

James Bay United Church Board Meeting Minutes

Date: 2025/06/19

Time: 6:30 to 8:30

Location: Sanctuary

Chair: Martin Stewart

Secretary: D'Arcy McPherson

In attendance: Karen Halliday (Trustee)
Scott Jantzen (Member at large)
Colleen Nichol (Pastoral Care)
Greg Powell (Minister)
James Troutman (Member at large)
Mahima Sylvester (HR)

Also present: Steve McKinnon
André Fontaine

Absent: Gordon Miller (Communications)
Joanne Keelan (Thursday Lunch)
Marg Lunam (Thrift Shop)
Diane Monteith (Member at large)
Sarah Hovey (Worship)

**Opening Prayer & Lighting Christ Candle accompanying Memorial
Candle for Aleksa Harkness with butterfly and star:** Greg

Personal Check-in: 1-2 minutes each to share where we are at this moment and to connect a little more deeply with each other, as we wish.

Introduction of Steve McKinnon, Finance and Administration Officer

Covenant: We covenant together.... to listen and speak with respect ...to express our views ... to be aware of each other and ourselves ...to be mindful of time, making room for each person to contribute ...to consider

prayerfully ... to care about the life of the congregation, the community and the world ... to ask for help as needed ...to meet our commitments.

Approval of Minutes

Discussion: The Board considered whether names should be included in the minutes when recording comments or questions. The discussion highlighted the value of fostering open and candid dialogue, with some members expressing concern that including names might inhibit that freedom. Others noted that individuals should have the option to be identified if they wish, but the general consensus was to reflect the content of discussions without attributing statements to specific individuals.

Motion: That the minutes of May 29, 2025, be adopted as circulated. (Colleen, Karen) Carried.

[The Board proceeded in camera to address personnel matters]

[REDACTED]

****REDACTED****

[REDACTED]

[The Board resumed in public]

HR Team

Pre-Approval of Extra Hours and Travel Expenses

Discussion: The board discussed the process for notifying relevant parties when additional hours are approved. It was confirmed that the approval form will be submitted to HR, where the estimated hours will be reviewed. Upon approval by HR and the Financial Administrator, the form will be forwarded to the staff member and the bookkeeper, ensuring they are aware of the additional hours.

Depending on the nature of the work and the employment status of the individual, the hours will be processed either through payroll or accounts payable.

The form will be refined by Greg and the HR team, in collaboration with Steve and Jackie, to ensure clarity. It was agreed that as long as the form includes wording that clearly indicates the exceptional nature of the request, it will meet the board's expectations.

It was recommended that, where appropriate, additional hours be banked and taken as time in lieu—though this does not apply to contract staff.

Motion: That the Board of James Bay United Church approve the Human Resource Committee's Policy and Procedure for Pre-Approval of Extra Hours and Travel Expenses, effective immediately, and that this policy be distributed to all staff and contractors along with the associated request form.

[Mahima, Colleen] Carried.

Minister's report (See Appendix A)

1. Children's Program Update

A meeting was held with Mel Jantzen, who expressed enthusiasm for continuing to move forward with the Children's Program. Mel is not seeking remuneration but is interested in exploring the *Godly Play* approach, which may involve significant expenses. These costs could be covered by grant funding.

The plan is to offer programming every other Sunday, with Mel providing coordination support. It was suggested that the previous brainstorming group reconvene to explore additional support or coverage, particularly if there is a shift in focus (e.g., to include more music). The program is considered to be in a good position to move forward.

Mel has requested the implementation of a registration and sign-in system for children. Although there are no new insurance obligations at this time, criminal record checks are still required for all volunteers. The Board agreed that policies and procedures must be in place to mitigate risk, including protocols for situations such as bathroom accompaniment (e.g., one or two adults present). Existing policies from other congregations may be reviewed and adapted to verify best practices.

2. Regional Council Update

Greg attended the Regional Council meeting virtually and shared several insights:

- A denominational presentation projected trends for the United Church of Canada to 2035, indicating likely declines in givings and attendance, though not necessarily an increase in closures. These projections assume a continuation of current practices ("business as usual").
- Greg noted that such projections may not fully capture the movements of the Spirit or evolving expressions of church in less populated centres, where signs of vitality remain.
- The Council also considered a proposal regarding the Israel-Gaza conflict, calling for the Pacific Mountain Region to adopt a stance as an "apartheid-free community." While potentially controversial, the motion was framed around the principle of equality before the law and was handled with care and respect.
- Four ordinands were celebrated (three to diaconal ministry and one to designated lay ministry), with a well-attended Sunday service full of energy and life. Overall, the event was described as very positive.

3. Facility Use and Policy Development

The Board discussed the need for clear policies regarding the use of church facilities for weddings, funerals, celebrations of life and other events. Two key questions were raised:

1. Should the Minister and Music Minister be involved by default in events held in the sanctuary?
2. How should the church distinguish between general facility rentals and spiritually significant gatherings?

The sanctuary, being a sacred space, may warrant additional oversight. It was proposed that for any sanctuary bookings, the Minister and Music Minister should be given the right of first refusal and that any proposed program should be pre-approved.

The Board emphasized the importance of empowering staff to exercise discretion and refer concerns to the Board Chair, if needed. This approach supports a culture of care, accountability, and shared responsibility.

A policy and contract framework are being developed to guide facility use. The contract will include:

- A clear statement of the purpose for which the space is being used
- An option for the church to cancel the agreement if the event contravenes church values
- Guidelines specific to sanctuary and non-sanctuary spaces
- A provision that staff (e.g., Greg and Jennifer) will serve as primary contacts for review and approval

Recent contract language updates may be incorporated into the new policy. This work is ongoing.

4. New Hymn Book

The United Church of Canada has released a new hymn book, *Then Let us Sing*, available for purchase at \$33 per copy through the United Church Bookstore. A digital version is expected to follow. The Board discussed whether to invest in physical copies or continue using the screen for music projection.

Board Chair's report

The Chair opened a discussion focused on the Board's current structure and function, emphasizing the need to reflect on how the Board is operating at this stage in its mandate. Topics included the relationship between the Board and staff, the Board's engagement with the congregation and Thrift Shop, and the broader vision of church leadership.

1. Organizational Structure and Board Functioning

The Board considered whether the existing organizational concept remains accurate and helpful, or evident for new members. The Chair noted the importance of empowering staff and contractors through trust and clarity, and raised the potential for the Board to serve more as a visioning and activist body—attending to worship, social justice, climate action and the church's overall ethos. While church operations appear to be running well, the question was raised as to whether the Board feels sufficiently connected to operational matters to confidently shift more energy toward long-term planning.

Board members shared that monthly meetings are working well, offering time for updates on staffing and finance, and enabling relationship-building. Some openness was expressed to meeting less frequently to allow more engagement with the life and work of the church. However, the general consensus was to maintain monthly meetings, with additional retreats or informal gatherings to support deeper visioning.

2. Staffing and Supervision

The discussion highlighted the importance of clarity around staff supervision. Although current performance and communication are strong, the lack of a formal supervision structure was identified as a potential vulnerability. It was affirmed that supervision should be seen as supportive rather than punitive.

Staff currently engage in regular check-ins and semi-annual reviews and are encouraged to raise concerns with HR. The Board agreed that rigorous hiring, onboarding and staff support processes are essential to ensuring

continuity and resilience beyond current staffing. Documenting procedures was seen as important not just for compliance but also for transparency and leadership succession.

Rather than rigid policies, members suggested developing flexible guidelines that empower staff while providing clear expectations.

3. Organizational Chart and Ministry Leadership

The need for clarity on reporting structures and ministry leadership was noted. Steve has begun compiling reference documents and ministry-specific contact lists. A scenario-based or multi-format org chart was suggested to capture both formal reporting lines and working relationships, including distinctions between Sunday operations and weekday functions.

Suggestions included:

- A team-based layout identifying contact leads
- Charts illustrating relational dynamics and reporting structures
- Self-defined roles and responsibilities by staff

This work will support both internal clarity and future transitions.

4. Painting Project Update

The church's exterior painting project continues in consultation with BC Heritage Trust. The Design Assistance Grant (DAG) will cover 50% of the engineer's costs. Submission is pending clarification on whether a conservation plan is required.

The building was last painted in 2015, and no structural damage is currently evident. With proper preparation, the paint job is expected to last 20–25 years. Timelines currently point to a 2026 project start.

Engineering specifications are complete, and the project team remains in close communication with contractors. A fundraising campaign will be needed to raise approximately \$50,000–\$60,000 to complement grant funding.

5. Environmental Testing Request

The Board received a request from PGL Environmental Consultants to drill pilot holes on the church patio for groundwater sampling related to the adjacent property's development. Submitted materials included a site access plan and insurance documentation.

The proposed work is diagnostic in nature and involves small-diameter holes down to the water table. In response to a question about the extent of the work, it was clarified that the drilling would be approximately four inches wide, extending to the water table to install a piezometer.

It was confirmed that the project poses no risk to the building's integrity.

Motion: To approve PGL Environmental Consultants' request to proceed with the proposed groundwater sampling project.

[Karen/James] Carried.

Treasurer / Finance

There is currently no update on the Treasurer role. The responsibilities and scope of the Finance and Administration Officer position remain under review and are a work in progress.

Ministry updates

Trustees (Martin)

- A question was raised regarding insurance coverage for individuals renting the church for private functions. Steve investigated and confirmed that in such cases, the individual or group hosting the event is required to indemnify the church by signing an insurance waiver provided by HUB, the church's insurer. In addition, renters will be required to obtain their own insurance coverage, which HUB can also provide. The cost is expected to be relatively modest.

Communications (See Appendix C)

- New rack cards have been printed and were circulated for review. For future larger print runs, it was recommended that VistaPrint be considered as a cost-effective option.

Fund Development Team (See Appendix D)

- The Fund Development Team (FDT) submitted the following documents for the Board's review:
 - Board Report
 - Terms of Reference
 - Draft Fund Development Plan
 - Fund Development Revenue Goals

The Terms of Reference were circulated to help the Board better understand the role and scope of the FDT. Discussion centered on the draft Fund Development Plan and revenue goals, particularly whether the proposed targets are sufficient over the next 5–7 years, assuming an annual expense increase of 4%. The 2030 target represents an 18% increase above projected expenses, with approximately 21% projected by 2035. These figures were presented as a foundation for discussion: Do they align with the Board's broader vision, and does this level of growth reflect what the church is hoping to achieve in that period?

The FDT invited feedback on the relative prioritization of its current focus areas: tithing, fundraising, investments, bequests, and social enterprise. Once input is received, the plan can be further refined.

Key elements of the plan include:

- Increasing focus on bequests, beginning earlier than originally scheduled (possibly as soon as 2026 rather than 2027). This includes initiating conversations with members before wills are finalized.
- Continuing efforts related to tithing and grants, particularly as connected to major projects such as the painting of the church.
- Targeting investment strategies in 2027.
- Exploring social enterprise initiatives in 2028.

- Conducting a comprehensive review in the final year of the plan to assess what has been effective, what needs adjustment, and where strengths can be built upon.

It was suggested that the plan not be approached as a rigid, linear sequence, with only one focus per year. Instead, multiple streams could be addressed concurrently to keep messaging active and relevant throughout each year. This would not involve aggressive promotion but rather consistent, gentle engagement.

The FDT emphasized the importance of securing adequate volunteer support for each stream of activity to prevent burnout and ensure sustainability. For bequest planning, the United Church of Canada offers resources, including templates and guidance for establishing a simple program. A recommendation was made to identify two well-connected individuals in the congregation who could offer information, share booklets, and serve as approachable contacts. The team also proposed inviting someone from the Pacific Mountain Regional Council or wider church community to speak to the congregation about will planning and legacy giving.

The team welcomes further discussion and feedback from the Board to finalize the plan.

Other

- The Board confirmed that approved Board meeting minutes will be posted on the website, alongside the meeting summaries.
- Board contacts and roles will be updated for the website posting and Board members will provide pictures to Communications if they're not already there.

Closing Prayer: Greg

Meeting adjourned at 8:39 p.m.

APPENDIX A

James Bay United Church | Board Report Minister's Report

June 18, 2025

My report this month is fairly light. June promised to be a full month, and it is not disappointing. And there is a sense of things winding down.

Here are some specifics of what's been capturing my attention:

1. Steve McKinnon's onboarding seems to be going really well. He seems to work well with other staff and has shown a very positive attitude to date. He seems very willing to take on the tasks we ask of him, even as the details of his job description continue to be ironed out.
2. I will provide a verbal update on the children's Sunday morning programs during the meeting on Thursday.
3. I attended virtually the annual meeting of the Pacific Mountain Regional Council (PMRC→the province-wide body of United Churches). The only formal proposal was one that had the PMRC pledge to be an apartheid-free community. More information is [here](#). The agenda and reports document is available [here](#).
4. The celebrations of The United Church of Canada's centennial continue, although they are a little subdued compared to the possibilities we once imagined. My sense is that we will continue celebrating the centennial in various ways over the course of the year ahead.
5. The ministry celebration in the works for September 6 (see Gordon's report for more details) will be an important event, and an example of where we can continue the centennial celebrations.
6. Updates to the facility usage ('rental') policy continue.
7. I will be on vacation for four weeks beginning July 30 with August 26 as my first day back in the office.

With much gratitude,
Greg

APPENDIX B

James Bay United Church | Board Report Finance Report

June 10, 2025

On June 10, Steve, Alan and Franklyn met a Coast Capital agent to begin the process of adding Steve to our list of authorized signers. (Note, Alan and Martin, as sponsors, signed six documents to add Steve (Financial Administrator) and remove Brian Troutman (past IFT Program Liaison)).

1. Steve will receive his Business Deposit card via mail (hoping there's no postal disruption) by early July (**Jackie and Candis take note**). He cannot make deposits until the card arrives.
2. Steve has access to online banking immediately and can approve e-transfers, and co-sign cheques.
3. FT brought three bank cards from the safe to determine their viability and ownership. We discovered that the cards ending in:
 - a. 2138
 - b. 1134
 - c. 4803
 - d. Plus one other card attached to the account which was not activatedwere **not** tied to a particular person which is poor business practice. Thus, we asked that these four cards be cancelled, and destroyed.
4. Currently, there are three active Business Deposit (aka BD) cards: one each for Martin, Alan, Jackie. Steve's will be a fourth. Alan plans to carry on carrying on until Steve has completed his probation.
5. Steve will ask Jackie to ask Collabria (the credit card company we use and that is connected to Coast Capital) to include Steve in notifications of credit card use. Currently, Alan and Jackie receive these notifications.
6. Note, this process took 1 hour, 20 minutes and required a pre-booked meeting.

I will check this action off on Steve's onboarding document.

Kind regards,
Franklyn

APPENDIX C

James Bay United Church | Board Report Communications

June 14th, 2025

New

Please SAVE THE DATE:

Saturday September 6th 9am to 9pm

We have designated this as our JBUC Day of Celebration.

A time to showcase all of our ministries inside and outside the building all day long.

Food, Thrift, Tai Chi, music of all types, environmental, reconciliation, PRIDE, spiritual practices,
- - - you get the idea.

Please, this day will be an all hands on deck day. We are allowing sufficient lead time to do a fantastic job of meeting the neighbourhood and kicking off a great Fall season (and beyond) MORE Conversation to come.

Current:

This month the communications team (yes, it's growing) offered communications support to several ministries within the church. Meeting with Natalia, helping finalize and print our primary rack card, support for movie screening, support for classical music series, video production for baptism and children's choir and Tuesday Night Jazz. I also began a face to face series of meetings with all the team leads to try and get a sense of how the communications team can offer support AND to help all of the different ministries/programs/events/and maybe even user groups get connected with the whole.

Notes regarding the Rack Card.

- Yes. It is large and expensive. (about \$2 each).
- We only printed 50 so we could assess it's effectiveness and make changes as required.
- Large enough for people to read while they wait for an event or programme to start ... if they want it they will take it home, or not, but at least it was large enough to read and get a sense of the breadth of our 7-day-a-week church. They can scan the QR Code to their phone and leave it behind for someone else later.
- We will leave a few outside in a takeaway container at our roadside sign.
- And Thrift Shop will keep a supply and let us know when they run out.
- This will not be our only form of print communication. Multiples will be needed to represent our different ministries.

Old:

1- I have not had any feedback from board members on the draft for the Communications Portfolio that I circulated. For our next board meeting, I will be submitting a finalized version for approval.

2- no one on the board has yet offered any changes that they would like to see on WebPages that they are responsible for or concerned about. A reminder that your requests [can be submitted here](#).

Additional update (June 20)

Gordon Miller and Christine Chepyha met with Natalia Zhuravlova over breakfast for 2 hours.

The primary purpose of the meeting was to get to know her better, and let her know that we would be a volunteer support team for her after her two week training with Zunaira was complete. We discussed each of our backgrounds and how we come to and approach the 'communications business'. We learned from Natalia about what M&P's expectations were and that Zunaira had been tasked with teaching her the specifics of how to accomplish the tasks.

For my part I suggested to her that her first few weeks be focused on getting the ENews out and keeping events on the website and FB current because they are integrally connected to the ENews our subscribers rely on. A distant second would be random social media posts. And because Web Work (updating) is currently on my desk, that it need not be a concern of Natalia's.

Natalia was happy to hear that she had our volunteer support in the background as needed.

APPENDIX D

James Bay United Church | Board Report Fund Development Team

June 19, 2025

Based on action items from the last Board meeting, the Fund Development Team has revised its Fund Development Plan for Board consideration. Revenue and expense figures are based on the 2025 Budget. Additionally, rather than presenting two different revenue goal figures (one conservative, one expansive), we are presenting one plan since both had the same action items and offering a separate spreadsheet of estimates to assist with goal determination.

The FDT's Terms of Reference has been saved in the Board Meeting folder so Board members will have a better understanding of the team's purpose and key responsibilities.

Recommendation for the Board

Recommendation: That the JBUC Board members review the 5-year Fund Development Team Plans, offer feedback, and prayerfully consider the possibilities that may arise.

Respectfully,
Karen Halliday
Rev. Greg Powell

Fund Development Team

Date of latest revision: 16-Jul-2024

General Description

The Fund Development Team explores all manners of generating revenue. It considers new and creative avenues as it considers ways to further develop tried-and-true methods.

Purpose and Key Responsibilities

The James Bay UC Board meets regularly increasing costs without commensurate revenue. The Fund Development Team is responsible for uncovering new and creative ways to generate revenue. It also considers campaigns and projects that enhance existing sources.

Its attention focuses in five key areas:

1. Tithing,
2. Fundraising events and campaigns,
3. Social enterprises (Thrift Shop, rentals, etc),
4. Grants, and
5. Investments and bequests.

The Fund Development Team will work strategically, systematically, and in alignment with James Bay United Church's mission and values.

Deliverables

The Fund Development Team will deliver a fund development plan to the board by the end of September 2024. The plan will include 1-, 2-, and 5-year targets.

The Fund Development Team will also recommend composition for sub-committees corresponding to the 5 key areas listed above.

History

The Board set the early stages of the Fund Development Team in motion at its meeting of June 6, 2024. The collective memory of the Board cannot recall the last time it undertook a major fundraising effort.

Composition

The Fund Development Team should consist of 3-5 members, with a chair and secretary identified early in the Team's existence. The members of the Fund Development Team would serve on 1 or 2 of the sub-committees. The Board will appoint the members of the Fund Development Team, who will then have the authority to recruit for the sub-committees. At least one member of the Fund Development Team shall be a board member (more overlap is preferred); the Team would be served well by having the Treasurer among its membership. The Team would also be served well by having at least one member who is not a board member.

Team members will have some experience with committee work and at least a slightly-above-average level of numeracy and fiscal aptitude. Fund Development Team members will serve for periods of 1 to 3 years, such that turn-over is staggered. Members should be prepared for a weekly commitment ranging from 1 or 2 hours to 10 hours during the busy periods of campaigns.

Boundaries

The Board's job is to ensure all activities of the church serve the mission of the church. The Board carries fiduciary responsibilities to ensure there is no abuse and there is no misappropriation of funds. Accordingly, the Board sets boundaries within which the group/program should be at liberty to develop and explore its purpose. Clear boundaries allow the Board to stay removed from day-to-day operations, while maintaining confidence in the group/program.

The Fund Development Team is not to initiate any particular campaign without the Board's consent.

Relationship with the Board

The Fund Development Team will report to the Board in writing at least once each month. Further, the board member sitting on the Fund Development Team shall report verbally at board meetings. Communication will be more frequent as needed on a campaign-by-campaign basis.

Decision-making

The Fund Development Team makes decisions by consensus; it will define "consensus" during its first meeting.

Quorum is one-half of the membership plus one (eg if there are 3 members, all 3 are required to make quorum; if there are 4 members, 3 are required to make quorum)

Agendas are distributed at least 24 hours before a meeting begins. Minutes, which focus primarily on decisions (rather than a *verbatim* record), are distributed within 3 days following a meeting.

Meetings shall take place at least monthly. The Team will communicate by email between meetings; significant decisions are to be ratified once the group makes quorum. Meetings may happen by video conference.

Decisions made over electronic messaging (eg. email or text) require unanimity and ratification at a subsequent meeting.

Budget and/or Business Plan

Developing its budget and business plan will be high-priority tasks once the Team is struck. The budget must be approved by the Board every year.

Use of Church Resources

The Fund Development Team may rely on the office administrator, bookkeeper, and communications coordinator for tasks that align with their job descriptions. Staff availability is subject to other demands for their time.

The Team coordinates with the office administrator to book church space for meetings and events.

The Team uses office supplies (including the printer) economically and may use its own budget to procure such supplies.

Cross-referenced policies or procedures

- The United Church of Canada Foundation - Fundraising Policy
 - <https://www.unitedchurchfoundation.ca/wp-content/uploads/2017-12-05-Fundraising-Policy.pdf>
- Financial Handbook for Congregations
 - https://united-church.ca/sites/default/files/financial_handbook_for_congregations_2017.pdf
- Financial Resources Handbook Abbreviated Edition
 - <https://united-church.ca/sites/default/files/2021-12/financial-resources-handbook-abbrev-2021.pdf>
- [JBUC needs a policy for funding applications]

Other useful references

- CanadaHelps Information for United Church Ministries
 - https://united-church.ca/sites/default/files/canadahelps_information_for_united_church_ministries.pdf
- The United Church of Canada Foundation
- <https://unitedchurchfoundation.ca/>
- Pacific Mountain Regional Council of the United Church of Canada - Church Finances, Grants and Funds
 - <https://pacificmountain.ca/support/church-finances-grants-and-funds/>
- ProVision Fund and Grants <https://pacificmountain.ca/support/church-finances-grants-and-funds/provision-fund-and-grants/>
- UCCan Centennial Fund <https://unitedchurchfoundation.ca/grants/general-grant-opportunities/#Centennial-Fund>

Date of original approval: [dd Mon yyyy]

Created by:

Date of latest review: [dd Mon yyyy] Date of next review: [dd Mon yyyy]

Reviewed by:

Revisions made:

- yes
 - no
-

Discussion / comments

[This should be a free-form section, with debate welcome. Debate might well inform the next iteration of these terms of reference.]

How should the Fund Development Team interact with other teams? One suggestion: “The Fund Development Team will work with other teams and ministries to provide revenue support for their mission and needs. They will not initiate any particular campaign without prior consultation.”

Fund Development Plan - revised

Prepared for: James Bay United Church Board

Written by: Fund Development Team

Date: June 19, 2025

Overview

The Fund Development Team explores all manners of generating revenue. It considers new and creative avenues as it considers ways to further develop tried-and-true methods.

Snapshot:

The following table shows the revenues expected from each of the five categories.

	2025		2030		2035	
Total revenue	\$300,350	100%	\$450,000	100%	\$575,000	100%
Tithes	\$109,800	37%	\$112,500	25%	\$126,500	22%
Fundraising and campaigns	\$13,300	7%	\$31,500	7%	\$51,750	9%
Social enterprise	\$156,000	52%	\$247,500	55%	\$287,500	50%
Grants	\$11,000	4%	\$31,500	7%	\$40,250	7%
Investments and bequests	\$3,000	1%	\$27,000	6%	\$69,000	12%

This report explore various methods of generating revenue, with a focus on the below five key areas:

- Tithes
 - Tithing includes weekly offering plate donations, pre-authorized Remittance (PAR), and monthly donations through CanadaHelps.
- Fundraising events and campaigns
 - Fundraising includes both regular, annual events as well as one-time initiatives. These special donations can be season-driven, such as Thanksgiving, Christmas, Easter, Lent, or relate more to a specific capital expense, such as building repairs, or cause-driven for a specific ministry.
- Social enterprises

- Social enterprise funds include revenue from the Thrift Shop and rentals.
- Grants; and
- Investments and bequests
 - Legacy or planned giving is an investment in the future of James Bay United Church.

Revenue Generation

2025 - focus on Tithing & Grants

Tithing

Recurring giving leads to more predictable giving, which makes it easier for JBUC to manage its budget. Over the next 5 years, the Fund Development Team wants to focus on two goals:

1. Increase total givings through tithing.
2. Increase the number of monthly donations through PAR and CanadaHelps (which includes converting donors from physical donations to automatic recurring giving).

Autumn 2025 Stewardship Campaign

- Ask donors to consider increasing their regular givings.
- Spread awareness of PAR and CanadaHelps as options for recurring giving.
- Run this campaign biannually.

Monthly Donor Cards

- Provided to worshipers who donate through PAR or CanadaHelps to be placed on the offering plates when passed around.
 - Completed

Online Presence

- Update CanadaHelps donation page.
 - Review yearly for relevance and updates
- Update James Bay United Church donation page.
 - Review yearly for relevance and updates.

Bulletin Financial Update

- Every quarter, provide an update in the bulletin to the congregation that highlights tithing and/or other financial updates.

Goals

- Work with the Interim Finance Team to determine tithing targets.
 - Eventual goal is that tithing will cover one-third of expenditures.
 - Goal in Year 1 is a 10% increase in tithing.
- Over the 5-year plan, increase the number of donors giving through PAR and/or monthly CanadaHelps by 50%

Grants

There are a number of teams and ministries whose income includes funds received from grants. Additionally, these funds could be used for multiple needs, which requires coordination and tracking.

There is currently a lack of processes and procedures around grants.

Create Grant Sub-Committee (2-3 people)

- Outreach to teams and ministries to develop tools for grant support.

Outreach to Teams and Ministries

- Reach out to all teams and ministries for current/future grant applications/grants received.
 - Information will be used to better coordinate grant funds in terms of both the recipients and the Interim Finance Team.

Grant Policy

- Write a grant policy for approval by the Board.
- Once approved, share with teams and ministries.

Grant Tracking

- Create a tracking spreadsheet for grants and their progression.

Goals

- Information gathering from various teams
- Create a framework for grant proposals to better coordinate these funds.

Fundraising Events and Campaigns

There will be a greater focus on Fundraising Events and Campaigns in 2026. This will be especially important for funding the repainting of the church and Thrift Shop buildings.

Annual Thanksgiving Appeal

- Focus on a tithing campaign in lieu of the Annual Thanksgiving Appeal for 2025.
- Plan a fundraising appeal for fall 2026.

Social Enterprises

There will be a greater focus on Social Enterprises in 2028.

Investments and Bequests

There will be a greater focus on Investments and Bequests in 2027.

2026 - Focus on Fundraising Events & Campaigns

Fundraising Events and Campaigns

Fundraising Events Feedback

- Research different types of fundraising events and campaigns for suitability.
- Survey congregation/community to determine what type of fundraising events would they be interested in - to participate and/or to volunteer (and in what capacity).

Annual Thanksgiving Appeal

- Continue and build upon recurring fundraising appeal.
- 2024's 3-week campaign was very successful, and there was positive feedback from the congregation and community.

Anticipated Property Expenses

- The 2024 Annual Report identified the church and Thrift Shop buildings needing repainting as well as small repairs to damaged wood. At the time of the estimate (2023), the estimate was in excess of \$100,000 for this work.
- Although some costs can be covered through grants, additional funds will be required to cover these expenses.
- Form a subcommittee for this campaign.

Seasonal Fundraising Campaign (small annual campaigns)

- Christmas and Easter appeal campaign.
 - Email/mail letter for Christmas and Easter donations.
 - Enews article and social media post for Christmas Easter donation.

Lenten Campaign

- Develop a yearly fundraising campaign that runs through the season of Lent.
- Determine a team/ministry/cause that would benefit from this type of campaign and direct funds raised to their expenditures.

Goals

- Eventual goal will be to have funds already in place when large planned property expenditures are begun.
 - Depending on the timing of any expenditure in 2026, this goal may not be completely met.

Tithing

Continue work previously started in 2025.

Social Enterprises

There will be a greater focus on Social Enterprises in 2028.

Grants

Continue working with all teams and ministries for current/future grant applications/grants received.

Investments and Bequests

There will be a greater focus on Investments and Bequests in 2027. Begin researching types of legacy planned giving.

2027 - Focus on Investments and Bequests

Investments and Bequests

Create Investments and Bequests Sub-Committee (2-3 people)

Presentation/Seminar/Event on Investments and Bequests

- Information session for interested individuals who want more information on legacy or planned giving.
- Invite a guest speaker
- Make this a regular event

Goals

- Host first investments and bequests event, which will be repeated biannually.

Tithing

Continue work previously started in 2025.

Fundraising Events & Campaigns

Continue work previously started in 2026.

Social Enterprises

There will be a greater focus on Social Enterprises in 2028.

Grants

Continue working with all teams and ministries for current/future grant applications/grants received.

2028 - Focus on Social Enterprises

Social Enterprises

Rental Rates

- Assist with reviewing rental rates and make recommendations to the Board for revisions to rates, processes, and procedures.
- Review policies related to social enterprises and make recommendations to the Board for revisions.

Thrift Shop

- Reach out to Thrift Shop and see what additional support they want.

Goals

- Review policies and processes to ensure social enterprises have the support they need to be successful.

Tithing

Continue work previously started in 2025.

Fundraising Events & Campaigns

Continue work previously started in 2026.

Grants

Continue working with all teams and ministries for current/future grant applications/grants received.

Investments and Bequests

Continue work previously started in 2027.

2029 - Focus on Fund Development Effectiveness

Tithing

Continue work previously started in 2025.

- Review goals from 2025 to determine success and activity effectiveness.
- Report results to the Board.

Fundraising Events and Campaigns

Continue work previously started in 2026.

- Review goals from 2026 to determine success and activity effectiveness.
- Report results to the Board.

Social Enterprises

Continue work previously started in 2028.

- Review goals from 2028 to determine success and activity effectiveness.
- Report results to the Board.

Grants

Continue work previously started in 2025.

- Review goals from 2025 to determine success and activity effectiveness.
- Report results to the Board.

Investments and Bequests

Continue work previously started in 2027.

- Review goals from 2027 to determine success and activity effectiveness.
- Report results to the Board.

Recommendations

The Fund Development Plan strives to deliver effective financial stewardship through a variety of different income sources. Recommendations include:

- Tithing
 - A plan to increase in the tithing amount as well as encourage donors switch to pre-authorized donation
- Fundraising Events and Campaigns
 - Regular seasonal campaigns as well as planning in place for large fundraising events.
- Social Enterprises
 - Support for social enterprises so they have the tools they need for success.
- Grants
 - Policies and procedures in place to better coordinate grants and provide administrative support.
- Investments and Bequests
 - Education opportunities to members and adherents for legacy giving.

These initiatives will support James Bay United Church to meet increasing costs while also building relationships within the church and larger community.

Fund Development Revenue Goals

	2025		2030		2035	
Total revenue	\$300,350	100%	\$450,000	100%	\$575,000	100%
Tithes	\$109,800	37%	\$112,500	25%	\$126,500	22%
Fundraising and campaigns	\$13,300	7%	\$31,500	7%	\$51,750	9%
Social enterprise	\$156,000	52%	\$247,500	55%	\$287,500	50%
Grants	\$11,000	4%	\$31,500	7%	\$40,250	7%
Investments and bequests	\$3,000	1%	\$27,000	6%	\$69,000	12%
Flow-through	6250	100%		100%		100%
Tithing	2024 budget	2024 Actual	2025 budget			
Offerings	91,000	95,582	109,800			
Fundraising and campaigns						
TN Jazz	3,000	4,500	5,000			
Thursday Lunch		2,000	2,000			
Music Donations	300	171	300			
Live Stream Support	2,000	1,000	2,000			
Thanksgiving Appeal	3,000	11,385	3,000			
Special Appeals etc	1,000	1,935	1,000			
	9,300	20,991	13,300			
Social enterprise						
Facility Use	24,605	26,468	25,000			
Thrift Shop	110,000	153,364	130,000			
Hospitality	1,000	605	1,000			
Lifelong Learning/Library	300	0	0			
	135,905	180,437	156,000			

Grants						
Victoria Foundation	11,800	11,392	11,000			
Investments and bequests						
Bank (GIC) Interest	800	676	3,000			
Non-FDT						
Benevolent Fund		100	300			
Healing Pathway		200	200			
Climate Action Team		0	500			
		300	1,000			

APPENDIX E

James Bay United Church | HR (M&P) Draft Policy

June 18, 2025

James Bay United Church

Human Resources (HR) Committee

Policy and Procedure: Pre-Approval of Extra Hours and Travel Expenses

Effective Date: [Insert Date]

Approved by: James Bay United Church Board

Purpose

To ensure transparent, responsible, and budget-aligned use of church resources when contracting or assigning additional work or travel. This policy supports appropriate oversight by the HR Committee and prevents unexpected financial commitments.

Policy Statement

All staff and contractors must obtain prior written approval from the James Bay United Church HR Committee before:

- Committing to any extra work that would involve additional hours beyond the regularly agreed schedule, and/or
- Agreeing to incur travel expenses related to their duties.

Under no circumstances should any staff member or contractor proceed with extra work or travel based on verbal approval or informal requests from congregation members, volunteers, other staff/contractors, board members, or others without prior HR and a Financial Representative approval.

The HR Committee and the Financial Representative cannot retroactively approve hours or expenses that have not been previously authorized.

Procedure

1. Pre-Approval Request Form

- Complete the “*Request for Approval of Extra Hours and/or Travel Expenses*” form.
- Include a description of the work, estimated time commitment, and any expected travel costs.
- Submit the form to the HR Representative at least 7 days (understanding that there may be exceptions) before the proposed work or travel date.

2. Review and Notification

- The HR Committee will review the request and provide a written response (approval or denial) within a reasonable timeframe.
- Work or travel must not begin until written approval is received.

3. Record Keeping

- Approved forms will be kept on file for financial tracking and accountability.

Important Notes

- Staff and contractors are responsible for ensuring that all extra hours and travel have proper HR approval.
- Verbal requests, informal agreements, or assumptions of coverage will not be accepted as valid approval.
- Any unauthorized extra hours or travel expenses will not be reimbursed.

Attached:

- Request for Approval of Extra Hours and/or Travel Expenses Form

For questions or clarification, please contact the HR Representative.