

## July 22, 2020 Board Meeting Minutes

**Present:** Rev. Karen Millard, Trevor Harris, Grace Halvorson, Marilyn Caldwell, Carlotta Liechti, Bruce Larson, Cindy Roy, Lisa Cameron, Rev. George Meier, Valerie Stainton.

1. Reverend Millard opened at 7:07 p.m. with a prayer.
2. **Agenda:** Trevor Harris moved for approval of the agenda with no new additions. Seconded by Cindy Roy. Carried.
3. **Previous Meeting Minutes:** Carlotta Liechti moved for acceptance of the minutes. Seconded by Bruce Larson. Carried.
4. **Correspondence:** No new correspondence.
5. **Final Report from George Meier:** George circulated a report prior to the meeting. He discussed the process whereby the report was created; including interviews with members of staff and members of the congregation. M&P concerns raised were not brought to Marilyn in depth, and for this George apologized. Nine to 10 people + Karen formed a leadership team, full of excitement and passion, that devoted 500 volunteer hours. Stewarding potential was examined as a way of going through the steps, and outlining the purpose of the church. He noted that half time ministry will bring the budget into reasonable control so that everything is manageable, but it cannot be business as usual. A new position description, that will act as a change up call to the minister, will need to be created with and for the minister. George will not be involved but Marc will be. George cautioned that taking an internal focus and attending to current members only would eventually lead to death of the church. He reviewed the "Wellness Centre" chart, highlighting the work done with children in the community.  
**Questions:** Does the congregation not see the board as the leaders? George stressed good communication with the congregation was important to avoid confusion. While the board manages, acting as a functioning fiduciary; the leadership team is authorized to go do their work but with no regular meetings.  
Can a member of the community be part of the "Wellness Centre" board? While the majority of board members would be from the church, it could be open to community members.  
Would the "Wellness Centre" be under a separate insurance policy? George suggested that the centre have it's own insurance, ethics policies and officers and directors liabilities policies.  
How do the 2 boards interface? While the "Wellness Centre" does not report to the SUC board, they have a mutual support relationship.  
George indicated that he had 2 more meetings and from then on would only be available to answer questions. George thanked the board and the members of the leadership team.
6. **Governance:** Heather, Grace and Karen have been working on an alternate means of structuring the board. The plan is to reduce the board to 5 people: a chair, a treasurer, a secretary and 2 others. M & P, the Worship committee, Pastoral care and the Leadership team would be outside as support committees, working under a set term of references. They would not be required to attend board meetings. Instead they would be empowered by the board and act as recommending bodies. A model has been basically developed, using a template provided by George. They have filled in the blanks around our values and history, and are now looking to refine and clarify statements with the aid of 2 additional people. Trevor and Carlotta volunteered. A draft will then be presented to the board and PMR, before being presented for congregational approval. The focus was on mission and purpose.

7. **CEWS:** The latest application was filed last week with the subsidy already having been received. The government is proposing to extend the program to the end of November, possibly even the end of December, but changes are proposed and they are complicated. We will continue to apply under the same provisions to the end of August and then in September under the new provisions.
8. **Line of Credit:** The bank has proposed 2 considerations for the credit line. The first would be to use our GIC as collateral for the loan and the second would be a credit line based on our profit and loss statements for the past 3 years. The finance committee has selected option 2 and proceeded to submit financial statements to the bank. A loan of \$20,000 was requested.
9. **CERB:** The program has not been extended. The staff can apply for up to 24 weeks in total and depending on when they first applied, Lisa estimated that their eligibility could expire the third week in September, or at the latest the end of October.
10. **Treasurer's Report.** Bruce reported that they have changed signatures at the bank. Donations are up for 3 months in a row. Provision grants have been reported as income for purposes of the application for the credit line. Bruce reviewed a budget for Sept. – Dec. projecting a Total income of \$24,116.57, with total expenses projected at \$127,140.70 with a deficit of -\$3024.04. This was based on dividing most expenses 50/50 with the "Wellness Centre". Staff time would be divided based on time worked in each centre. The existing debt of \$20,000 from the first 6 months could possibly be allocated to the provisional grants. **Motion:** Bruce Larson moved acceptance of the oral treasurer's report. Seconded by Trevor Harris. Carried.
11. **Stewardship:** Nothing to report at present.
12. **Ministry and Personnel Report:** Nothing to report at present.
13. **Caring Ministry:** Karen and Grace attended Irene Vickers memorial service. Maureen Gilmour and Hal Tribe have both moved into Shannon Falls. Karen will check with the staff or possibly Margaret to try to arrange for Maureen to be able to view the weekly church services. Pat Yendall and Elizabeth Kerr are on the Pastoral Care committee. Trevor saw Hugh recently and reported that Elizabeth is still recovering.
14. **New Business:** Pastoral Relations- Using the manual, a Community of Faith profile and a Community of Faith Ministry profile needs to be developed. This document will define the minister's new position. Four people (Bruce, Marilyn, Grace and Carlotta) along with Karen will outline her new role then meet a couple of times via zoom before submitting it to the Pacific Mountain Region. It was suggested that someone from the Leadership team also be invited to participate in the process.
15. **Church Usage:** The Presbyterian Church has held 2 services at the church thus far. There are approximately 5 families or 20 attendees, including children. Protocols have been developed and no concerns at present. Regarding the resumption of our own services, PMR continues to recommend that we remain closed. Just as a possible future consideration when we open, it was suggested that we could limit numbers by assigning PODS weeks that they could come.
16. **Ministers Report:** Karen reported a creative initiative to reach children. Michelle, Lisa and Karen planned a "Camp in a Box" weekend, where for \$20.00, a box was delivered to the home of children. It contained art supplies and snacks. They then made the box into a sanctuary and had chats, songs, story time and generally lots of fun! Thirteen children participated. Karen has had a meeting with Rob Crosby-Scheerer and Marc Coulombe regarding the direction the church is going and to present a draft report of what was discussed.

Kaija and her family are moving to PEI. Karen suggested that we have a zoom farewell during the week of Aug. 10<sup>th</sup>. Grace will get a card. A social distance gathering at Grace's place was considered for Ian and Deb mid August.

17. **Spirit Kids (SK):** Karen, Cindy, Julie and Lisa sent out a survey to the SK families inquiring what they anticipated their needs to be in September, a) If school would resume full time or b) If school resumes part time? There were 13 responses. It was noted that we anticipate an increase in the rates. Everything is still unknown including if Spirit Kids would be under the Wellness Centre umbrella by then.  
It was reported that a new refugee family is coming.
18. **Calendar of Events:** Karen took a couple of days vacation in July. She has a trip planned from Aug. 13 – 17, 2020 and will be away again, likely Sept. 3 – 14, 2020. There will be 2 Sunday services missed. The congregation could possibly be invited to zoom other church services.
19. **The next meeting will be September 16, 2020 @ 7:00 p.m.** Grace encouraged all work to be ready for then. **Motion:** Cindy Roy moved that the meeting be adjourned @ 9:17 p.m. Seconded by Carlotta Liechti. Carried.
20. **Rev.** Karen Millard closed with a prayer.

## Squamish United Church Board Meeting Agenda – July 22, 2020

1. Opening Prayer/Reflection - Welcome to the Squamish Nation Traditional Territory Ha7lh en skwalwn Kwis tl'iknumut tl'a Skwxwuu7mesh Uxwumixw
2. Additions to Agenda
3. Approval of Agenda
4. Review and acceptance of Board Minutes from June 17, 2020.
5. Correspondence
6. George Meier - Final report
7. Governance - Grace
8. Business arising from Minutes
  - CEWS
  - Line of Credit
  - Staffing support from the government extended
9. Treasurer's Report
10. Stewardship
11. Committee Reports
  - *Ministry and Personnel Report*
  - *Finance Committee*
  - *Caring Ministry Committee*
10. New Business
  - Pastoral Relations
  - Church Usage, Rentals and meetings
11. Staff Reports
  - a) Minister
  - b) Secretary
  - c) Children's Ministry
  - d) Spirit Kids
12. Calendar of Events

### **Church usage: ON HOLD**

- Every Tuesday until March 2020 Alive: Ecstatic Dance Squamish (suspended)
- Pipe Band every Wednesday (suspended)
- AA Group Monday nights (suspended)
- Patrick McNeely - *Pastor of Coram Deo Reformed Presbyterian Church* – Sunday services

13. Next Meeting Date – September 16, 2020

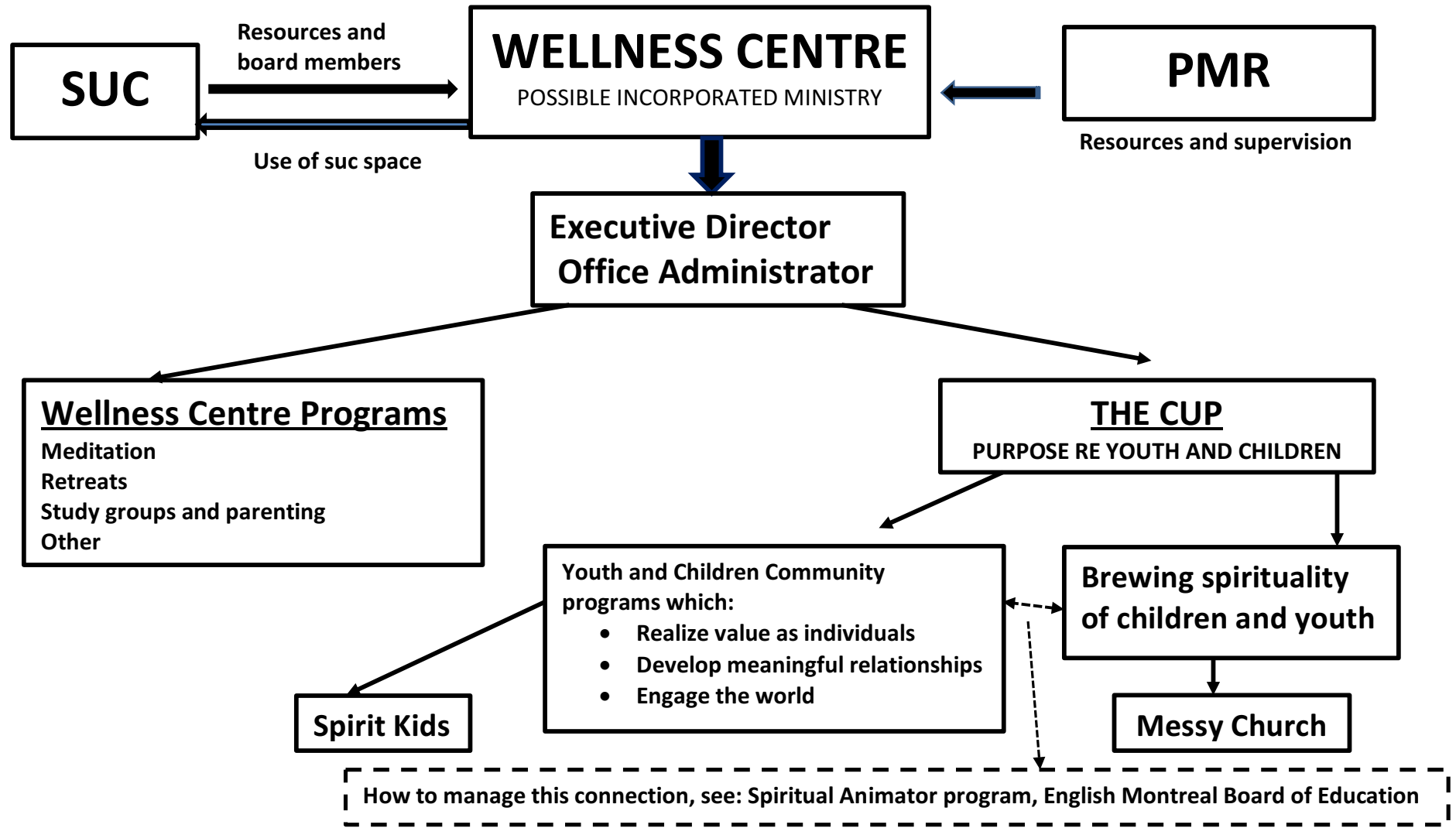
14. Adjournment

15. Closing Prayer

**Squamish United Church / Spirit Kids**  
**Balance Sheet**  
As of June 30, 2020

	Jun 30, 20
<b>ASSETS</b>	
<b>Current Assets</b>	
<b>Chequing/Savings</b>	
111 · Spirit Kids Petty Cash	25.13
115 · Sq. Savings - GENERAL	
115-2 · Memorial Fund	580.00
115 · Sq. Savings - GENERAL - Other	38,147.53
Total 115 · Sq. Savings - GENERAL	38,727.53
122 · Trustees - 100078791394	27.21
123 · Long Term Redeem 100079707811	100,000.00
Total Chequing/Savings	138,779.87
<b>Accounts Receivable</b>	
150 · Accounts Receivable	5,242.64
Total Accounts Receivable	5,242.64
<b>Other Current Assets</b>	
12000 · Undeposited Funds	1,060.00
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 - Buildng	-113,918.65
135 · Centrepoint Building	
135-4 · Centrepoint Direct Costs	1,656,500.39
135-6 · Centrepoint Investment Fees	5.15
135 · Centrepoint Building - Other	255,561.60
Total 135 · Centrepoint Building	1,912,067.14
165 · GST Rebate Claimed 50% of ITC	1,932.75
Total Other Current Assets	1,857,307.46
Total Current Assets	2,001,329.97
<b>Fixed Assets</b>	
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
<b>Other Assets</b>	
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
<b>TOTAL ASSETS</b>	-77,136.75
<b>LIABILITIES &amp; EQUITY</b>	
<b>Liabilities</b>	
<b>Current Liabilities</b>	
<b>Accounts Payable</b>	
200 · Accounts Payable	1,911.81
Total Accounts Payable	1,911.81
<b>Credit Cards</b>	
205 · Visa	413.14
Total Credit Cards	413.14
<b>Other Current Liabilities</b>	
215 · Refundable Deposit	50.00
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	3,619.88
Total Liabilities	3,619.88
<b>Equity</b>	
32000 · Retained Earnings	-88,611.39
Net Income	7,854.76
Total Equity	-80,756.63
<b>TOTAL LIABILITIES &amp; EQUITY</b>	-77,136.75

WELLNESS CENTRE  
A SAMPLE ORGANIZATIONAL CHART



**FINAL REPORT**  
**CONSULTATION WITH SQUAMISH UNITED CHURCH**  
**July 7, 2020**

To: Squamish United Church Board and Squamish United Church Leadership Team

From: Rev George Meier

Cc: Marc Coulombe and Treena Duncan

While there is some consulting work to complete, my work has progressed to the point I can provide you with a final report.

**Background**

I was retained by the Pacific Mountain Region to work with the church in the midst of a financial crisis.

In preparation for my work, I submitted a questionnaire, conducted in person Zoom interviews, provided excerpts from the Manual 2019, and provided resources to the Board including the book by Gil Rendle, *Quietly Courageous*. I reviewed the financial situation of the church including recommendations by the Treasurer to end deficit spending. No ministry plan had been created to lead the church forward should finances require reduction in staff time, including the Minister's time. No recommended budget had been prepared that addressed the vision of the church as suggested by United Church written policies.

I met with the Board on April 2, 2020 to recommend and set a course for moving through the financial crisis and establish a ministry plan for the future. I reviewed all the points made in the attached memorandum entitled, "The Work of a Leadership Team – Stewarding Potential". I identified several issues beyond the failure of the budget reductions to offer a vision for the church. Those issues included the impact on the church if it went to a half-time ministry position, generational issues, the apparent conflict in the church between the "public" mission of the church and the "private" mission of the church as discussed by Gil Rendle in his book that was included as part of the preparatory reading for our meeting.

**Creation of a Leadership Team**

Per my request, the Board agreed to create a Squamish United Church Leadership Team to discern the "right things" to be doing, consider governance issues, and the implications of the financial crisis for continuing as a vibrant small church. Members and adherents could self-select to be on the Leadership Team. Everyone on the Board was invited to be part of the Leadership Team. I agreed to work towards recommendations by mid-June for the tentative AGM set for the third week in June. The Leadership Team included: Grace Halverson, Ian Kent, Bruce Larson, Julie Larson, Vicki Haberi, Kelly Banna, Michelle Ulmer, Heather Mann, Louise Martin, Dahlia Sheheta and Rev Karen Millard.



### **Leadership Team Process and Work**

The Leadership Team maintained an intense weekly schedule to report back to the Board and the Congregation in June. Its work continues. A great deal of time was invested in developing leadership capacity in a radically changed environment for doing ministry today including an assessment of the Squamish context for ministry and the history and values of Squamish United Church. Members of the team did the work to bond as a team which included a renewed sense of belonging to the church. Sub-teams on church values, governance, facilities, finances, and children and youth were created to assist the Team's work. Having established itself as a team and completed work on church values and history, the following seven tasks were addressed:

1. Going deep, being creative, being compelled, together rising toward a new horizon, a compelling purpose for being church in Squamish.
2. Reports from team on Spiritual life of Children
3. Report on facilities
4. A small governance team to design governance to optimize realizing purpose for the Leadership Team's consideration and eventually Board and Membership
5. Preliminary negotiations with the Pacific Mountain Region
6. Addressing the worship and pastoral care needs of the long-term membership
7. Creating a short-term resource plan to address the budget crisis from the developing purpose perspective.

Except for item "5.", the work listed was undertaken and a report made to the Board on June 17, 2020 and a presentation was made to the Congregation at the AGM on June 23, 2020. On June 27, I provided the Leadership Team with my recommendations based on work to that point. Since then, some additional shifts and clarity around a Spiritual Wellness Centre have emerged. It continues as an exciting work in progress.

### **Conclusions, Outcomes and Consultant's Recommendations**

1. SUC is a small congregation that does not have the financial capacity to support a full-time minister.
2. Ministry is recommended to become half-time.
3. Implications and consequences for SUC at half-time ministry:
  - a. A profile process must be undertaken for half-time that meets the needs and requirements of the Region, the church and the minister;
  - b. Both a worship and a pastoral care team should be formed and trained.
  - c. The revised minister position description provides an opportunity to include language around being partners in ministry, working with a leadership team, and relating to any Public/Gospel purpose adopted by the Congregation.
  - d. M&P must take care to guard the minister's time so that no more than half-time is provided by the minister.
  - e. If the church cannot reach agreement with the minister to continue in a half-time capacity, the church will need to do a search for a half-time minister. Such searches can be most difficult.
  - f. There is a risk that any half time ministry might become inward focused and become a chaplaincy for existing members. Theological issues are raised that

invite consideration as the church explores how it wants to do half-time ministry. That process of reflection has not been part of my work to date.

- g. Members of the Leadership Team have some creative ideas for worship on Sundays for which there is no minister.
  - h. I am aware that the number of Sundays the half-time minister would lead worship has not been discerned at this point and that there are a number of opinions. In doing the discernment, I note that neither Hebrew Scripture nor the Gospels put worship above the ministries of healing and justice. Jesus didn't train the disciples to conduct worship, but go out two by two to heal. Indeed, today doing justice is considered a form of worship and prayer and praise can happen at any time, anywhere. Church is about changing lives, equipping members for public ministry and sending them out for making the whole people of God. The tension between the private purpose of church and the public purpose of church noted by Gil Rendle still appears to be at issue as I complete my work. I hold you in prayer in your continued discernment.
  - i. Volunteers become more important than ever in a half-time ministry. I have always been struck at how effective volunteers can be in augmenting ministry.
4. The governance structure of the church is too large for its size, a drain on congregational members and is focused on management as opposed to leadership concerns. It's out of touch with how millennials and others work. A revised governance structure is suggested that considers the following:
- a. Unless otherwise required by the Manual, all teams and committees are created and appointed by the Board.
  - b. One of the main functions of the board would be to clear barriers that teams may face in accomplishing their work.
  - c. Another would be to keep the public purpose(s) in front of the congregation through good communication and celebrate all that is undertaken.
  - d. The size of the Board should be reduced to 5 people.
  - e. Partnership in Ministry is made a key feature for governance.
  - f. Leadership is given a prominent place along-side everyday management.
  - g. The Minister and Leadership Team review the church's purpose and direction every year.
  - h. All budgets should be explicitly tied to resourcing the purpose of the church.
  - i. Other means for placing decision making as close to the "ground" as possible.
  - j. Governance is subject to the Manual 2019 and the draft under consideration is focused on the election and work of the Board.
5. A draft governance structure has been offered that models the Constitution adopted by Nelson United Church. It is still a work in progress. It will be reviewed by the full Leadership Team and sent for review to the Board.

6. The Leadership Team has done excellent work in arriving at a Public/Gospel purpose:

*Creating a spiritual and inclusive environment that empowers children and youth to*

- realize their value as individuals
- develop meaningful relationships
- understand, appreciate and actively engage in the world.

7. This purpose is achieved by paying attention to four strategic initiatives:
  - a. Continuing to listen to the heart of the Squamish community;
  - b. Programs for youth that address the three bullet points in the purpose
  - c. Address the spirituality of children and youth community wide with Karen's leadership
  - d. Create, staff and resource the structure for implementing the purpose.
8. Programming ideas, investigations as to needs and opportunities in the community, and meetings with community folks are already in progress. Spirit Kids and Messy Church are but two of the program pieces.
9. The structure can be diagramed under a Spiritual Wellness Centre umbrella or a stand-alone BC Society for youth and children that could be an Incorporated Ministry under United Church guidelines. SUC members constitute the Board.
10. The Leadership Team is excited about the larger concept of a Wellness Centre through which one purpose would be the children and youth set out above. A church is not limited to one purpose.
11. Rev Karen Millard describes the Centre as the Spiritual Wellness Centre offers programs for the whole of the Sea to Sky Corridor and beyond that cares for individuals and community body, mind and soul. For example:

• **Spiritual Wellness Centre** (for all ages)

- weekly mediation times - variety of leaders
- Connection with local First Nations Spirituality
- Spiritual Direction and Counselling - with a variety of practitioners
- Long-term goals - day retreats,
- Spiritual movement practices - e.g. Yoga, hiking
- Study groups and book studies
- Parenting groups

12. At the larger Wellness Center level and using the metaphor of a cup, the Centre is brewing whole people in in the Sea to Sky Corridor. As part of the Centre, the youth and children's cup would be brewing the spirituality of children and youth as set forth in 6-8 above.
13. However, the organizational design is determined, it is best to be separate from the church to promote community participation, partnerships, outside funding and a method of operating that does not get caught up in the system issues of the church. The relationship, however, with the church would be very close.

#### **Staffing and Relationship with Rev Karen Millard**

14. There are persons interested in becoming volunteer or paid staff of The Centre. Michelle Ulmer is willing to explore youth programing. Lisa Cameron is willing to explore becoming responsible for an enhanced Spirit Kids program and related opportunities that might arise from that ministry. Lisa could be asked to be the office administrator and bookkeeper for The Centre.
15. Rev Karen Millard would be the Executive Director of the Wellness Centre.
16. Karen would provide Spiritual related opportunities such as Messy Church and ways that help children and youth in Squamish experience their spiritual nature and grow in the Spirit.

#### **Staff Remuneration and Resourcing the Wellness Centre**

17. Program fees would be charged to help pay for staff.
18. SUC **must** find a way to own and support The Centre as a new way of doing ministry. The leadership team is preparing ways the SUC and the Wellness Centre would support each other as to costs of operation.

#### **Communication with Church Members**

19. A communication plan needs to be implemented to involve the congregation and to help them understand that a financial problem is not simply being resolved but a new way of being church though the Spiritual Wellness Centre is being created. Ideas are starting to develop for ways to communicate.
20. A transitional budget was created and approved at the AGM. Draft budgets have been undertaken for the period September through December 2020.

#### **Consultant's Remaining Work**

22. My work with you should be completed by the end of July, except as otherwise directed by Treena Duncan. I may be helpful with the following:

- Reviewing the importance of the Eight Stage Process of Creating Major Change by John Kotter from the Harvard Business School.
- Reviewing with the Leadership Team governance issues and the draft governance document that drew on the Constitution of Nelson United Church.
- Exploring the linkage and synergisms between SUC and the Spiritual Wellness Centre proposed by Karen.
- Suggesting the Team gather all the resources provided over the last several months and create a resource file on leading change in the church. The team needs to be familiar with the process of rapid iterative change and learning from experimental failures.

Thank you for the opportunity to be of service. Blessings for the journey ahead.

George Meier

## The Work of a Leadership Team - Stewarding Potential

1. We live in a dilemma-filled world that is characterized by volatility, uncertainty, complexity and ambiguity, and these qualities are predicted to get more intense (VUCA world). We are also in an age of acceleration that creates exponential change. Our religious institutional structures are not suited to doing ministry in this world, whether or not we like the world as it's unfolding. Given our denominational and pastoral charge structures, it's unclear if our churches can survive in a VUCA environment.
2. We need to see clearly the narrative we are blindly following and consciously choose the storyline of who we want to become. Margaret Wheatley, *Who Do We Choose to be? Facing Reality, claiming Leadership, Restoring Sanity*. Oakland: Berrett-Koehler Publishers, 2017.
3. One of the most critical leadership skills for a changing spiritual landscape is the ability to join and convene people beyond our inner church circle in the search for meaning and purpose, authentic human wholeness, and just relationships among humanity and all creation.
4. An important mission of the church is to help people understand and experience their fundamental value and worth and in so loving themselves learn to love others more fully. There are non-religious people around the world engaged in that mission. Together, we transform lives and systems of injustice.
5. As church leaders, we steward the Church's potential in its context for ministry. Stewarding potential shifts the tense of one's work and one's attention. It is work aligned with the future and with God's agency. Because it is aligned with the future and with God's agency, it is an institutional risk. See *Quietly Courageous*
6. It requires loosening of control and learning through experimentation. Experimenting risks false starts and failures. From it we identify the outcomes we want that are measurable. Squamish United is well positioned to do this work.
7. Without clear outcomes churches will all feel the scarcity of resources that are diminishing or difficult to find. Leaders in this situation have already convincingly proven that they do not have sufficient resources to continue doing what has always been done.
8. However, the more promising reality may well be that it is not until clear outcomes are established (that is, until leaders accept the fact that our systems need to be rebuilt, and in the rebuilding, "build backward" specifically to accomplish the specific differences to be made) that they will be able to

determine what resources are actually needed. What if leaders are surprised to find that they actually have enough?

9. This is the work of a Leadership Team.