 - \$2,000 per month.

Ian Kent is inquiring about the possibility of additional grants that the church and Spirit Kids could apply for. We will first need to review the current grants.

Approval of Treasurer's Report:

MOTION: It was moved by Hugh Kerr and seconded by Pat Yendall to accept the Treasurer's Report. **Carried.**

7. **Committee Report:**

Financial Report:

Hugh Kerr explains that the approx. unavoidable overhead costs of our church are \$40,000. Our donations are approx. \$65,000 per year and Spirit Kid's net income is approx. \$20,000 per year. The finance committee is only comfortable with a budget of \$85,000 for 2020.

Ad-Hoc committee meeting report:

Please review the Ad-Hoc meeting report. The meeting focused on positive ministries. In the meeting the following was also discussed:

- Possibility of running the church with reduced staff time could mean that we could break even by 2021
- The committee had a detailed phone call with Marc
- The committee discussed the problem that would come with only having a part time minister
- Many churches die because their congregation is getting older and dying but our church has a young congregation. Sunday mornings are growing.

The following question went around the boardroom: **What do you love about our church and therefore what would you want to keep?**

Ian Kent: Ian loves the variety of programs the church offers.

Trevor Harris: Trevor states that it is a serious dilemma that the church doesn't follow its budget. Our worship is wonderful, and it is positive that we have been able to maintain the givings over the past 5 years. Trevor is concerned that a lot of the additional funding we could apply for would only be small amounts.

Val Stainton: Most important to Val is the worship service. Val says that the United Church is the only religion that includes everyone. Val believes that we might be able to get funding that would help our operational funds. If we have to cut staff now, it doesn't mean they won't come back.

Marilyn Caldwell:

- opportunity – to model, faith, safe place,
- both a safe place & balance the books (?) Mar.
- Favourite is worship. Can't throw good money away – have to find “big money”
- great for kids on Sunday am.
- write to Broadview – tell our story.

Other board members echoed the above comments about Sunday worship.

TO DO LIST:

- 1) Tell our story. – KAREN/GRACE
- 2) Generate email re options - pass out to the Board members to choose what they might be able to talk on. - GRACE
- 3) appeal to UCC
On November 20th – one item – solving this “Problem” – tie into Nov. 24th luncheon possibly role play the story.

8. Governance:

-need to focus on moving forward, visioning, functional models for SK, future and action focused. More clarity will come about as this model is put into practice.

9. Stewardship:

- Movie night – It's a Wonderful Life – Integrated into worship; The Stewardship focus is now underway.

10. Committee Reports:

M&P:

- Huge difference re Spirit Kids now that Karen is back.
- * needs a “real” review of SK camp, need to move toward predictability re payments, staffing. Need a business plan. Strong policy re sickdays etc.
- Need for consistency re signing of time sheets etc.
- top mgt. position will be imbedded in her job description

Prov of Benefits etc.

- Discussion around staff benefits - M&P will be addresses this

Worship Committee:

- worship hosts are being organized by Louise

Caring Committee:

11. Old Business Updates:

- Rental policy update - completed
- Water feature update – WILL only be completed with a grant.
- Music in storage room needs sorting
- Note from Jess LaFramboise, Property Manager: All items must be 18” below the sprinkler heads. **TASK:** Ian and Grace will look into the closet to move items below the sprinkler heads.
- Rev Karen Millard to receive Rev Blair Odney’s policy book on the governance model

12. New Business

- **Senior Ministry** – grant application was sent off

13. Staff Reports:

- a) Minister – Pacific Mountain Region
- b) Secretary
- c) Children’s Ministry
- d) Spirit Kids

14. Calendar of Events

Church usage:

- Every Tuesday until Christmas Alive: Ecstatic Dance Squamish
- Every Wednesday and Friday Preschool Mish Mash for 10 weeks
- Girl Guides Oct 25
- Ba'hai Community Celebration Oct 26
- Cyril Piano Recital
- Lantern Fest Nov 8
- Health Fair Nov 17
- Talk Turkey Nov 24
- Christmas Fair Nov 30
- Family Movie night Dec 6
- Darrel & Saskia DelaRonde Concert Dec 7

15. **Next Meeting Date:** Nov 20, 2019

16. **Adjournment:** The meeting adjourned at 9:30pm

17. **Closing Prayer**

Grace Halvorson, Chair

Date

Squamish United Church / Spirit Kids

Balance Sheet

As of 30 September 2019

30 Sep 19

ASSETS

Current Assets

Chequing/Savings

111 · Spirit Kids Petty Cash 201.69

115 · Sq. Savings - GENERAL

115-2 · Memorial Fund 580.00

115 · Sq. Savings - GENERAL - Other 32,745.29

Total 115 · Sq. Savings - GENERAL 33,325.29

122 · Trustees - 100078791394 18,326.71

123 · Long Term Redeem 100079707811 100,000.00

Total Chequing/Savings 151,853.69

Accounts Receivable

150 · Accounts Receivable 2,111.00

Total Accounts Receivable 2,111.00

Other Current Assets

12000 · Undeposited Funds 425.00

130 · Furniture & Equipment

130-1 · Acc Depreciation Furn & Equip (23,748.37)

130 · Furniture & Equipment - Other 79,914.59

Total 130 · Furniture & Equipment 56,166.22

135-1 · Acc Depreciation - Buidng (113,918.65)

135 · Centrepont Building

135-4 · Centrepont Direct Costs 1,656,500.39

135-6 · Centrepont Investment Fees 5.15

135 · Centrepont Building - Other 255,561.60

Total 135 · Centrepont Building 1,912,067.14

165 · GST Rebate Due 1,506.70

Squamish United Church / Spirit Kids

Balance Sheet

As of 30 September 2019

30 Sep 19

Total Other Current Assets	1,856,246.41
Total Current Assets	2,010,211.10
Fixed Assets	
302 · Facility Dev Fund - Operating	(735,961.55)
331 · Investment Fund	(249,231.13)
335 · Fixed Asset Fund	(1,110,256.13)
Total Fixed Assets	(2,095,448.81)
Other Assets	
180 · Prepaid Expenses	796.40
310 · Benevolent Fund	(2,850.65)
336 · Refugee Sponsorship	(69,592.58)
950 · Amortization	88,628.92
Total Other Assets	16,982.09
TOTAL ASSETS	(68,255.62)
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
200 · Accounts Payable	1,976.77
Total Accounts Payable	1,976.77
Credit Cards	
205 · Visa	(2,886.13)
Total Credit Cards	(2,886.13)
Other Current Liabilities	
215 · Refundable Deposit	50.00

Squamish United Church / Spirit Kids

Balance Sheet

As of 30 September 2019

30 Sep 19

240 · M & S Payable	(2,600.10)
245 · WCB Payable	(154.97)
250 · Accrued Liability	4,000.00
Total Other Current Liabilities	1,294.93
Total Current Liabilities	385.57
Total Liabilities	385.57
Equity	
32000 · Retained Earnings	5,177.47
Net Income	(73,818.66)
Total Equity	(68,641.19)
TOTAL LIABILITIES & EQUITY	(68,255.62)

	TOTAL			
	Sep 19	Budget	Jan - Sep 19	Budget
Ordinary Income/Expense				
Income				
500 · Donations				
501 · General Donations	5,373.50	5,416.67	45,244.50	48,750.03
502 · Family/Children	95.05	166.66	322.95	1,500.02
503 · Open Donations	288.00		1,246.60	
505 · Messy Church Donations	10.00		219.05	
506 · Donations - In Kind	0.00		1,341.94	
507 · Benevolent Fund Donations	0.00		540.00	
508 · Donations - Other	0.00	125.00	0.00	1,125.00
509 · UCW Donations	0.00	166.66	780.00	1,500.02
Total 500 · Donations	5,766.55	5,874.99	49,695.04	52,875.07
511 · Fund Raising & Events	15.60	333.33	2,025.50	3,000.01
512 · Stewardship	0.00	416.66	0.00	3,750.02
520 · Interest Received	2.45	83.33	538.75	750.01
522 · Grants Received	0.00	2,604.16	50,375.00	23,437.52
526 · Facility Donations	0.00	833.34	2,804.35	7,499.98
530 · Misc Income	0.00		3,256.89	
535 · M&S Flow Thru Income	737.50	833.34	2,202.50	7,499.98
560 · Spirit Kids Program	13,263.00	7,250.00	54,216.72	65,250.00
Total Income	19,785.10	18,229.15	165,114.75	164,062.59
Gross Profit	19,785.10	18,229.15	165,114.75	164,062.59
Expense				
600 · OPERATING EXPENSES				
610 · Advertising	0.00	100.00	1,002.67	900.00
620 · Bank Charges & Fees	91.74	125.00	815.95	1,125.00
623 · Centrepont Expenses	0.00		19,006.23	
625 · Church Office Expense	330.00	1,000.00	9,002.52	9,000.00

635 · Utilities & Telephone	146.44	166.66	2,631.55	1,500.02
645 · Insurance	0.00	141.66	1,880.64	1,275.02
655 · Legal & Audit	0.00	333.34	4,202.50	2,999.98
657 · Miscellaneous Expense	0.00	250.00	231.56	2,250.00
720 · Congregational/Event Activities	0.00	125.00	0.00	1,125.00
730 · Benevolent Fund withdrawals	0.00		20.00	
785 · Presbytery Allocation	0.00	476.66	5,720.00	4,290.02
791 · Worship Expense	250.00	566.66	5,556.09	5,100.02
795 · Childrens Church Expense	0.00		862.39	
Total 600 · OPERATING EXPENSES	818.18	3,284.98	50,932.10	29,565.06
642 · Facility Rental Expenses	0.00	58.34	421.50	524.98
667 · Strata Fees	857.41	833.34	7,458.39	7,499.98
700 · NEW PROGRAM INITIATIVES				
700-15 · Seeds of Hope Expenses	0.00	360.41	2,581.40	3,243.77
700-10 · Messy Church Expense	0.00	125.00	477.85	1,125.00
700-5 · Spirit Kids Program Costs	306.53	441.66	6,708.17	3,975.02
Total 700 · NEW PROGRAM INITIATIVES	306.53	927.07	9,767.42	8,343.79
800 · MINISTERIAL EXPENSES				
800-1 · Discretionary Expense	0.00	166.66	0.00	1,500.02
800-5 · Education & Resource Materials	0.00	136.66	1,184.28	1,230.02
800-7 · Travel Allowance	0.00	120.00	251.43	1,080.00
800-8 · Phone Allowance	160.00	160.00	1,360.00	1,440.00
Total 800 · MINISTERIAL EXPENSES	160.00	583.32	2,795.71	5,250.04
850 · SALARIES & BENEFITS				
850-1 · Salary Expense	9,825.00	9,720.59	81,022.47	87,485.23
850-3 · Benefits - Operating	2,132.03	1,905.84	17,115.46	17,152.48
850-5 · Benefits - Spirit Kids Program	1,206.78	1,049.13	11,157.37	9,442.11
850-7 · Salary - Spirit Kids Program	8,765.46	3,946.71	58,822.99	35,520.39
Total 850 · SALARIES & BENEFITS	21,929.27	16,622.27	168,118.29	149,600.21

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Total Expense	24,071.39	22,309.32	239,493.41	200,784.06
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Net Ordinary Income	(4,286.29)	(4,080.17)	(74,378.66)	(36,721.47)
Other Income/Expense				
Other Expense				
990 - Suspense	<u>(60.00)</u>		<u>(560.00)</u>	
Total Other Expense	<u>(60.00)</u>		<u>(560.00)</u>	
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Net Other Income	60.00		560.00	
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Net Income	<u>(4,226.29)</u>	<u>(4,080.17)</u>	<u>(73,818.66)</u>	<u>(36,721.47)</u>

	Rent	Operating	Seeds Hope	Spirit Kids	Summer Camp	TOTAL	
Ordinary Income/Expense							
Income							
500 · Donations							
501 · General Donations	5.00	45,239.50	0.00	0.00	0.00	45,244.50	
502 · Family/Children	0.00	322.95	0.00	0.00	0.00	322.95	
503 · Open Donations	0.00	1,246.60	0.00	0.00	0.00	1,246.60	
505 · Messy Church Donations	0.00	219.05	0.00	0.00	0.00	219.05	
506 · Donations - In Kind	0.00	1,341.94	0.00	0.00	0.00	1,341.94	
507 · Benevolent Fund Donations	0.00	540.00	0.00	0.00	0.00	540.00	
509 · UCW Donations	0.00	780.00	0.00	0.00	0.00	780.00	
Total 500 · Donations	5.00	49,690.04	0.00	0.00	0.00	49,695.04	
511 · Fund Raising & Events	0.00	2,025.50	0.00	0.00	0.00	2,025.50	
520 · Interest Received	0.00	538.75	0.00	0.00	0.00	538.75	
522 · Grants Received	0.00	11,825.00	0.00	11,250.00	27,300.00	50,375.00	\$50K total
526 · Facility Donations	2,804.35	0.00	0.00	0.00	0.00	2,804.35	
530 · Misc Income	0.00	3,256.89	0.00	0.00	0.00	3,256.89	
535 · M&S Flow Thru Income	0.00	2,202.50	0.00	0.00	0.00	2,202.50	
560 · Spirit Kids Program	0.00	0.00	0.00	42,224.72	11,992.00	54,216.72	fees
Total Income	2,809.35	69,538.68	0.00	53,474.72	39,292.00	165,114.75	
Gross Profit	2,809.35	69,538.68	0.00	53,474.72	39,292.00	165,114.75	
Expense							
600 · OPERATING EXPENSES							
610 · Advertising	0.00	1,002.67	0.00	0.00	0.00	1,002.67	
620 · Bank Charges & Fees	34.25	781.70	0.00	0.00	0.00	815.95	
623 · Centrepont Expenses	0.00	19,006.23	0.00	0.00	0.00	19,006.23	sound panels
625 · Church Office Expense	0.00	9,002.52	0.00	0.00	0.00	9,002.52	
635 · Utilities & Telephone	0.00	2,631.55	0.00	0.00	0.00	2,631.55	
645 · Insurance	0.00	1,880.64	0.00	0.00	0.00	1,880.64	
655 · Legal & Audit	0.00	4,202.50	0.00	0.00	0.00	4,202.50	

657 · Miscellaneous Expense	0.00	231.56	0.00	0.00	0.00	231.56	
730 · Benevolent Fund withdrawals	0.00	20.00	0.00	0.00	0.00	20.00	
785 · Presbytery Allocation	0.00	5,720.00	0.00	0.00	0.00	5,720.00	
							includes
791 · Worship Expense	0.00	5,456.09	100.00	0.00	0.00	5,556.09	sabb'l \$
795 · Childrens Church Expense	0.00	647.39	215.00	0.00	0.00	862.39	
Total 600 · OPERATING EXPENSES	34.25	50,582.85	315.00	0.00	0.00	50,932.10	
642 · Facility Rental Expenses	70.00	351.50	0.00	0.00	0.00	421.50	
667 · Strata Fees	0.00	7,458.39	0.00	0.00	0.00	7,458.39	
700 · NEW PROGRAM INITIATIVES							
700-15 · Seeds of Hope Expenses	0.00	187.50	2,393.90	0.00	0.00	2,581.40	
700-10 · Messy Church Expense	0.00	477.85	0.00	0.00	0.00	477.85	
700-5 · Spirit Kids Program Costs	0.00	163.00	0.00	4,824.67	1,720.50	6,708.17	snacks, etc
Total 700 · NEW PROGRAM INITIATIVES	0.00	828.35	2,393.90	4,824.67	1,720.50	9,767.42	
800 · MINISTERIAL EXPENSES							
800-5 · Education & Resource Materials	0.00	1,184.28	0.00	0.00	0.00	1,184.28	
800-7 · Travel Allowance	0.00	251.43	0.00	0.00	0.00	251.43	
800-8 · Phone Allowance	0.00	1,360.00	0.00	0.00	0.00	1,360.00	
Total 800 · MINISTERIAL EXPENSES	0.00	2,795.71	0.00	0.00	0.00	2,795.71	
850 · SALARIES & BENEFITS							
850-1 · Salary Expense	0.00	81,022.47	0.00	0.00	0.00	81,022.47	SUC staff
850-3 · Benefits - Operating	0.00	17,115.46	0.00	0.00	0.00	17,115.46	SUC benefits
850-5 · Benefits - Spirit Kids Program	0.00	0.00	0.00	5,712.36	5,445.01	11,157.37	SK staff ben
850-7 · Salary - Spirit Kids Program	0.00	0.00	0.00	26,671.46	32,151.53	58,822.99	SK staff
Total 850 · SALARIES & BENEFITS	0.00	98,137.93	0.00	32,383.82	37,596.54	168,118.29	
Total Expense	104.25	160,154.73	2,708.90	37,208.49	39,317.04	239,493.41	
Net Ordinary Income	2,705.10	(90,616.05)	(2,708.90)	16,266.23	(25.04)	(74,378.66)	

Finance Committee Report: October 23, 2019

Most of the Finance Committee met on October 22 (T. Harris, M. Larcombe, C. Liechti, H.Kerr)
Unfortunately Rev. Millard was unable to attend.

The Committee examined several aspects relevant to trying to produce a budget, including: current assets, current donations, and expenses and deficits for each of (a) operating (b) Spirit Kids (c) Summer Camp.

The Committee also had received the recent emails from Grace Halvorson and Marc Coulombe regarding the “ad hoc” committee, and other possible sources of funds, and seeking new vision(s).

Examining the current and future financial situation it was noted that:

The operating expenses include several unavoidable expenses, such as strata fees, insurance, Presbytery (Regional) Assessment, utilities, office expenses, financial review, etc. To date in 2019 these total about \$30K excluding the sound panel costs. At this rate they would total about \$40K for the year.

Donations to date are about \$5K per month or \$60K to \$65K for the year.

Estimates for Spirit Kids are subject to several variables. One child attending 5 days / week pays \$430 / month or \$4300 for the year. Hence the addition, or loss, of one or two of such children translates to plus or minus \$4300 - \$8600 per year. The profit of SK are also dependent on the number of workers required - which depends on the number of children – and their work hours. Independent estimates by Cindy Roy and Hugh Kerr, using current enrolments and work hours, predict an SK profit on the order of \$15K to \$20K in a year.

Taken together the donations and SK profits are estimated to total about \$85K.

The emails from Grace and Marc have several suggestions for obtaining new funds, including asking the UCC for a grant, in light of our successes with Spirit Kids, attracting young families with children, as well as the addition of some older couples and other initiatives. Other suggestions include more aggressive marketing for rentals, revisioning and other ideas.

However it is very uncertain how much can be raised from these initiatives, and when.

The Committee decided that it needs more direction from the Board in order to structure a draft budget for 2020.

At present the Committee is comfortable only with a budget of \$85K.

Ministry and Personnel Report October 23, 2019

1. Appreciative Feedback:

M/P met October 8 and made note of the positive energy in the sanctuary on Sunday mornings. It is wonderful to see the staff working together as a team, as well as lay people stepping up to help out on Sunday mornings. The music offered this past Sunday was beautiful and well appreciated. Thanks to everyone.

2. Updates from Old Business:

- Summer Camps: Overall, the summer camps went very well; however, staffing proved to be extremely challenging. It is recommended that a review of the camps take place in the near future.
- Sabbatical: Sunday coverage worked well as did pastoral care coverage. Deb Bowman had been hired to be in the office for three hours on Tuesday which proved to be insufficient, especially around the Spirit Kids Program.

3. Staffing Updates etc:

- Child Care associate Danielle Mahal has unfortunately left the team. She now lives in Vancouver. We wish her well and thank her for her work with us.
- M/P are currently interviewing for another P/T Child Care Associate, and are attempting to add additional people to our sub list. We are interviewing through this week.
- SK's Manager position: A draft job description for this position was reviewed and those components that we feel would be taken over by Karen were highlighted. Cindy has been meeting with Karen to review these components to ensure that we are in agreement before proceeding further with the managerial position
- Kayla Mak Revised Position: The revised job description for Kayla, which eliminates the Spirit Kids portion, was reviewed and agreed upon. Hours for this position will need to be agreed upon.
- Having enough staff on the premises every day has been a daily and weekly challenge. Kayla and Karen have both taken extra shifts. Lisa Cameron has also stepped in to help. Charlotte Lidstone is now back in town and has met with Karen to discuss being a substitute and

taking on some shift. Cindy and Marilyn interviewed Charlotte last spring.

- M/P met with Kayla and Karen to begin the process of reformatting the components of Kayla's position. Cindy Roy has been reworking the Job Description and presented the changes to M/P at their meeting. Reverend Millard has taken over the day to day operations of Spirit Kids. It has really helped to smooth things over on a day to basis with someone there most every day.
- Cindy Roy has supported the Finance Committee in creating a staffing budget for SK,
- Marilyn Caldwell stopped in at the October Staff Meeting to welcome everyone back and thank them for their work over the summer.
- M/P have implemented a reporting structure for SK Staff. The Director of Family Ministries will sign time sheets for all floor staff. Any significant changes in the number of hours will be discussed with M/P prior to approval. M/P will sign the time sheets for the Director. Again, any significant number of additional hours will be discussed with M/P prior to approval.
- Arlene Robinson has continues to need time off due to her hip surgery. Julie Murakami has been covering.

Performance Appraisals etc:

- The PA process for Kayla Mak has been initiated. M/P Has not yet formally met with her .
- One SK staff member remains on probationary. M/P is scheduled to meet with Karen as part of that process.
- Our Office Administrator is also due for a performance evaluation.
- It was agreed to put the proposed sick leave policy on hold at this time and to review vacation forms with individuals during their performance evaluations.
- Documents regarding Absence due to Illness and Vacation Schedule have both been developed. M/P will bring these to the Board for approval in October.
- The draft church policy for subsidized before and after school care costs as a taxable benefit is not complete and will be presented in the near future. At this time, Board approval is still on a case by case basis.

5. Discussion items for Board Meeting:

Provision of Benefits for staff at Spirit Kids.
Salary and COL review for staff
Policy Based Governance

Marilyn

AD HOC REPORT

Squamish United Church has some very serious issues at present. We have a significant deficit and are wrestling with how we can continue to pay our bills. An Ad Hoc committee was struck to begin preliminary investigation into possible options to deal with this issue.

Committee members are Rev Karen Millard, Trevor Harris, Hugh Kerr and Grace Halvorson. We met 3 times, October 3, 10 and 15. All were in attendance.

Minutes of the October 3 meeting

Karen opened with prayer.

An informal discussion focused on

1. Where we are now?
2. Where are we going?
3. How do we get there?

Areas important to consider regarding the above questions:

Sunday morning services

Children's ministry

Finances

Spirit Kids

Outreach, New families with limited funds

Hugh presented financial documents that clearly laid out our limited funds.

Brainstorming followed regarding options to further explore our situation and hopefully find a workable solution around finances.

Options to consider:

1. Appeal to the wider church via a letter to ask for assistance and explain our "plight". The mention of exploring funding re a "church plant" was raised.
2. Raising Spirit Kid fees to generate more funds. SK needs to be treated more as a business. To date it has taken up a great deal of volunteer time and while it is a source of income this has come at a major cost of volunteer time and energy.
3. Layoffs
4. Combine jobs (minister plus spirit kids?)

5. Hourly wage vs. Salary
6. Check the option of a Review or an Audit
7. Increased use of volunteers, (for summer relief, illness)
7. Restructure the SK and administrator position
9. Review the church accounting program and how it relates to SK
 - *QuickBooks
 - *Power Church
 - *SSCSS program
10. Review the number of hours spent on administration and management. Do they correspond to the numbers that were used in setting a budget?

Concerns were raised regarding the finances with respect to time constraints as the \$ is running out and in order to take funds from the trustees account (if that is the recommendation), a congregational meeting will have to take place.

Going forward:

Karen to explore staffing hours. combining jobs etc.

Hugh will look at the accounting options.

Grace to talk to SSCSS accountant re review/audit and their accounting program for their daycare program.

The goal of this committee is to explore options and pass that information on to the finance committee who will then meet and bring forth recommendations to the October 23 board meeting.

Nest meeting, Thursday, October 10 1:00.

Reflections from the October 10 meeting

A bit of history: (a very brief summary)

Over 10 years ago the issue of an aging Squamish United Church building was raised. Options were explored as to how to best deal with this. Eventually

partnering with Sea To Sky Community Services Society to build a new building, called Centrepont was the option chosen by the congregation. The society was gifted our 5 lots from SUC in exchange for a 99 year lease. SUC and SSCSS each then built parts of Centrepont and BC Housing added housing for the hard to house. This lease for SUC would allow us to use significant SSCSS rooms (board rooms, industrial kitchen, a hall and child care rooms) in the off hours and on weekends. With funds from a capital campaign and available savings, SUC had funds to cover the basic costs of our sanctuary. We now pay monthly strata fees. We moved out of our “old” church building in 2015 and worshiped with the Anglican congregation of Saint John the Divine while Centrepont was under construction. In October of 2017 we moved into our new sanctuary. We have a beautiful new building.

We currently have a full time minister (we have always had a full time minister), a part time director of children and family ministries and a part time church administrator.

During the transition time we lost a significant number of faithful members. They had been very active in both a financial and volunteer capacity.

We have gained a number of new young families and some new retired folk who have moved to our community. Sunday mornings are seeing 12 – 17 children attending children’s church and we have 26 – 40 adults on any one Sunday. The atmosphere is energetic and joyful.

Our problem now is that we do not have a consistent monthly income flow other than our givings, which are not close to covering our operational budget. We have minimal rentals (we had hoped that rental income would have been more significant). Before our new build, we had rental income.

A before and after school child minding program, Spirit Kids, began in 2018 and a summer camp was held this past summer. These programs have brought in some funds (not as much as we had hoped and have presented many problems around staffing).

After discussion it was agreed that we would investigate the following options:

- promote more rentals
- focus on stewardship
- look closely at administration /office costs
- look closely at SK costs, possibly raise the fees
- review staffing

There was a fair bit of discussion around Spirit Kids, the staffing and the administration time involved and the fees charged.

It was becoming apparent that a lot of work needed to be done around SK as well as the other options. There was not an easy fix.

Cutting staff time was also discussed.

Both Karen and Grace contacted Marc Coulombe, title as a resource, to help us through the process. A conference call with Marc was arranged for our third meeting on October 15th.

Reflections from the October 15 meeting

After our discussion with Marc, some of his feedback was as follows:

“I hope that I was clear with you that cutting staff time should be the last resort in managing the difficult financial situation that you face. Doing so is a widely recognized indicator of the decline of a congregation, one which is only rarely turned around,”

“During our conversation, I talked about the need for SUC to redefine its vision for its ministry and then propose a staffing model and budget which would enable that.”

“Since the immediate need is to address your budget shortfall, I urge you to thoroughly explore all other revenue options before taking the ultimate step of emasculating your leadership capacity.

Those options include:

- * Partnership with other community groups and associations in Squamish
- * Aggressive promotion of your facility for rentals
- * Conversations with other church denominations who may be looking for facilities to share
- * Applying for UCC and secular grant programs (he has provided us with a number of links)
- * Possible partnership with the legacy of St. David's in Pemberton

“Given SUC's emerging reputation throughout the wider church as a progressive expression of church (did you know that?) I think you have a very good shot at receiving funding and leadership support through some of the UCC's national programs.”

*As you face the need to take decisive action to address your financial situation, you need to be sure that the first actions you take support your ministry not undermine it”

At this stage I recommend that you ask for the Board's assistance in developing a plan to pursue the other funding opportunities and resources. As a fallback measure, I think that it also makes sense to develop a proforma budget to see how various staff cut scenarios might impact your profit/loss position. However, attempting to proceed with a plan to implement staff reductions without both thoroughly exploring funding alternatives and engaging in a meaningful

discernment process about the implications for your vision for ministry, is not consistent with UCC practice and policy.

Marc has offered to assist us if we would like.

Note: Marc explained that should it be necessary to change the call, a ministry profile developed (MPS) would need to be developed. This is all laid out in the UCC Haandbook

Trevor's response to Marc

Thanks for your thoughtful, carefully crafted response as a follow up to our meeting the other day, Marc. Just some thoughts:

We have embarked on some of the strategies outlined. Without naming them all, we have attempted marketing the facilities for rental, but the income has been disappointing.

I did look at some of the possibilities for grants, but most seem to be linked to specific projects. And many are rather modest amounts in the \$5-10,000 range. As you know our recent attempt was with the implementation of the after school care program. We believed that this program could net \$50,000 a year. It has taken a huge amount of staff and volunteer resources but the actual amount appears to be less than half of that.

The Adhoc Committee was formed to provide advice to the Finance Committee in developing the 2020 Budget. While no one is happy with the prospect of staff reductions, it seemed to be the only option for operating within our means.

Even with the proposal of half time Minister effective March 31, 2020, our expenditures would still exceed our revenue for that year. We could potentially be spending within our means by 2121. I guess my hope was that once we got our finances in order, there was the possibility of focusing more on building the congregation. But it sounds like your experience is suggesting that that's an unlikely prospect.

The idea of asking for financial support for our congregation while we rebuild, came to several of us after observing the action taken by the Anglican (BC Synod?), to support the St John's Anglican Church here in Squamish, to build and expand their Ministry with families and children. While their congregation is small like ours, and had a half time Minister, the wider church is supporting them with a full time Minister. As a congregation we have been very encouraged over the past year with the increasing number of young families and children. And in looking at the Anglican model, hoped that we could do the same. I realize that the Anglican Church has a different structure, but it's hard to believe that it can be more nimble than the United Church in strategic planning.

This is likely more of a response than you expected, Marc. I do appreciate the time and consideration you have given to our challenges in Squamish.

Blessings,
Trevor

Grace also responded to Marc (by telephone) and explained what we had already done.

I would like to propose we start by

1. Writing and telling out faith story
2. Redefining our vision and matching it to our budget? We first need to do vision work now.
3. Inviting Marc to meet with us to start this process.

Squamish United Church Board Meeting Agenda – Nov 20, 2019

1. Opening Prayer/Reflection - Welcome to the Squamish Nation Traditional Territory
Ha7lh en skwalwn Kwis tl'iknumut tl'a Skwxwuu7mesh Uxwumixw
2. Approval of Agenda
3. Review and acceptance of Board Minutes from October 23rd 2019.
4. Correspondence
5. Treasurer's Report
6. Finance Committee Report
- Ad-hoc committee meeting report
7. Governance
8. Visioning
9. Business arising from Minutes
 - *Rental policy update - completed*
 - *Water feature update*
 - *Music in storage room sorting*
 - *Note from Jess LaFramboise, Property Manager: All items must be 18" below the sprinkler heads.*
 - *Rev Karen Millard to receive Rev Blair Odney's policy book on the governance model*
10. Stewardship
11. Committee Reports
 - *Ministry and Personnel Report*
 - *Worship Committee*
 - *Caring Ministry Committee*
 - *Spirit Kids*
 - *Spirit Kids Summer Camp*
10. New Business
 - *Senior Ministry – grant application*
11. Staff Reports
 - a) Minister
 - b) Secretary
 - c) Children's Ministry
 - d) Spirit Kids

12. Calendar of Events

Church usage:

- Every Tuesday until Christmas Alive: Ecstatic Dance Squamish
- Every Wednesday and Friday Preschool Mish Mash for 10 weeks
- Girl Guides Oct 25
- Ba'hai Community Celebration Oct 26
- Cyril Piano Recital
- Lantern Fest Nov 8
- Let's talk Turkey Nov 24
- Christmas Fair Nov 30
- Family Movie night Dec 6
- Darrel & Saskia DelaRonde Concert Dec 7

13. Next Meeting Date – **Nov 20, 2019**

14. Adjournment

15. Closing Prayer

Current Assets

Chequing/Savings

30 Sep 19 30-Aug

111 · Spirit Kids Petty Cash

201.69

115 · Sq. Savings - GENERAL

115-2 · Memorial Fund 580

115 · Sq. Savings - GENE 32745.29

Total 115 · Sq. Savings - GENERAL*********33325.29 36014.9**

122 · Trustees - 100078791394

18326.71 18326.71

123 · Long Term Redeem 100079707811

100000 100000

Total Chequing/Savings**151853.7 154341.6*******Final summer camp fees paid, and first month Spirit Kids****Refugee accounts**

CIRCLE OF HOPE	\$18.34
GARIBALDI	\$3,529.47
SUC REFUGEE	\$1,418.60
HOWE SOUND HELPS	\$6,581.53
SALEM	\$22,070.89
Howe Sound Helps GIC	\$5,566.00

	Rent	Operating	Seeds Hope	Spirit Kids	Summer Camp	TOTAL	
Ordinary Income/Expense							
Income							
500 · Donations							
501 · General Donations	5.00	45,239.50	0.00	0.00	0.00	45,244.50	
502 · Family/Children	0.00	322.95	0.00	0.00	0.00	322.95	
503 · Open Donations	0.00	1,246.60	0.00	0.00	0.00	1,246.60	
505 · Messy Church Donations	0.00	219.05	0.00	0.00	0.00	219.05	
506 · Donations - In Kind	0.00	1,341.94	0.00	0.00	0.00	1,341.94	
507 · Benevolent Fund Donations	0.00	540.00	0.00	0.00	0.00	540.00	
509 · UCW Donations	0.00	780.00	0.00	0.00	0.00	780.00	
Total 500 · Donations	5.00	49,690.04	0.00	0.00	0.00	49,695.04	
511 · Fund Raising & Events	0.00	2,025.50	0.00	0.00	0.00	2,025.50	
520 · Interest Received	0.00	538.75	0.00	0.00	0.00	538.75	
522 · Grants Received	0.00	11,825.00	0.00	11,250.00	27,300.00	50,375.00	\$50K total
526 · Facility Donations	2,804.35	0.00	0.00	0.00	0.00	2,804.35	
530 · Misc Income	0.00	3,256.89	0.00	0.00	0.00	3,256.89	
535 · M&S Flow Thru Income	0.00	2,202.50	0.00	0.00	0.00	2,202.50	
560 · Spirit Kids Program	0.00	0.00	0.00	42,224.72	11,992.00	54,216.72	fees
Total Income	2,809.35	69,538.68	0.00	53,474.72	39,292.00	165,114.75	
Gross Profit	2,809.35	69,538.68	0.00	53,474.72	39,292.00	165,114.75	
Expense							
600 · OPERATING EXPENSES							
610 · Advertising	0.00	1,002.67	0.00	0.00	0.00	1,002.67	
620 · Bank Charges & Fees	34.25	781.70	0.00	0.00	0.00	815.95	
623 · Centrepont Expenses	0.00	19,006.23	0.00	0.00	0.00	19,006.23	sound panels
625 · Church Office Expense	0.00	9,002.52	0.00	0.00	0.00	9,002.52	
635 · Utilities & Telephone	0.00	2,631.55	0.00	0.00	0.00	2,631.55	
645 · Insurance	0.00	1,880.64	0.00	0.00	0.00	1,880.64	
655 · Legal & Audit	0.00	4,202.50	0.00	0.00	0.00	4,202.50	
657 · Miscellaneous Expense	0.00	231.56	0.00	0.00	0.00	231.56	

730 · Benevolent Fund withdrawals	0.00	20.00	0.00	0.00	0.00	20.00	
785 · Presbytery Allocation	0.00	5,720.00	0.00	0.00	0.00	5,720.00	
							includes
791 · Worship Expense	0.00	5,456.09	100.00	0.00	0.00	5,556.09	sabb'l \$
795 · Childrens Church Expense	0.00	647.39	215.00	0.00	0.00	862.39	
Total 600 · OPERATING EXPENSES	34.25	50,582.85	315.00	0.00	0.00	50,932.10	
642 · Facility Rental Expenses	70.00	351.50	0.00	0.00	0.00	421.50	
667 · Strata Fees	0.00	7,458.39	0.00	0.00	0.00	7,458.39	
700 · NEW PROGRAM INITIATIVES							
700-15 · Seeds of Hope Expenses	0.00	187.50	2,393.90	0.00	0.00	2,581.40	
700-10 · Messy Church Expense	0.00	477.85	0.00	0.00	0.00	477.85	
700-5 · Spirit Kids Program Costs	0.00	163.00	0.00	4,824.67	1,720.50	6,708.17	snacks, etc
Total 700 · NEW PROGRAM INITIATIVES	0.00	828.35	2,393.90	4,824.67	1,720.50	9,767.42	
800 · MINISTERIAL EXPENSES							
800-5 · Education & Resource Materials	0.00	1,184.28	0.00	0.00	0.00	1,184.28	
800-7 · Travel Allowance	0.00	251.43	0.00	0.00	0.00	251.43	
800-8 · Phone Allowance	0.00	1,360.00	0.00	0.00	0.00	1,360.00	
Total 800 · MINISTERIAL EXPENSES	0.00	2,795.71	0.00	0.00	0.00	2,795.71	
850 · SALARIES & BENEFITS							
850-1 · Salary Expense	0.00	81,022.47	0.00	0.00	0.00	81,022.47	SUC staff
850-3 · Benefits - Operating	0.00	17,115.46	0.00	0.00	0.00	17,115.46	SUC benefits
850-5 · Benefits - Spirit Kids Program	0.00	0.00	0.00	5,712.36	5,445.01	11,157.37	SK staff ben
850-7 · Salary - Spirit Kids Program	0.00	0.00	0.00	26,671.46	32,151.53	58,822.99	SK staff
Total 850 · SALARIES & BENEFITS	0.00	98,137.93	0.00	32,383.82	37,596.54	168,118.29	
Total Expense	104.25	160,154.73	2,708.90	37,208.49	39,317.04	239,493.41	
Net Ordinary Income	2,705.10	-90,616.05	-2,708.90	16,266.23	-25.04	-74,378.66	