

Parish of Central Saanich Council Minutes – April 16, 2019

7:00 p.m. at St. Mary

ACTION ITEMS

Name	Action Item	Page Reference	Target Date
St. St. Ops Com	Set criteria for Teaching & Education Fund & report back to Council	2	
Ian & Trans. Futures	Consider how to gain input from younger parishioners	2	
Rev. Lon & Father Rolf	Recommend ways to enhance the profile of the Covenant between the RC Parish and the Parish of Central Saanich.	3	
Leslie & Lynda	Promote the Pot Luck Dinners	3	
Derek & Council members	Derek & Leslie to circulate new Events listing Provide Derek with updates to Events needing Pre-Event Approval, and Post Event Assessments	3 4	
Cemetery Committee	Finalize Custodian Job Desc. And By-Laws	4	
Lon	Give Derek all pertinent dates that he will be away	4	
Greg	Issue corrected March 31 Financial Statements for St. Stephen	5	

Attendees: The Rev. Lon Towstego, Chair
Derek Osman Ian Stuart Greg Robinson Lynda Clifford
Allan Carlson Terry Hartley Karen McColm Ken Pedlow
Sandra Scarth David Stewart Don Wilson
Leslie Pedlow (Recording Secretary)

Regrets: None

I. Open meeting with Prayer

Lon called the meeting to order at 7:00pm and opened by reading the opening sentence (John 12:26) and Collect for Tuesday in Holy Week.

II. Changes or Additions to the Agenda

Lon asked if there were any changes or additions to the Agenda. David asked that we add the Wine Fest to Business Arising for a brief update and for recommendations on charitable uses for the net proceeds.

Derek questioned whether we could meet the closing time of 8:30pm as stated on the Agenda given its length. It was agreed to change the time to 9:00pm so that we would not need a motion to extend the meeting.

III. Minutes:

The Minutes of the March 19, 2019 Council Meeting were approved by Electronic Vote. Electronic Voting Results – 8/8 members who voted, voted in favour. The approved minutes were posted to the website April 4, 2019.

IV. Review of Action Items from Minutes:

1. Teaching Centre Fund and the King Project – a report from Lynda and Greg on

Parish of Central Saanich Council Minutes – April 16, 2019

7:00 p.m. at St. Mary

their meeting with Sharon Butler was circulated in the Council package. Lon asked if everyone was satisfied with the report. Derek asked if the results satisfied the concerns expressed at the Annual Meeting - that the funds should be closed and used for General Operating Expenses. Greg indicated that the Committee felt that they had met the goal of removing any ties to these two gifts so that the funds could be used in a way that would honour the individuals who we were trying to remember. The Committee is suggesting that the Teaching Centre Fund be renamed as "Teaching and Education" so that the funds may assist with bursary or educational support or to bring in speakers. It was suggested that some of the funds be used to supplement the Pet Memorial Garden as Elizabeth Deatherage was an animal lover. But it was agreed that this would be deferred since the motion regarding the Pet Memorial Garden had been Tabled. It was felt that the balance of the King funds could be transferred to Church Restoration.

After a lengthy discussion, it was agreed that Committee should work quickly to set up the application criteria for use of the Teaching and Education Fund so that we can start to advertise that the funds are available to individuals or a group. Lon suggested that the Committee, in conjunction with St. Stephen Operations Committee, still had work to do and that no motions would be forthcoming at this time.

2. Expenditure from Clergy Conference – It was a misallocation that still needs to be corrected.
3. Clarify terminology of Guidelines "Pastoral Team" for Parish Council with Diocese – in discussion with Gail Gauthier it definitely will be modified to read "incumbent" or words to that effect. It was never intended to be the Pastoral Care Team. She thanked us for bringing it to her attention.
4. Transforming Futures Meeting – deferred to Business Arising.
5. Finalize Camp promotional Material – The poster has gone out in the Diocesan Package. Ongoing.
6. Good Friday Joint Service – After a very good conversation, approval to walk across Woodwyn Farm was not granted by BC Housing. The alternate route will be along Mt. Newton Cross Road to West Saanich to Our Lady of the Assumption Church. Central Saanich Police have been asked if they might provide an escort but there hasn't been a decision. Bob Quicke will use his car with flashing lights if needed.
7. Feedback on 94 Calls to Action and Liaison with the Diocesan Reconciliation and Beyond Team - There will be three workshops held this year, one of which will be a day-long workshop to be held at St. Stephen on October 5th. (Lon and Don are on the team.)

V. Business Arising/Discussion from Minutes

- 1) Transforming Futures – Ian Stuart discussed his report that was circulated with the Council package. He felt that it was a good first meeting but they are still in the early stages - brainstorming. Lon asked if there had been any more thought given to seeking input or participation from some younger parishioners. There was considerable discussion. Lon suggested perhaps asking "invitees" to attend at specific strategic points in the process and it was also suggested

Parish of Central Saanich Council Minutes – April 16, 2019

7:00 p.m. at St. Mary

that perhaps the team could meet with the Youth Group one Friday evening. The Team plans to meet often.

Lynda asked about the Diocesan Visioning Fund. Lon had circulated the revised Vision Fund 2.0 info to the Wardens. He clarified that the criteria is very different from Vision Fund 1.0 and more limited in scope than in the past. He feels that it will likely only look at longer-term or more costly projects. Projects that had a broader impact than one church/parish might receive a more favourable financial treatment from the Vision Fund. (e.g; the Wine Fest being supported by multiple parishes might receive a more generous grant than another project whose scope was only a single parish)

- 2) Covenant between St. Stephen & the Roman Catholic Parish – David Stewart gave us a brief update on his discussion with members of the Saanich Peninsula Parish (RC). A member from the SPP has agreed to sit on the Wine Fest Committee. Lon has also spoken with Joan Mitchell and Father Rolf and both are in agreement with a doing a Letter or Memorandum of Understanding to make it a Parish-wide (St. Stephen & St Mary) Covenant. Lon indicated that he had read the article from the 1980's provided by Alison Stewart which outlined some of the concerns and those concerns are still valid today. Derek wondered what it would actually mean. Sandra advised that many years ago there were joint teas, mostly between St. Stephen and the ladies of Our Lady of Assumption, the Good Friday Walk would process from the Saanich Peninsula to St. Elizabeth. Lon suggested that perhaps a group from our Parish might attend a Saturday Mass at St. Elizabeth's. There was concern as to whether we would be welcomed in full communion. Lon will discuss this with Father Rolf. David suggested that awareness needs to be raised. It was suggested that the two Parish Councils could meet together and it was suggested that we make a gesture of solidarity on the fire at Notre Dame Cathedral. The location of the posting of the Covenant at St. Stephen, and a possible location at St. Mary, needs to be discussed.

- 3) Pot Luck Dinners – are now scheduled for Saturday, April 27th at St. Mary and June 29th at St. Stephen both at 5:00pm. We will need to send an e-blast next week reminding people to bring their own utensils, plates, mugs, etc.

- 4) Approval & Post Assessment of New & Recurring Initiatives - Derek circulated the Pre-Event Approval Request Form for the Pot Luck Dinners as an example. These dinners were endorsed by Council but as the form was being done, it became clear that leadership for each individual event needed to be sought so that the same people didn't feel that they were having to coordinate it by default. Derek also circulated a rather extensive list of events that may or may not be happening in the Parish. He asked that Members review the list and advise as quickly as possible him of functions that will not be happening, or of incorrect dates, or of functions that had not yet made the list. Discussion ensued on the value of the pre-approval process if an event already had a champion. It was clarified that it would be unusual for the Team to decline an event unless there was a conflict that wasn't foreseen. Those conflicts can only be identified if there is one clearing point so that items get on

Parish of Central Saanich Council Minutes – April 16, 2019

7:00 p.m. at St. Mary

the Parish Calendar. Derek will liaise with Leslie and update the 2019/20 Events listing and will circulate it to Council for their input into confirmation of event dates and leaders.

5) Website Re-design Team – Team members are listed in The St. Mary Wardens' Report. Greg asked Derek if the Bible Study events could be changed so that they only show on the sidebar, not as a circulating event on the home page.

6) Cemetery Committee – Derek reported that he and Lon had spent some time with David Scarth and they have developed a draft job description for the Cemetery Custodian. The Cemetery Committee will need to meet soon in order to approve the job description and the new by-laws. The search for the Cemetery Custodian will begin in the Parish and if there is no interest or suitable candidate, then the search will go farther afield.

7) Council Retreat – Lon was pleased with how the day went and thanked everyone for attending. He thought it had a positive impact on our team building. We were blessed to have Joy Hunter and Fern Perkins and we gave them thanks. Lon recognized that it would have been nice to have been off-site but the delay would have been too great.

8) Wine Fest – The Committee met on Monday, April 15. A member of SPP (Frank) and from St. Andrew (Janice), joined the team. It is hoped that another member from the SPP and two others from St. Andrew, along with a representative from St. John's United, will also join the team.

David indicated that the first priority is to select three charitable organizations, preferably having specific projects. In that light, he asked Council members to make suggestions. Two that immediately came to mind were the Saanich Peninsula Hospital and Health Care Foundation and the Mount Newton Society for Adult Daycare. David asked members to email him any other specific suggestions asap. There was some suggestion regarding St. Mary Bursary but that was too specific to one church and was not a good fit within the Wine Fest discussion. We are looking at projects that would be well-received on a community-wide basis. It was noted that we should be going to a preferred charitable organization in the community and ask them how they would like to use the contribution, rather than telling them that this is how we would like them to use our donation.

VII. Reports:

1. Rector: Lon's report was circulated electronically. Lon indicated that, in addition to the dates he has reported, he will also be away at the Clergy Conference from May 13 to 16. Derek asked Lon to give him the key dates that he will be away on vacation. There were no questions
2. Wardens'
 - a) St. Mary – The report was circulated with the Council package. Derek indicated that the topic of 'Messy Church' was raised at the Regional Wardens' meeting. This led to a lengthy discussion around the table regarding pros and cons. Ian advised that there are videos available on YouTube if you Google the subject. Lon indicated there was a couple living

Parish of Central Saanich Council Minutes – April 16, 2019

7:00 p.m. at St. Mary

in Duncan who can conduct training for Messy Church. If there is interest, this is one instance where an event pre-approval would be necessary and useful for evaluation of the need. There were no other questions.

b) St. Stephen – There were no questions.

It was **Moved** by Ken Pedlow, **Seconded** by Ian Stuart, that the non-financial reports be received. **CARRIED.**

3. Financials

a) Treasurer's Report: Further to his written report, Derek advised that he has asked Gail Gauthier to advise him if there are any reports that she doesn't want to see, particularly as we are reporting for the end of the first quarter. Derek has provided the Balance Sheet in summary form as per Gail's need. Karen asked if the Wardens are confident that the combined statements that Derek has prepared for the CRA are accurate given that the review of St. Stephen financials for 2017 and 2018 has not been completed. Should we wait until Gail's review is finished? Leslie advised that the St. Stephen financial statements were adopted at the AGM. Derek asked Greg to call Gail and inquire about the status of the review. The report to the CRA has to be submitted prior to the end of June. (In a subsequent discussion with Gail on April 17, Derek confirmed that Gail had no concerns with sending off the CRA report now).

b) St. Mary Statements to March 31, 2019. There were no questions.

It was **Moved** by Karen McColm, **Seconded** by Terry Hartley that St. Mary Financial statements to March 31, 2019, be adopted. **CARRIED.**

c) St. Stephen Statements to March 31, 2019 – Greg distributed the financial package at the meeting with apologies for them being late. He reported that there was an error on the Balance Sheet as \$2,609 should have been transferred from General Operating to Outreach and this had yet to be done. This would make the deficit -\$8,154.96 to March 31st. He reported that April will show an improved picture as they have received a bequest of \$2,000 and an unexpected donation of \$500 from an outside source. Hopefully there will also be donations from the Easter Offering envelopes. \$7,000 has also been banked from the movie company for parking lot repairs. Derek reminded Greg that the \$7,000 is already committed for the previously noted repairs and will only artificially inflate the income. Lon reminded Greg that Leslie needed the electronic files. Greg also reported that Gail's contact for assistance was unavailable. At Gail's recommendations, Bob will take a QuickBook course and it was agreed that St. Stephen will use the St. Mary Chart of Accounts with slight amendments to reflect different outreach and other differences.

As the statements contained errors and were not distributed with sufficient lead time for Council Members to review,

Parish of Central Saanich Council Minutes – April 16, 2019

7:00 p.m. at St. Mary

It was **Moved** by Lynda Clifford, **Seconded** by Ian Stuart that the statements be tabled until the next meeting.

VIII. Correspondence:

- 1) Invitation from St. Andrew to joint parish men's breakfast/Bible study. Lon advised that the invitation was for Monday, April 29th, 8:30am at St. Andrew. Lon will forward the email to Leslie for a bulletin announcement.
- 2) Info from Diocese re Pet Memorial Garden – for info now and discussion post-Easter. Lon advised that we have been given approval for a five-year pilot project following the Diocesan Guidelines. Lon will have Leslie circulate the Guidelines for information.

IX. New Business:

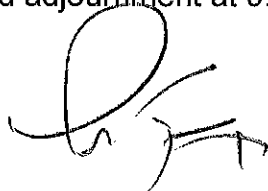
None

X. Next Meeting:

May 21, 7:00 p.m. at St. Stephen.

XI. Closing with the Grace

Ken Pedlow moved adjournment at 9:02pm. The Grace was said together.



The Rev. Lon Towstego, Chair

Parish of Central Saanich Council Agenda – April 16, 2019
7:00 p.m. to 8:30 p.m. at St. Mary's

Regrets:

I Open meeting with Reading & Prayer

II Changes or Additions to the Agenda?

III Minutes:

1. Council Meeting – March 19, 2019 approved electronically 8/8 who voted – posted to website April 4th, 2019

IV Review Action Items from Minutes – status, date adjustment, explanations?

Name	Action Item	
Lon, Lynda, Greg	Bring recommendations to Council re the Teaching Centre Fund and the King Project	Info in Council package
Greg	To confirm expenditure from Clergy Conference	
Lon	Clarify terminology of Guidelines "Pastoral Team" for Parish Council with Diocese	in discussion with Gail Gauthier it definitely will be modified to read "incumbent" or words to that effect. It was never intend to be the Pastoral Care Team. She thanked us for bringing it to her attention
Ian	Schedule brainstorming meeting with the Transforming Futures Committee	Meeting Held For Discussion below
Dave S., Derek, John	Finalize promotional material for Summer Day Camp (including poster & prices)	ongoing
Lon	Finalize arrangements for Good Friday Joint Service, including the approval to walk across the Woodwyn Farm	Good conversation, unfortunately permission not granted. Alternate plans complete to walk on Mt. Newton Cross Road and W. Saanich Rd.
Previous Meeting		
Lon, Don	Feedback to Parish on 94 Calls to Action	
Lon	Liaise with Reconciliation and Beyond Team about another South Island Workshop	proposed date is Sat., Oct. 5, subject to availability, tba St. Stephen or St. Mary

V Business Arising/Discussion from Minutes

1. Transforming Futures - Ian Stuart and Lon
2. Covenant between St. Stephen's & Roman Catholic Parish
3. Pot Luck Dinners

Parish of Central Saanich Council Agenda – April 16, 2019

7:00 p.m. to 8:30 p.m. at St. Mary's

4. Approval & Post Assessment of New & Recurring Initiatives
5. Website Re-design Team
6. Cemetery Committee
7. Council Retreat- April 13

VI Reports

1. Rector – Lon
2. Wardens’
 - Derek/Ian (*attached*)
 - Greg/Lynda (*attached*)
- ✓ *Motion to receive non-financial reports*
3. Financials:
 - a) Treasurer’s Report - Derek (*attached*)
 - b) St. Mary’s Statements to March 31, 2019 (*attached*) – Derek
- ✓ *Motion to adopt*
- c) St. Stephen’s Statements to March 31, 2019 - Greg
- ✓ *Motion to adopt*

VIII Correspondence

- 1) St. Andrew's invitation to joint parish men's breakfast/Bible Study
- 2) Info from Diocese re Pet Memorial Garden – for info now and discussion post-Easter. - Lon

IX New Business

X **Next**

May 21, 7:00 p.m. at St. Stephen's

X Closing with Prayer and Grace

On Friday March 29/18

Lon, Greg and Lynda met to further discuss the funds held accounts Teaching Centre and King Project. We have acknowledged the work that Sharon Butler has put into gathering information about the people these gifts were made in memory of and has given us some additional information about the individuals themselves. A note has been sent to thank her for her time in providing the history on these two families who were dedicated to the work of the church.

We agreed the Teaching Centre name could change to Teaching and Education and that it would remain where it is and could be used to bring someone here to teach, or could provide a bursary for a course for one of the congregation. This is somewhat in keeping with things that were close to Elizabeth's heart. We talked about having a small group who would oversee any application that was made for education and this would include Lon, Wardens and possibly another two members of the congregation.

There was a suggestion made by Sharon, that possibly a transfer to the pet memorial path/garden might be made of \$1000, as Elizabeth Deatherage was an animal lover!!

The King Project money we agree would remain as it is until such time as something might be needed, a couple of suggestions were put forward.

This money according to what Sharon shares, was a larger amount originally and was dispersed as per her wish, it seems church restoration was something she saw as important, perhaps this money could be transferred to the church restoration fund at a later time.

It was decided that we prefer not to have it join the regular operating funds, where it will dwindle away quickly, but prefer that in years to come we can look back and see where the gift was used.

Basically, what we did during this meeting was to remove any ties to these two gifts of money, so that they can be used in a way that would honour the individuals who were remembered. The information received has allowed us to come to this decision, not lightly but with concern for the wishes of the giver. In dealing with this it does remind us all that when we give a gift to the church, in the long run it is best not to make the gift specific but rather give to the operation of the church, for without lights on the church cannot offer the welcome we want to give!

Report to Parish Council on Transforming Futures Team and Meeting progress.

The Transforming Futures Team (TF Team) (two members sent regrets Greg and Sandra) met with Brendon Neilson from the Diocesan office on Tuesday April 9th at St. Mary's.

The meeting time was spent going over an overview of past work and the results of one meeting in late Oct. 2018, basic purpose and methodology to be used by the TF Team in their discernment of identifying the project(s). The project development timeline is open ended with good fundamental processes needing to be establish before the actual work of a project being identified. The fundraising aspect of the Transforming Futures was touched on and discussed; there was concurrence that it is far too early to discuss funding methodology or amounts.

Brendon led the Team through a dreaming exercise to help the Team identify what the Team members loved about the community of the Parish of Central Saanich as a whole and the People of the Parish Central Saanich community in particular.

In a non-specific summary order the Team identified things they loved about the community to be:

The rural environment; the open spaces, trails and fields, peacefulness.

The natural beauty of creation.

The temperate climate with oceans and mountain all around.

The location within the region, ½ between Victoria/Sidney, feeling safe within the community.

In a non-specific summary order the Team identified things they loved about the people of the Parish community to be:

The respectful, supportive nature of the people.

The welcoming, trustworthiness and devotion to commitment of our purposes.

The many willing hands to volunteer and be generous of spirit.

The feeling of being loved and accepted in a rural small church setting.

Brendon identified for the Team the need to continue to develop our examination of the Parish before we start to narrow down to the project level. He made several topic suggestions that should be covered.

The Team asked questions of Brendon and provided general input into how the process should go forward.

The Team will next meet on: **Tuesday, April 23rd, 2019 at 7:00 pm – 9:00 pm at St. Mary's Cooper Hall.**

The Team will continue its work of identifying what we do currently in the Parish and what we may wish to improve/expand/develop as goals and projects.

Respectfully submitted,

Ian Stuart,
Rector's Warden
St. Mary's Saanichton



Pre-Event Approval

1. Name of Event & brief description of it, including what is to be achieved:

Parish Pot Luck Dinners – two trial dates set. More to follow if response is positive.

- April 27 at St. Mary's
- June 29 at St. Stephen's

Team Building! It is hoped that these low-stress, free, fun events will help build rapport between the members of the two congregations. The intention is to have everyone bring their own plates, utensils, mugs so that there is very little kitchen work (coffee, tea) and clean up required.

2. Describe how this Event will support our 5-Year Strategy for Growth in one or more of the following areas:

- I. Advance our spiritual growth through worship, teaching and Bible study:
- II. Strengthen our relationship with the community (local, national and international):
- III. Increase the number of engaged parishioners: **The intention is to increase the amount of time that we as Parish Family spend together in less structured events. This breaking of bread together will lead to strengthening of relationships. This will be one more opportunity to share and communicate about parish life and events. This will present opportunities for people to get involved in various ways. It gives parishioners an opportunity to hear about and identify each other's gifts, talent, skills and experience.**

Rev. Lon will share and model at these pilot events how we might have a short message about something happening in the parish.

3. Is the Event already being done by another group in the community? If so, can we join with this existing group? No

4. What is the impact of the Event upon the Parish:

- Who will plan and lead the Event? **St. Mary's - Karen McColm
St. Stephen's – Lynda Clifford**
- How many volunteers are needed? **4 for set up and take down**
- Have they agreed to take part? **Not yet but usually an easy find**
- What are the start and finish dates? **Each event should only be a one-day commitment for the set up and take down team**
- What is the financial cost of the Event? Is the money in the budget? **Minimal cost of coffee, tea and juice supplies. Funds available.**

5. How will the children and youth of the parish be involved? As opportunity presents itself.

Requested By: **Leslie Pedlow**
 on behalf of Parish Council

Date: 29/03/2019

Approved By:

Date: ___ / ___ / _____

“Show me the way of life, my God, for in your presence, there is fullness of joy, and pleasure forever more. Not for me the small dark grave. I would live in light, where the sweet-scented winds of heaven lift my soul to your dear heart.”

Sentence for Tuesday in Holy Week:

“Anyone who serves me must follow me, says the Lord, and where I am, there shall my servant be also.” John 12.26

Report from Rector: April 16, 2019

This report is a bit different than most as we observe Holy Week. The services have begun, and we observe this solemn time with quiet reverence, expectation and excitement.

Several significant gatherings will have taken place within the past week in the life of the parish besides our regular events. Several are specific to some or all Parish Council members. Thank-you all for your passion and dedication.

1) **Transforming Futures Gathering** with Brendon Nielsen, Diocesan Vision Animator. Thank-you Ian Stuart for your leadership in organizing this team. This is very interesting and exciting work! Please be prayerful. You will see Ian’s report.

2) **Lay Assistants Social Gathering and training session.**

Marian and I hosted this group, April 12, with spouses and gave thanks for the work that this group does and discussed their role in worship.

- 3) **Parish Council Retreat/Workshop.** Thank-you to Joy Hunter and to Fern Perkins for assistance and to all able to attend. We looked at inside personal work and reconciling with God, inter-personal and team building work. We then moved to beginnings of Visioning for the next five years and forward, Transforming Futures and Giving our Thanks and Praise Stewardship. We look to see God transform our ethos into year-round and continual people of stewardship and to cast out fear of talking about it.
- 4) **Palm Sunday Services.** The services went very well in both St. Stephen and St. Mary.

May: The Rev. Bob Baillie will take services in St. Mary and St. Stephen on Sunday, May 5 as I will be at the Advisory Committee on Postulants for Ordination (ACPO) weekend. This is where we access people that have been presented for ordination in our Ecclesiastical Province that includes our Diocese. This is how we are assured of always having new priests responding to the Call to Vocation as ordained priests.

I will then be in Saskatoon during the following week for the Qualitative Research Course on the D'min studies.

Pastoral Care Team and Dawna Wall and or Penelope will be available which I will coordinate.



St. Mary's Wardens' Report – April 2019

I. Outreach:

1. **Wine Fest 2019:** David Stewart has made good progress in the initial organization needs for the Wine Fest this summer. There is a meeting scheduled on April 15 to deal with many of these issues, but he has invited the Anglican, United, and Roman Catholic churches to contribute to the success of the event. The April 15 meeting should determine the level of participation of those churches with our parish. Then we will also be making some related commitments, depending upon the level of support from the other churches. In the interim, a commitment has been made for a promotional advertisement in the Times Colonist due to their deadlines for the special edition. The tentative date is August 10, and it is to be an adult-only event.
2. **Spaghetti Dinner:** This special evening sponsored by the Saanichton Village Association (SVA) was a wonderful success, being sold out. The SVA donated \$1,000 to St. Mary's for the use of the Hall, and for the Church where there was live music following the dinner.
3. **Summer Day Camp (Luke Street):** The poster, registration form, and registration pricing have been finalized, and the Event is now on the website too. Dave Shields is leading the project from Vancouver. A number of attendees from last year's camp have already indicated their intention to attend this year too. The registration fees are very attractive!

II. Operations Committee:

1. The Thrifty's Smile Card will be funding the refurbishment of the kitchen, including new counter tops and painting. The application for next year's grant will complete the upgrades to the kitchen and begin the funding of the upgrade of the lighting in the Hall to more efficient and quiet LED lighting. Thrifty's has approved a grant of \$1,500.
2. A voice recorder has been donated to St. Mary. The intent is to get the Sunday Sermons recorded and loaded onto the website within 2 days. For the past 2 weeks, the sermons have been loaded onto the website on the same Sunday.

III. Regional Warden' Meeting – 10:00 on Saturday, April 6th

1. The last Regional Wardens' Meeting was hosted by St. Luke's Anglican Church (3821 Cedar Hill Cross Rd.) on Saturday, April 6. This was a great opportunity to catch up with the other parishes in the Diocese, along with the latest from the Diocese too, with presentations from Gail Gauthier and Barry Foster. Catherine Pate agreed to visit the Parish to review the implementation of Office 365.
2. One suggestion to attract younger members of the congregation was to host Messy Church.
3. The next Regional Wardens' meeting will be hosted by Church of Advent on September 14.
4. Apparently, there are still some funds available in the Vision Fund!
5. St. Andrews is hosting a concert and dinner on April 24: \$5 for the concert, and \$15 for an authentic Syrian dinner prepared by our Syrian Refugee family.

IV. Transforming Futures: Ian Stuart has assumed leadership of this significant initiative that will have an impact and benefit at the Parish level.

V. Website Re-Design: Team membership includes John Beresford, Lynda Clifford, Derek Osman, Sandra Scarth (still considering), and Rev. Lon Towstego.

VI. Pre-Event Approvals: The completed Pre-Event Approval documents have been received for the a) Pot-Luck Dinners (Rev. Lon as Event Sponsor, and Leslie and Lynda are the Event Leads) and b) the Summer Day Camp (David Shields is the Event Sponsor). The Review Team is still being finalized.

Respectfully,

Derek Osman

ST. STEPHEN'S WARDENS' REPORT

Over the past month our church has enjoyed the many signs of spring through the warm sunny days, especially the lilies in the church yard.

Greg has reached an agreement with the movie company to bring the parking lot back to normal after the snow removal back in February and hopefully the work will have been completed by meeting time. The amount agreed upon was \$7000.00 and Don Mann construction is doing the work.

Our ladies continue to be busy in the kitchen on Fridays with Soups On. By the time you read this, the report to the Vision fund will have been sent off, reporting the calendar year income and expenses.

Our combined Bible study on Wednesday mornings, is always well attended and we have enjoyed some lively discussions, as we focus on the weekly bible reading and this Lenten season have been reading through a book called Forgive and Get Your Life back, an easy read, though thought provoking too. Books are still available from Lon.

A note was sent to Sharon Butler to thank her for the information she has passed along, history and personal stories about funds we hold.

Also, a letter has been sent to Collins-Barrow, thanking them for their service and letting them know we no longer require their accounting services.

We have lots going on as we lead up to Easter, with services every evening of Holy Week. Many from the parish attended the Evensong on the 31st of March, which began with a tour of the Cathedral and some history. We were served tea afterwards and then many took part in evensong, Lon gave the Homily and we were blessed to listen to the voices of the St Christopher Singers. This is our cathedral and we were welcomed enthusiastically!!

As you are aware from previous years the cemetery grounds are not cut while the flowers are blooming, but the area will again come back to the well cared for look that we are so use to seeing, Howie does a great job in there!!

You will read the report on the meeting to discuss the funds held in Teaching Centre and King project, as we met to discuss how to continue.

The preschool has asked for the contract renewal for next year, which is a good sign, as their registration had dropped this past year.

A number of parishioners attended the most recent CPR course and the youth group was also given the course during their regular Friday get together..

We still hope to get the cemetery office brought down to the lower area, soon hopefully. And the garden shed needs a work party set up for spring cleaning, there are many wine empty bottles to be removed. Hopefully, Diana and the Wardens can get that organized soon after Easter.

Thrifty Smile card renewal was due, Lynda has completed the form, and requested support for our aging sound system in the church.

Lynda and Greg



Parish Treasurer's Report

- I. **Financial Systems:** After substantial discussion amongst St. Stephen wardens, Rev. Lon, Leslie Pedlow, and Gail Gauthier, it has been decided that St. Stephen will assume the same Chart of Account structure as that being used by St. Mary. There will be a few changes to accommodate different Outreach accounts at St. Stephen. Some of the description of the accounts (names) will be revised to better describe the use of the account.

The arrangement with Vowles & Associates (of Sidney) to review the accounts for the year-end financial statements for St. Stephen for 2018 was cancelled at the request of Greg Robinson. Alternate arrangements were offered by Gail Gauthier for her to complete the review, and Greg has provided Gail with the necessary statements and related paperwork for 2017 and 2018. There will be a cost saving of about \$1,500.

Gail has been asked to confirm what her reporting needs are (the reports and frequency) from both churches.

- II. **St. Stephen Cemetery:** The Cemetery Interment Right Contract has undergone a few iterations by David Stewart and has been used as a pilot by Rev. Lon in actual situations in order to validate it.
Rev. Lon and Derek met with David Scarth to get his input regarding a Job Description for the Custodian. A draft Job Description was subsequently prepared and circulated amongst the Cemetery Committee for comment. The intent is to release the final Job Description within the Parish, and then within the Diocese if deemed appropriate.

The Committee will likely meet within a month.

- III. **Registered Charity Information Return:** The Return must be filed within 6 months after the fiscal year-end. Derek is preparing the Return on behalf of the Parish of Central Saanich (the legal entity). A portion of the Return is to provide a copy of the Financial Statements for the Parish. A preliminary version of this consolidated Financial Statement for the Parish is attached to this report.

Respectfully, Derek Osman

Parish of Central Saanich

Financial Statements prepared on an accrual basis.
Fiscal Period ending December 31, 2018

Financial Statements Information

Statement of Assets and Liabilities

Assets

Current Assets

Bank Balance	\$192,093
Bank GICs	\$231,792
Accounts Receivable (GST)	\$2,218
Operating & Other	\$81,822
Sub total:	<u>\$507,925</u>
Long-term Assets	\$0
Sub total:	<u>\$0</u>

Capital Assets

Building	?
Land	?
Sub total:	\$0
Total Assets:	<u>\$507,925</u>

Liabilities

Current Liabilities

Deferred Revenue	\$280,496
Outreach	\$3,847
Deficit Elimination Reserve	\$14,500
Sub total:	<u>\$298,843</u>
Long-term Liabilities	\$0
Sub total:	<u>\$0</u>
Total Liabilities:	<u>\$298,843</u>

Equity

Open + R/E + Net Income	\$209,082
Sub total:	<u>\$209,082</u>
Total Liabilities & Equity:	<u>\$507,925</u>

Statement of Revenue and Expenditures

Revenue

Donations with Tax Receipts	\$193,973
Interest	\$2,095
Hall Donations (rental)	\$27,063
Wedding, Funeral, Miscellaneous	\$4,201
Fund Raising	\$14,070
Total Revenue:	<u>\$241,402</u>

Expenditures

Advertising	\$661	
Licenses, memberships, and dues	\$46,788	Assessment + Insurance
Office Supplies and expenses	\$14,653	Copier, postage, stationery, website, Internet, phone, bank, misc.
Occupancy costs	\$34,453	utilities, mtoe, security
Professional & Consulting fees	\$978	financial
Education & Training	-\$222	
Compensation	\$125,135	
Purchased Supplies & assets	\$5,548	music, sanctuary, GST, computer, church, office
Deficit Elimination Reserve	\$6,500	
Total Expenditures:	<u>\$234,494</u>	

Expenditure Allocation

<u>Expenditures</u>	<u>Expense</u>	<u>Charitable Activities</u>	<u>Mgt. & Admin.</u>	<u>Fundraising</u>	<u>Totals</u>
Advertising	\$661			\$661	\$661
Assessment	\$40,256		\$40,256		\$40,256
Bookkeeper	\$6,134		\$6,134		\$6,134
Cleaning	\$9,690	\$3,230	\$3,230	\$3,230	\$9,690
Consulting fees	\$978		\$978		\$978
Clergy Conference	\$34		\$34		\$34
Clergy Comp	\$64,592	\$21,531	\$21,531	\$21,531	\$64,592
Church Supplies	\$1,289		\$1,289		\$1,289
Computer	\$515		\$515		\$515
Education	\$45		\$45		\$45
Garbage	\$2,026	\$405	\$1,216	\$405	\$2,026
Heating	\$2,629	\$526	\$1,577	\$526	\$2,629
Hydro	\$12,339	\$2,468	\$7,403	\$2,468	\$12,339
Insurance	\$6,829	\$1,366	\$4,097	\$1,366	\$6,829
Musicians	\$18,668		\$18,668		\$18,668
Music Supplies	\$2,704		\$2,704		\$2,704
Office Supplies	\$1,463		\$1,463		\$1,463
Website	\$237	\$47	\$142	\$47	\$237
Phone & Internet	\$4,354	\$871	\$2,612	\$871	\$4,354
Photocopier	\$5,485	\$1,097	\$3,291	\$1,097	\$5,485
Maintenance, Grounds	\$6,656		\$6,656		\$6,656
Admin Support	\$36,306	\$7,261	\$21,784	\$7,261	\$36,306
Security	\$426		\$426		\$426
Social Events	\$721	\$144	\$433	\$144	\$721
Water/sewer	\$687	\$137	\$412	\$137	\$687
Sunday School	\$202		\$202		\$202
Youth / Family Ministry	-\$503		-\$503		-\$503
GST Expense	\$1,400		\$1,400		\$1,400
Miscellaneous	\$1,171		\$1,171		\$1,171
Deficit Elimination Reserve	\$6,500		\$6,500		\$6,500
<u>Total Expenditures:</u>	<u>\$234,494</u>	<u>\$39,083</u>	<u>\$155,666</u>	<u>\$39,744</u>	<u>\$234,494</u>



Anglican Parish of Central Saanich
St. Mary's Church St. Stephen's Church

Faith - Family - Friendship

St. Mary's Anglican Church
1973 Cultra Avenue
Saanichton, BC V8M 1L7
250-652-1611
stmarys.saanichton@shaw.ca

April 8, 2019

By Email

Attention: St. Mary's Operations Committee and Parish of Central Saanich Council

Members of Operations Committee and Council:

RE: Comparative Financial Reporting to March 31, 2019 – St. Mary's, Saanichton

Attached are the financial statements as of March 31, 2019 for the St. Mary's Church in the Parish of Central Saanich. This is the format of the reporting that is expected by the Diocese.

This financial package includes the following financial statements:

1. **Balance Sheet:** This report compares the month ending in March 2019 with the same period in 2018. Our Assets, Liabilities, & Equity are collectively greater than for the same month last year. This is primarily because of the sharp increase since September 2018 (still \$32,958 at March 31) in the funds being retained on behalf of the RAPID 2 Syrian Refugee Family (note the Memorial Account investments). Also, a bequest of \$10,000 was received in May 2018.
2. **Profit & Loss:** This report also compares the performance of 2019 to 2018. It shows a surplus that is \$5,977 attributed to the transfer of \$18,500 from the Memorial Account. That is \$9,397 less than the same month for last year. One change is that we are now enjoying the full-time commitment of Rev. Lon Towstego. Also, the installation of the backflow valves cost about \$3,700.
3. **Statement of Changes in Equity:** The General and Events areas continued with positive growth, but the Memorial Account is used to fund the Refugees and so does not show the same positive growth. On the other hand, \$18,500 is being used for cashflow, from the Memorial Account.
4. **Memorial Account:** The Memorial Account (page 9) documents the use of funds needed to support more significant projects, and where multiple disciplines are needed to achieve greater success. The Memorial Account is used mainly to manage the RAPID2 Refugee funds. The portfolio of investments (\$131,604 of GIC's) are recorded within the Memorial Account.
5. **Church (or Parish) Events:** Shows the financial contribution of each of the significant Parish Events. This account provides incremental funding for the General account throughout the year, but so far, there has only been one Thrift Sale – but it contributed \$1,825.
6. **Budget Review:** documents the Operating Account income and disbursements, as measured against the Budget year-to-date. There is a surplus of \$5,977.

The commentary associated with these comparative financial statements explains the underlying reasons for the significant comparisons in the statements, for the month ended March 31, 2019.

Please do not hesitate to contact me if you have any questions pertaining to these reports.

Attachments

Respectfully

Derek Osman
Church Warden

Comparative Balances - All Three Accounts

1. The **fiscal year** is in sync with the calendar year.
2. In 2018, St. Mary's **consolidated their banking at Coast Capital Credit Union** for the three separate bank interests (General, Memorial, and Church Events) into one (General) bank account. January 2019 is the first month that the year-to-year comparative reports could be generated directly off the QuickBooks system. This has been a long-awaited achievement in productivity! The Balance Sheet and the Profit & Loss reports are two reports that were done in this fashion.

3. Balance Sheet – March 31, 2019. (on page 6)

At the end of March, the Balance Sheet was more favorable in 2019 than it reports the status for at the end of March in 2018, by \$37,204 or 20.0%.

In 2019, there was \$267 of Accounts Receivable (GST) reported as Assets. This is the accrued, or carried forward, GST Rebate, but it was applied for, and received, in March.

Under the Liabilities section, Outreach is \$4,733 more than in 2018. Much of this (\$3,475) is related to 2 bank drafts for the St. Matthews Library were stale-dated, and have to be reissued in April. The Memorial account is \$31,661 greater than in 2018 mainly due to the \$32,958 held in trust for the RAPID2 Refugee family.

The Deficit Elimination of \$1,500 from 2015 and the Deficit Elimination of \$6,500 from 2018 have been combined into the "Memorial – Deficit Elimination" of \$8,000. This will be used in 2019 to help eliminate the projected deficit.

4. **Statement of Profit & Loss:** (on page 7) The Total Income to March 31, 2019 was \$47,825 (inclusive of the loan of \$18,500 for cashflow from the Memorial Fund). This is \$1,279 (or 2.7%) more than the same month last year. Without profound results from the Stewardship program this year, the Deficit Elimination campaign will likely need to be run in 2019. The Total Offerings up to March 31 were only \$34 less than for the same month in 2018.

The operating Expenses to March 31 were \$10,676 or 34.2% more than the previous year. One contributing factor was the variance between the compensation for a full time Incumbent versus a part-time Priest-In-Charge (2019 costs were \$6,473 or more than double that experienced for part-time service in 2018). Also, the cost of installing the mandated back-flow valves was about \$3,700.

The Surplus is a positive number to report for 2019. However, at the end of March, the Surplus was only \$5,977, versus \$15,374 in 2018.

5. **Statement of Changes in Equity: (on page 8)** This report reveals the summary level income receipts and expense disbursements from the three business lines – General Operating, Memorial, and Parish Events – and the resulting overall net income of ~~-\$5~~. Our end-of-month Equity position was \$145,477, down from \$147,899 at the end February 2019.

The only transfer that occurred in January was the transfer of \$18,500 from the Memorial to the Operating Account for working capital throughout the year. This amount will be repaid by the end of the year. Another transfer of \$1,825 was made from the Events account to the General operating account in March.

The significant funding for the RAPID 2 Refugee program has reflected total financial gains of \$63,263 in 2018 (most of it being an anonymous donation). The current balance has been reduced to \$32,958. This decrease has had a significant impact upon the equity position of St. Mary's.

6. **Memorial Account: (on page 9)** The following transactions were the only activity of this account to the end of February 28, 2019:

- 1) As previously reported, in January, \$18,500 was transferred to the Operating Account from the Memorial Account. It will be transferred back in December.

- 2) **There are now only 2 In-Trust Accounts. They have collective balance of \$38,080:**

- i. **Ron Smith Legacy:** The balance remains at \$5,087. This fund is primarily for use at the Rector's discretion, in support of those in the community who are challenged in the same manner as Ron had been.
- ii. **RAPID 2 Syrian Refugee Family:** Funding from an anonymous donor permitted the sponsoring team to focus on supporting a family of nine who have immigrated to Canada via Turkey. Recently, dental costs (\$1,559) have become a concern, and so a separate dental fund under the Refugee umbrella was established. At the end of March, the various startup costs plus monthly allowance expenses of \$10,800 have reduced the balance of the RAPID 2 funding to \$28,319 plus a dental fund of \$4,640 (for a total of \$32,958).

- 3) Investments:** Following the re-investment of the GIC's in 2018, and the investment of the donated gift and bequest in May 2018, the investments in February are as follows:

Investment	Feb. Bal.
3 yr Rising Rate GIC; @ 2.4%; Matures June 12, 2019	<u>\$76,299</u>
3 Yr Rising Rate GIC; @ 1.25%; Matures May 17, 2020	<u>\$20,230</u>
1Yr Redeemable GIC; @ 1.2%; Matures May 20, 2019	<u>\$10,075</u>
1Yr Redeemable GIC; @ 2.0%; Matures May 25, 2019 (formerly 1-5 GIC ANN to mature May 30, 2019)	<u>\$15,000</u>
1Yr Redeemable GIC; @2.25%; Matures May 30, 2020 (Bequest - S. Rainey)	<u>\$10,000</u>
<u>Total Investments:</u>	<u>\$131,604</u>

Given that most of the GIC's will mature in 2019, we will seize that opportunity to establish a "laddering" investment strategy.

- 7. Church (Parish) Events: (on page 10)** The Thrift Sale hosted in January was very well received by the community. It generated net proceeds of \$1,825.

Net income at the end of March was \$1,702.

8. Budget Review: (on page 11)

This report is more detailed than the Statement of Profit & Loss on page 7, and it also includes a comparison to the 2019 Budget.

The revenue was \$47,825 after including the transfer of \$18,500 from the Memorial Account (to be paid back by year-end),

The 2019 expenses as of March 31 were \$41,848, yielding a surplus of \$5,977.

Regular Offerings to the end of March 31 were \$21,888 (22.6% of Budget versus the target of 25.0%). Total Revenue was \$29,325 (without the operating loan of \$18,500), being less than Budget by \$7,174. The Total Expenses were \$41,848. This is \$5,371 more than the Budget. Contributing to this is the salary of the full-time Incumbent, and the unbudgeted cost of the installation of the back-flow valves (about \$3,700).

9. Concerns & Considerations:

Given the projections of the receipts and expenses, the probability is high that the annual Deficit Elimination Appeal would be required in 2019, without an exceptional response to the Stewardship program and message.

We have also lost the revenue generation from a group of concert performers who needed a larger venue. This loss of revenue is projected to be \$770 for 2019. Finally, we were recently informed that the Weight Watchers have instituted a cost-cutting measure that included the withdrawal of them using our facility. This loss of revenue for the remainder of the year is projected to be \$3,500.

All things considered, we are not off to a stellar performance in 2019, and we will have to be prudent with discretionary spending while continuing to be assertive with seeking new revenue generating opportunities not otherwise included in the budget. The aggregate loss of revenue for the remainder of the year is \$4,270.

	Balance Sheet - March 31, 2019					
<u>Assets</u>				<u>Liabilities & Equity</u>		
	<u>2019</u>	<u>2018</u>			<u>2019</u>	<u>2018</u>
Bank	\$30,322	\$27,808		Accounts Payable	\$3,696	\$0
Memorial Account Invest	\$131,604	\$119,500		Church Events	\$5,999	\$6,891
Memorial Operating	\$61,455	\$38,863		Outreach	\$5,753	\$1,020
				Memorial	\$70,524	\$38,863
				<u>Total Liabilities</u>	<u>\$85,973</u>	<u>\$46,774</u>
Accounts Receivable (GST)	\$267	\$273				
				<u>Equity</u>		
				Retained Earnings	\$8,087	\$246
				Opening Balance Equity -General	\$246	\$246
				Retained Earnings - General	\$3,812	\$4,496
				Retained Earnings-Church Events	\$6,516	\$6,516
				Retained Earnings - Memorial Acct	\$113,037	\$113,037
				Net Income	\$5,977	\$15,374
				<u>Total Equity</u>	<u>\$137,675</u>	<u>\$139,670</u>
<u>Total Assets</u>	<u>\$223,648</u>	<u>\$186,444</u>		<u>Total Liabilities & Equity</u>	<u>\$223,648</u>	<u>\$186,444</u>

<u>Profit & Loss to March 31 2019</u>				Jan - Mar 2019	Jan - Mar 2018
<u>Income</u>					
4000 · INCOME - General					
4100 · Offering Income					
4110 · Offering-Open Offering				598	242
4120 · Offering-Weekly				21,888	21,673
Total 4130 · Offering - Festivals				0	605
Total 4100 · Offering Income				22,486	22,520
4300 · General Income					
4310 · General Income-Bapt./Wed/Funer.				500	0
4320 · General Income-Specific Don.				0	91
4330 · General Income-Facilities Use				4,390	3,673
4360 · General Income-Miscellaneous				124	113
Total 4300 · General Income				5,014	3,877
4400 · Transfers IN-General					
4420 · Transfer IN-CE-Church Sales				1,825	1,650
4440 · Transfers IN-Memorial Account				18,500	18,500
Total 4400 · Transfers IN-General				20,325	20,150
Total 4000 · INCOME - General				47,825	46,546
<u>Total Income</u>				<u>47,825</u>	<u>46,546</u>
<u>Expense</u>					
Reconciliation Discrepancies				0	299
5000 · EXPENDITURES - General					
Total 5100 · Wages & Benefits - General				22,502	13,886
Total 5300 · Expenditures - Admin - General				9,791	8,491
Total 5400 · Expenditures-Ministries-General				408	288
5510 · General Maintenance				4,529	152
Total 5520 · Cleaning-General				1,229	1,416
5530 · Grounds and Equipment				0	17
5540 · Flood Expenses-Net of Recovery				0	3,090
Total 5500 · Expenditures-Maintenance-Gener.				5,758	4,676
Total 5600 · Expenditures-Utilities-General				3,035	3,312
5800 · Miscellaneous Expenses-General				86	219
5900 · GST Paid (2.5%) Non-Refundable				267	0
Total 5000 · EXPENDITURES - General				41,848	30,873
<u>Total Expense</u>				<u>41,848</u>	<u>31,172</u>
<u>Net Income</u>				<u>5,977</u>	<u>15,374</u>

	<u>St Mary's</u>			
<u>Statement of Changes in Equity - March 31, 2019</u>				
	<u>General</u>	<u>Memorial</u>	<u>Events</u>	<u>Total 2019</u>
Equity, Beginning of Year	\$9,687	\$121,579	\$14,216	\$145,482
Income	\$47,825	\$4,997	\$2,893	\$55,715
Expenses	\$41,848	\$12,681	\$1,191	\$55,720
Net Income	<u>\$5,977</u>	<u>-\$7,684</u>	<u>\$1,702</u>	<u>-\$5</u>
<u>Equity, End of Month</u>	<u>\$15,664</u>	<u>\$113,895</u>	<u>\$15,918</u>	<u>\$145,477</u>
<u>Transfers Year-to-Date:</u>				
From Memorial (Jan.11)	\$18,500	-\$18,500		
From Thrift Sales (Mar. 11)	\$1,825		-\$1,825	
<u>Total:</u>	<u>\$20,325</u>	<u>-\$18,500</u>	<u>-\$1,825</u>	

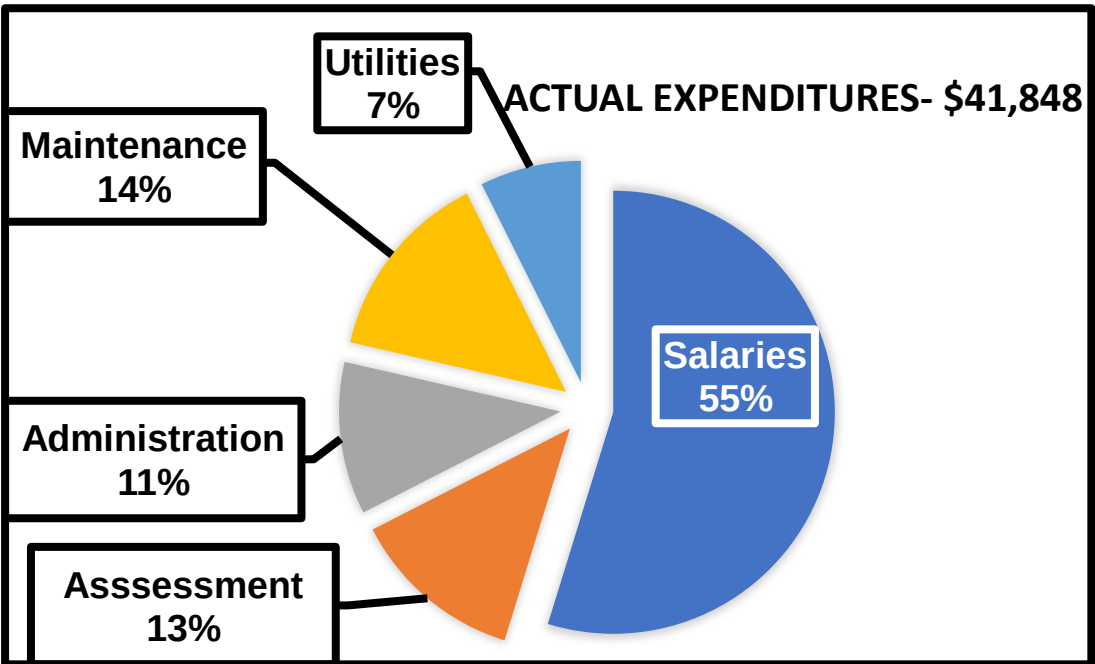
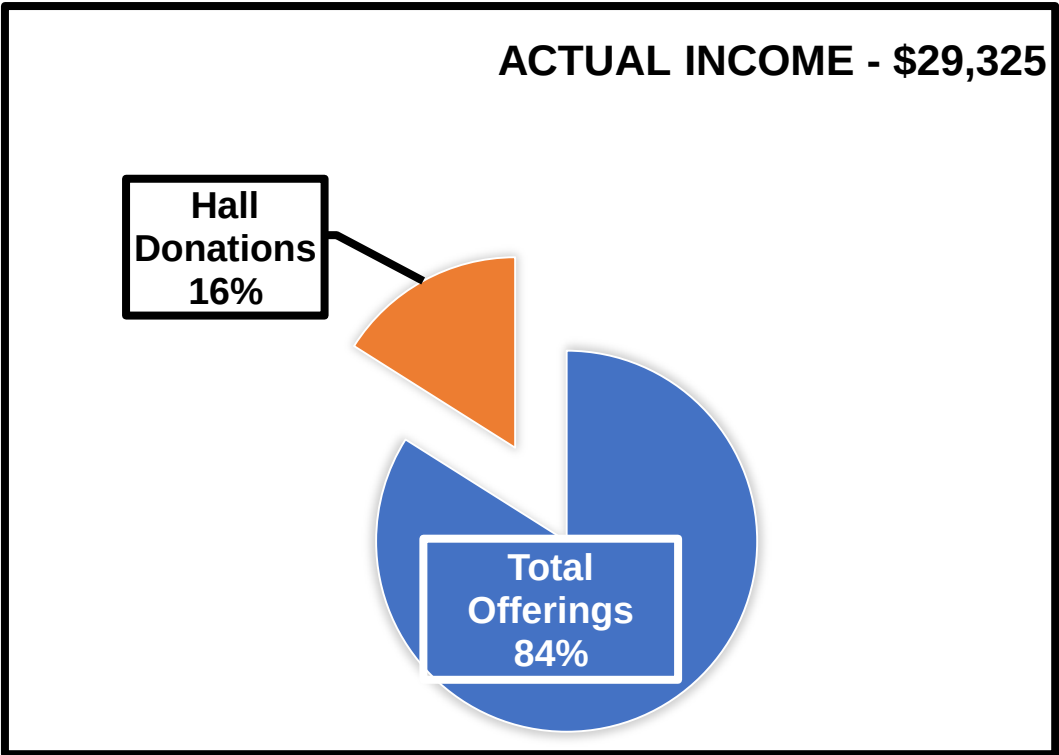
	St. Mary's				
	Other Funds' Activity - March 31, 2019				
	Memorial Account				
	Balance Jan 1, 2019	Revenue	Expenses	Transfers IN (OUT)	Balance Mar. 31, 2019
General	\$25,321				
Transfer to Operating Fund (Jan 11)				-\$18,500	\$6,821
Total General:	\$25,321	\$0	\$0	-\$18,500	\$6,821
Interest					
Total Interest:	\$0	\$0	\$0	\$0	\$0
Deficit Elimination: Carry Fwd (2018)	\$8,000				\$8,000
Deposit Deficit Elimination Reserve		\$64			\$64
Total Deficit Elimination:	\$8,000	\$64	\$0	\$0	\$8,064
Thrifty Foods & Fairway's	\$1,306				
Receipts from Thrifty's (Jan 14)		\$273			\$1,579
Receipts from Fairway's (Jan 28)		\$15			\$1,594
Receipts from Thrifty's (Feb 25)		\$168			\$1,763
Receipts from Thrifty's (Mar 23)		\$163			\$1,926
Total Thrifty & Fairway:	\$1,306	\$619	\$0	\$0	\$1,926
Bequests & Donations	\$10,000				
Bequests & Donations	\$10,000	\$0	\$0	\$0	\$10,000
First Nations Memorial Bursary	\$2,407				\$2,407
Gift for 2020 recipient			\$0		\$0
2019 Bursary awarded to Mitchell Beauvais			\$0		\$0
Total Bursary:	\$2,407	\$0	\$0	\$0	\$2,407
Guild	\$3,261				
Total Guild	\$3,261	\$0	\$0	\$0	\$3,261
Sub-Total:	\$50,295	\$683	\$0	-\$18,500	\$32,479
In-Trust Funds:					
Ron Smith Legacy	\$5,087				\$5,087
	\$5,087	\$0	\$0	\$0	\$5,087
RAPID 2 Syrian Refugee Dental Fund	\$1,885				
Donation (Jan. 28)		\$200			\$2,085
Dental Care (Jan. 28)			-\$909		\$1,176
Dental Care for Dalal (Feb 4)			-\$60		\$1,116
Dental Care for Khalid (Feb 4)			-\$267		\$850
Dental Care for Dalal (Feb 19)			-\$197		\$653
Donation from Kilshaw (Feb 25)		\$100			\$753
Dental Care for Fatem (Mar 6)			-\$127		\$626
Donation from Holy Trinity Church		\$3,964			\$4,590
Dental donation (Mar 23)		\$50			\$4,640
Total Refugee Dental	\$1,885	\$4,314	-\$1,559	\$0	\$4,640
RAPID 2 Syrian Refugee Fund	\$39,440				
Bi-weekly Allowance (Jan. 11)			-\$1,800		\$37,640
Bi-weekly Allowance (Jan. 25)			-\$1,800		\$35,840
Bi-weekly Allowance (Feb. 8)			-\$1,800		\$34,040
Bi-weekly Allowance (Feb. 22)			-\$1,800		\$32,240
Bi-weekly Allowance (Mar 8)			-\$1,800		\$30,440
Bi-weekly Allowance (Mar. 22)			-\$1,800		\$28,640
Swimming Lessons (R. Lake Mar. 26)			-\$120		\$28,520
Used Computer for Reem (Mar. 26)			-\$202		\$28,319
RAPID 2 Refugee Fund Total:	\$39,440	\$0	-\$11,122	\$0	\$28,319
Total RAPID 2	\$41,325	\$4,314	-\$12,681	\$0	\$32,958
Total In-Trust:	\$46,412	\$4,314	-\$12,681	\$0	\$38,045
Memorial Account Funds	\$96,707	\$4,997	-\$12,681	-\$18,500	\$70,524
Total Liabilities					\$80,098
INVESTMENTS:					
3 yr Rising Rate GIC; @ 2.4%; Matures June 12, 2019	\$76,299				\$76,299
3 Yr Rising Rate GIC; @ 1.25%; Matures May 17, 2020	\$20,230				\$20,230
1Yr Redeemable GIC; @ 1.2%; Matures May 20, 2019	\$10,075				\$10,075
1Yr Redeemable GIC; @ 2.0%; Matures May 25, 2019 (formerly 1-5 GIC ANN to mature May 30, 2019)	\$15,000				\$15,000
1Yr Redeemable GIC; @2.25%; Matures May 30, 2020 (Bequest - S.Rainey)	\$10,000				\$10,000
Total Investments:	\$131,604	\$0	\$0	\$0	\$131,604
	\$228,311	\$4,997	-\$12,681	-\$18,500	\$202,128

	<u>St. Mary's</u>				
	<u>Other Funds' Activity - March 31, 2019</u>				
	<u>Parish Events Fund</u>				
	<u>Balance</u> <u>Jan 1. 2019</u>	<u>Revenue</u>	<u>Expenses</u>	<u>Transfers</u> <u>IN (OUT)</u>	<u>Balance</u> <u>Mar 31</u> <u>2019</u>
Altar	\$1,495	\$0	\$0	\$0	\$1,495
Flower	\$1,819	\$265	-\$518		\$1,566
Holly Fair	\$1,789	\$29			\$1,818
General	\$366	\$0	\$0	\$0	\$366
Parish Sale	\$147	\$2,429	-\$603	-\$1,825	\$148
Wine Fest	\$168	\$0			\$168
Social	\$338	\$170	-\$70	\$0	\$438
	<u>\$6,123</u>	<u>\$2,893</u>	<u>-\$1,191</u>	<u>-\$1,825</u>	<u>\$5,999</u>
<u>Net Income</u>		<u>\$1,702</u>			
<u>Transfer Notes:</u>					

1. Transferred \$1,825 (Jan. Thrift Sales proceeds) to General Operating accounts on March 11.

St. MARY'S BUDGET REVIEW

ITEM	2019 BUDGET	To	% AGE	RMKS 2019 Budget to 2018 Actuals
		Mar.31,2019	25.0%	
INCOME				
REGULAR OFFERINGS	\$96,800	\$21,888	22.6%	
OPEN OFFERING	\$1,500	\$598	39.9%	
FESTIVAL	\$4,400		0.0%	
HALL /FACILITIES USE DONATIONS	\$16,500	\$4,390	26.6%	
SPECIFIC DONATIONS	\$180		0.0%	
H/M/D	\$775	\$500	64.5%	
GST REBATE	\$1,345	\$0	0.0%	Not to be included in Revenue
MISCELLANEOUS	\$225	\$124	55.0%	
TX FROM HOLLY FAIR	\$9,000		0.0%	
PARISH THRIFT SALES	\$6,070	\$1,825	30.1%	
DEFICIT ELIMINATION APPEAL - 2019	\$1,200	\$0	0.0%	
DEFICIT ELIMINATION RESERVE - 2018	\$6,500	\$0	0.0%	
DEFICIT ELIMINATION RESERVE - 2015	\$1,500	\$0	0.0%	
TX from Sunday Serenade	\$0	\$0	0.0%	
TX FROM MEMORIAL		\$18,500	0.0%	
TOTAL REVENUE	\$145,995	\$47,825	32.8%	
DISBURSEMENTS				
STIPEND/BENEFITS - Rector	\$48,240	\$12,410	25.7%	
RELIEF CLERGY	\$766	\$75	9.8%	
MUSIC DIRECTOR	\$11,760	\$2,926	24.9%	
RELIEF ORGANIST	\$613	\$250	40.8%	
ADMIN. ASST/BOOKKEEPER	\$26,189	\$6,841	26.1%	
DIOCESAN ASSESSMENT	\$21,046	\$5,219	24.8%	
CHRISTIAN EDUCATION	\$300	\$65	21.8%	
CLERGY CONFERENCES	\$325	\$0	0.0%	
MUSIC	\$2,200	\$343	15.6%	
SANCTUARY SUPPLIES	\$400	\$0	0.0%	
ADVERTISING	\$350	\$174	49.6%	
INSURANCE	\$3,850	\$3,462	89.9%	
PHOTOCOPY	\$3,457	\$726	21.0%	
POSTAGE	\$350	\$0	0.0%	
STATIONERY	\$1,037	\$211	20.3%	
MAINTENANCE - GENERAL	\$4,000	\$4,529	113.2%	Water Back-Flow Mandated Install & Test
MAINTENANCE - CLEANING CONTRACT	\$4,850	\$999	20.6%	
MAINTENANCE - CLEANING SUPPLIES	\$711	\$230	32.3%	
MAINTENANCE - GARDENING	\$350	\$0	0.0%	
GARBAGE	\$470	\$220	46.8%	
HYDRO	\$8,000	\$1,829	22.9%	
WEBSITE SUPPORT (Church OS)	\$260	\$0	0.0%	
INTERNET	\$2,860	\$648	22.6%	
TELEPHONE	\$800	\$144	18.0%	
WATER/SEWER	\$725	\$195	26.9%	
MISCELLANEOUS	\$800	\$86	10.8%	
BANK CHARGES & RECONCILIATIONS	\$200	\$0	0.0%	
GST Paid (2.5%) non-Refundable / REBATE	\$1,000	\$267	26.7%	
COUNT TRANSFER TO MEMORIAL ACCOUNT		\$0	0.0%	
DEFICIT ELIMINATION RESERVE		\$0		
TOTAL EXPENDITURES	\$145,909	\$41,848	221.5%	
OPERATING SURPLUS/DEFICIT	\$86	\$5,977	6913.2%	



Plan for Change 2015

The Vision For The Parish of Central Saanich is:

Vision = Values + Purpose + Mission

Values:

- Vision begins with examining our values
- Whatever we value will always drive and motivate everything we do: "We do what we value, and value what we do"
- "We would like to have more of the younger generations as part of our parish ... eliminating programs/events would be difficult for us."
- In this case our values may trump our desire to reach out to young families

Parish Survey: Values [we value:]

1. Our Spiritual growth
2. Our social relationships within our parish family
3. Our existing programs and events (stopping any of them would be difficult for us)

Parish Survey: Purpose [Our church exists to:]

1. Live and spread the Good News of Jesus Christ according to Anglican traditions
2. Support each member of our Parish family
3. Reach out to the community

Our Parish Identity and Mission: We are:

1. **Committed Learners.** We nurture our faith and display the joy Christ gives us (Discipleship)
2. **Friendly Inviters:** We invite our "neighbour" to experience our parish family (Evangelism)
3. **Sacrificial Givers:** We reach out to others (Outreach)

The Strategy for Growth (5-Year Plan) of the Parish of Central Saanich is to:

1. *Advance our spiritual growth through worship, teaching and Bible study (Discipleship)*
2. *Strengthen our relationship with the community (Evangelism)*
3. *Increase the number of engaged parishioners (Outreach)*

Vision =

Values

+

Purpose

+

Mission

Values

- Vision begins with examining our values
- Whatever we value will always drive and motivate everything we do: “We do what we value, and value what we do”
- “We would like to have more of the younger generations as part of our parish...eliminating programs/events would be difficult for us.”
- In this case our values may trump our desire to reach out to young families



Parish survey: Values

We value:

- Our spiritual growth
- Our social relationships within our parish family
- Our existing programs and events (stopping any of them would be difficult for us)



Parish Survey: Purpose

Our church exists to:

- Live and spread the Good News of Jesus Christ according to Anglican traditions
- Support each member of our Parish family
- Reach out to the community

Parish Survey: Mission

Our Mission: What is God calling us to do in the next five years?

1. Nurture our existing faith and display the joy Christ gives us (Discipleship)
2. Invite our 'neighbour' to experience our parish family (Evangelism)
3. Reach out to others (Outreach)



Strategy

- A. Further our spiritual growth through regular teaching/sermon series
- B. Strengthen our relationship with the community
- C. Attract more “Boomer families”
- D. Support children and youth in their spiritual growth through our existing program



Tasks

How will we further our mission over the next 12 months?

A. Further our spiritual growth:

- “Triangle Teaching” (Sermon series/Bible study)
- Parish Weekend in October

B. Relationship with the community:

- Host the wine-tasting event
- Consolidate the Christmas hamper program
- Host a Valentine’s Dance in 2016

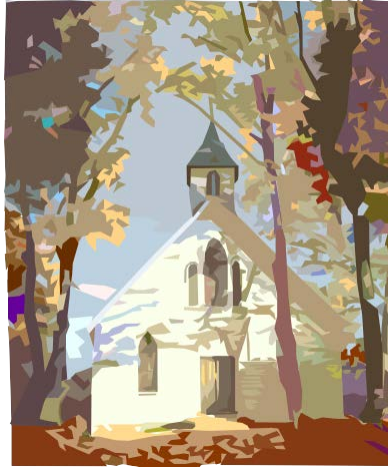
Tasks (cont'd.)

C. “Boomer families”:

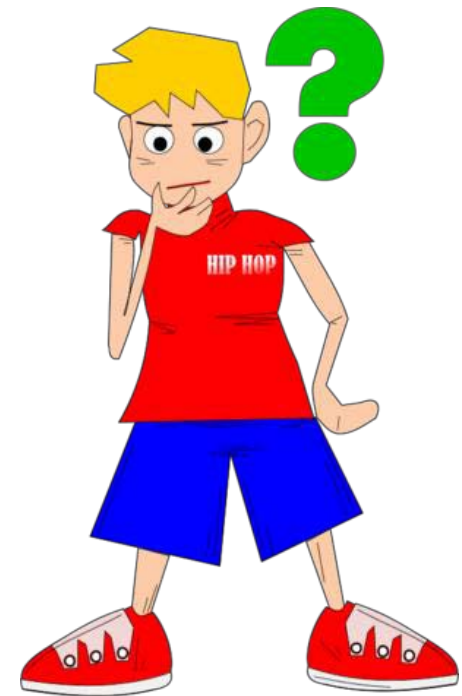
- Start one new small group aimed at the Boomer family

D. Support children and youth:

- ‘Camp in the Community’
- Confirmation preparation
- Sunday School program



more
questions ? ?



Anglican Parish of Central Saanich

Plan for Change 2015/16

- Strategies and Tasks**

A Shared Conversation – September 20, 2015

Our Parish Identity and Mission

We are:

- **Committed Learners**
We nurture our faith and display the joy Christ gives us (**D**iscipleship)
- **Friendly Inviters**
We invite our 'neighbour' to experience our parish family (**E**vangelism)
- **Sacrificial Givers**
We reach out to others (**O**utreach)

Our Strategy for Growth 5-Year Plan

1. Advance our spiritual growth through worship, teaching and Bible study
2. Strengthen our relationship with the community (local, national, and international)
3. Increase the number of engaged parishioners

Tasks for review in future years

- | | |
|---------------------------|-----------------------------|
| 1. Bible Study | 12. Soundings |
| 2. Home Group | 13. Spring Fling (April 25) |
| 3. Thrift Sale (Jan. 31) | 14. Save the Mothers Walk |
| 4. Taize Evening Prayer | 15. Car Boot Sale |
| 5. Pancake Supper (Feb.9) | 16. Peninsula Wine Fest |
| 6. Luncheon, pre AGM | 17. Thrift Sale (Sept.25) |
| 7. Bless the Animals | 18. Garlic Gala |
| 8. Craft Group | 19. Skating Party |
| 9. Stations of the Cross | 20. Sock Hop |
| 10. Sunday Serenades (4) | 21. Holly Fair (Nov.21) |
| 11. Hymn Sing | 22. Advanced Care Planning |

Tasks achievable in 12 months

1. Advance our spiritual growth:

- a) "Triangle Teaching"
- b) Parish Weekend
- c) Parish Workshops



2. Strengthen our relationship with the community:

- a) Engage friends in the community, by inviting them to the following special events:
 - i. Peninsula Wine Fest
 - ii. Free Valentine's Dance
 - iii. Free CPR course in February



- b) Build upon community outreach programs, specifically:
 - i. Christmas Tree Trail
 - ii. "Soup's On"
 - iii. Christmas Hampers
 - iv. Summer Camp



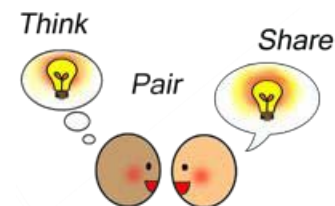
- c) Achieve greater support by our community of churches for the YFC Blue Bus outreach



Tasks achievable in 12 months (cont'd.)

3. Increase the number of engaged parishioners:

- a) Increase the number of new parishioners by:
 - i. Inviting Boomers and their “families” to attend worship
 - ii. Inviting friends and “neighbours” to workshops focused on current needs
- b) Engage current and new parishioners by inviting them to:
 - i. Share their gifts and talents with the parish family
 - ii. Actively participate in a newcomer program
- c) Support children and youth programs, specifically:
 - i. Sunday School
 - ii. Youth Group & Confirmation Preparation
 - iii. “Gems” Group (Girls Everywhere Meeting the Savior)



PET MEMORIAL FEASIBILITY/CONCEPT /BEST PRACTICES

Working Title: Pet Project

SUBMISSION TO:

Peter Daniel
Asset Manager



SUBMISSION BY:

Vicki Swan
T. 250-618-1599
E. vickiswan@gmail.com

February 15, 2019

Table of Contents

EXECUTIVE PLAN SUMMARY	4
WHY A PARTNERSHIP?	5
WHY A SOCIAL ENTERPRISE?	5
BUSINESS HISTORY	7
VISION	7
OBJECTIVES	7
OWNERSHIP	8
LOCATION OF FACILITIES	8
PRODUCTS AND SERVICES	9
DESCRIPTION OF PRODUCTS AND SERVICES	9
COMPARATIVE ADVANTAGE	10
PRODUCTION OF PRODUCTS AND SERVICES	11
FUTURE PRODUCTS AND SERVICES	11
PET LOSS INDUSTRY OVERVIEW	12
MARKET RESEARCH	12
SIZE OF THE INDUSTRY	13
INDUSTRY PARTICIPANTS	14
KEY MARKET SEGMENTS	15
PURCHASE PROCESS AND BUYING CRITERIA.....	16
KEY INDUSTRY TRENDS.....	16
INDUSTRY OUTLOOK	17
MARKETING STRATEGY	17
TARGET MARKETS	17
DESCRIPTION OF KEY COMPETITORS	18
ANALYSIS OF COMPETITIVE POSITION	18
PRICING STRATEGY	19
PRICING ACROSS CANADA (FOR REFERENCE)	19
PROMOTION STRATEGY	21
IMPORTANT TO NOTE	21
FOCUS GROUPS	21
LAUNCH EVENT/OPEN HOUSE	22
SOCIAL MEDIA: FACEBOOK AND INSTAGRAM	23
NEWS RELEASES	23
MEETUPS	24
HANDBILLS	24
WEBSITE	24
POSTERS	24
MANAGEMENT AND STAFFING	24
ORGANIZATIONAL STRUCTURE	25
PROJECT COORDINATOR	25
SITE COORDINATOR (PAID OR VOLUNTEER)	26
LEAD LANDSCAPER (PAID OR VOLUNTEER)	26
LANDSCAPER ASSISTANTS	27

CUSTOMER SERVICE REPRESENTATIVES.....	27
COMMUNICATIONS AND MARKETING MANAGER.....	27
REGULATORY ISSUES.....	28
IMPLEMENTATION PLAN RECOMMENDATIONS.....	28
RISK	29
START UP COSTS	29
FINANCIAL ASSUMPTIONS AND SUMMARY.....	31
APPENDIX A	33
SOCIAL ENTERPRISE INFORMATION	33
APPENDIX B	34
CHURCH SOCIAL ENTERPRISE INFORMATION	34

EXECUTIVE PLAN SUMMARY

On Vancouver Island, across Canada and the United States, cremated pet remains memorial gardens and/or burial sites are profitable only when paired with one or more other services and/or products. Typically, as research across North America revealed, the few pet memorial gardens and burial sites that exist are usually offered in conjunction with crematoriums, such as Honor Your Pet on Vancouver Island (<https://www.honoryourpet.ca/>) and Okanagan Pet Cremation and Memorial Boutique (<http://www.okanaganpetcremation.ca/>).

In Canada, very few pet cemeteries and gardens exist and in recent years, it seems several have been purchased by Gateway, which appears to be associated with Until We Meet Again in Victoria.

On Vancouver Island, approximately 14,000 pets are cremated each year, but based on research, developing and providing a stand-alone pet memorial garden is not a financially profitable enterprise. However, if money is not the primary reason to start a memorial garden, the Pet Project venture can benefit churches in many other ways including:

- Encouraging and supporting emerging new forms of spiritual community;
- Creating new community partnerships;
- Supporting emerging new forms of spiritual community; and
- Revitalizing and transforming existing spiritual communities and inviting others to join us.

If financial profit is not the primary goal, the ideal structure for the Pet Project could be a shared partnership social enterprise specializing in pet loss grief support and the internment of cremated pet remains.

The BC Centre for Social Enterprise defines a social enterprise as a business that has two goals: to achieve social, culture, community economic and/or environmental outcomes; and to earn money.

Why a Partnership?

A partnership will allow churches, that want to operate pet memorials, to cost share, possibly do bulk buying, maybe provide some employment for church members (engraving of plaques/bricks and/or stones), apply for training grants/equipment, and share resources.

Why A Social Enterprise?

Charities and non-profits rely on three core sources of revenue:

- government funding;
- philanthropy; and
- and earned income.

Of these, only earned income offers any prospect for long-term growth, and establishing a Pet Project social enterprise could be an introduction to operating a social enterprise and exploring other mission related applications.

In New Brunswick, Brent Harris, a member of the Anglican Church, runs a successful tool library social enterprise and feels “If the church were to foster the growth of such enterprises, he says, it could both attract more young people and reduce the social isolation of its elderly members...” (see full article:

<https://www.anglicanjournal.com/around-the-dioceses-december-2018/>)

Matt Overton, an Associate pastor, at Columbia Presbyterian Church, Vancouver, Washington, who started a church-based social enterprise, believes: “...social enterprise — a business with a social good in mind — can offer a new way forward for the church.” (see full article: <https://cep.anglican.ca/the-three-phases-of-launching-a-church-based-social-enterprise/>)

According to the 2014 British Columbia Social Enterprise Sector Survey Report a social enterprise is: “A business venture owned or operated by a non-profit organization that

sells goods or provides services in the market for the purpose of creating a blended return on investment, both financial and social/environmental/cultural.”

<http://sess.ca/wp-content/uploads/Report-2014-BC.pdf>

Social enterprises have been part of church culture for decades. In Canada, there is a church operated thrift store in almost every community. Today, in addition to providing revenue, social enterprises can support the churches’ mission by:

- delivering programs and services aligned with the churches’ purpose
- reaching individuals and groups that do not have a relationship with the church
- serving a community need, and/or
- solving a problem.

A United Church blog article: “What Does Social Enterprise Have to Do with Church” (<https://www.united-church.ca/blogs/round-table/what-does-social-enterprise-have-to-do-church>) suggests social enterprises may be a means of engaging people outside of the church:

“In the United Kingdom, “fresh expressions of church” has become the leading growth edge of the mainline church over the past two decades. These fresh expressions do not begin with “build it and they will come” mindset. Rather, they begin with listening and relationship building in the community. From there, they move to engagement and service (this is where social enterprise comes in), they intentionally seek ways to share the gospel and finally, build a potentially new form of faith community.”

World Vision Canada Programs has published:

Work for the Common Good: An Introduction to Social Enterprise for Christian Organizations in Canada

http://www.justwork.ca/uploads/1/0/5/9/10597101/work_for_the_common_good_social_enterprise_introduction_2014.pdf

Other information about church related social enterprises are in Appendix B.

BUSINESS HISTORY

Vision

The Anglican Diocese of BC has a living Vision: Renewed Hearts, Renewed Spirits and Renewed People

The vision is expressed in three areas of focus:

- Faith in Action
- Faith in Formation
- Faith in Foundation

The Pet Project supports **Faith in Action**:

- Emerging Ministries Encouraging and supporting emerging new forms of spiritual community, to plant the church more widely in the world.

It also supports **Faith in Foundation**:

- Asset Management Using existing assets effectively by sharing them widely and creating new community partnerships.
- Financial Resources Engaging sustainable fundraising efforts to support initiatives at every level of the diocese for the long-term.
- Current Ministries Revitalizing and transforming existing spiritual communities and inviting others to join us.

Both Faith in Action and Faith in Foundation speak to strategies required to ensure the Diocese is vital and viable into the future. It references the need for sustainable funding, which a pet loss social enterprise can support, and the Pet Project can contribute to transforming existing spiritual communities and inviting others to join.

Objectives

- Involve community members, who have not been active in the church, to contribute their input to developing and promoting the pet memorial garden and associated services

- Provide both religious and secular pet memorial services and celebrations
- Create new community partnerships with pet businesses and associations, such as gardening clubs; dog walkers; pet sitters; vets and pet health providers; groomers; breeders; the Society for the Prevention of Cruelty to Animals (SPCA); trainers; service dog associations; etc.
- Be the number one venue for animal memorials and celebrations of life
- Be the trusted source of support for pet loss grieving
- Achieve referrals from 5% of pet loss service providers (vets, crematoriums, etc.) within 2 years
- Raise .5 % of the churches before expenses revenue within 2 years.

Ownership

The Pet Project could be operated as an “active” partnership social enterprise. Active members would be churches that have, or are, creating pet memorial gardens and want to share or centralize resources such as policy development, training, customer service standards, website, social media, and/or product ordering and engraving

The work of the Pet Project Social Enterprise could serve the whole Anglican Diocese of BC by offering pet loss education to clergy, volunteers and staff; and providing an online pet loss resource.

Location of Facilities

Anglican Diocese of BC Churches may join the Pet Project at any time pending acceptance by the Pet Project Governance. The founding churches are likely to be St. Mary Anglican Church, located at 2600, Powder Point Road, Nanoose Bay and St. Stephen Anglican Church, located in 7921 St. Stephen Road, Saanichton.

Representatives of active churches would govern the social enterprise and likely have three representatives: Site Pet Project Coordinators, Site Lead Administration Support, and the Site Volunteer Coordinator.

PRODUCTS AND SERVICES

Description of Products and Services

As proprietors of Pet Memorial Project, churches will be faced with the expression of grief by pet parents. According to Dr. Corrinne Allyson, a Psychotherapist and Counsellor based in Victoria, most people, who loss a pet, have profound grief during the first few days. Dr. Allyson, who started assisting people through pet loss, at the request of the Until We Meet Again (Victoria), counsels her clients to memorialize and honour their pets. She feels that if churches can help people with the overwhelming grieving that occurs in the first few days after pet loss and provide other grief related services, a big gap will be filled.

To serve customers, support the Pet Memorial Garden(s), and contribute to marketing, it's recommended the Pet Project include a number of services:

- A Pet Memorial Garden for:
 - the burial of cremated remains under an engraved memorial rock or brick
 - scattering of ashes
 - placement of remembrance name plaques
- Grief support
- Pet loss memorial services, ceremonies or celebrations of life
- A pet parent (family) Guide to Planning Ahead
- Business website that features
 - An online pet loss directory, listing programs and services across Vancouver Island and the Gulf Islands (such as mobile vets, crematoriums, memorial and memorial items developed by local artists);
 - Grief support resources;
 - An online pet memorial (replicated on Instagram and Facebook);
 - Scientific information about "green" pet disposal practices;
 - A Pet Parent Guide to Planning Ahead;
 - Information about laws and regulations related to burying or dispersing pet remains; and

- If space provides, active dog parks, play spaces or activity areas (St. Stephen's has a very strong marketing advantage with a large pet park that can accommodate large dogs in need of running)

Comparative Advantage

Anglicans have a special relationship with pets. Saint Francis of Assisi, the patron saint of animals and the environment, is celebrated each year with a feast. On this day, which is October 7, the public is invited to bring family pets to be blessed and celebrated. It's an opportunity to acknowledge and recognize the important contributions pet companions and service animals make to our lives and it's a way to give thanks and show gratitude.

Providing pet loss services is a natural progression for the Diocese; churches can provide trusted comfort and closure to grieving pet owners and honour a pet's place in the family.

Most products that could be offered by the Pet Project, other than the online pet memorial and grief support resources, are not available from any other Vancouver Island based pet loss service provider. However, at the Parksville Qualicum SPCA, you can purchase a plaque and intern your pets' ashes for \$100. The SPCA in Cowichan Valley has a memorial garden but they don't promote it. The garden is sometimes used by people who have taken home animals from their facility, but it rarely happens.

Honor Your Pet, located in Black Creek, has space where you can spread your pet ashes for free, but that is only if you have used their crematorium.

In addition, at this time nobody is formally offering pet memorial services, however, one of the owners of Honor Your Pet has recently been certified as Canada's only Life Celebrant for Pets and she provides informal phone-based pet loss support. She was trained by a Catholic Deacon.

Pet Project will be the only Christian pet loss service provider and it will also provide secular services.

Owning the land, where the Pet Project internment and scattering will be based, is a financial advantage and the trusted reputation of the Church will contribute to consumers having confidence in the business.

Production of Products and Services

Agreements can be made with local engravers to stock bricks/rocks and plaques for the memorial garden(s) burials and plaques to honour pets that have had their ashes scattered.

Ideally, between Monday to Friday, within 24 hours of receiving a memorial order, requests will be issued to the engraver(s) who will fill the order within 48 hours and return it by mail to the church. (In Nanoose, based on .54 per km, the 17 km return trip to the engravers will be more expensive, than postage, if staff or volunteers drive and do the pick-up. If you factor in staff time, the cost increases by .45 of an hour of staff time and an additional % for benefits.

Online resources, including grief support materials, social media and website pet memorials, will be updated as and when required by the Communications Lead and can be updated as and when needed.

Future Products and Services

Most people have their pet's cremated remains returned to them in a beautiful compostable box, and all Vancouver Island crematoriums have a selection of urns and keepsakes for sale to the public. Urns and keepsakes can add to the profitability of the Pet Project venture. Locally made urns and keepsakes could enhance the visibility of the Pet Project, create new partnerships, and raise awareness about the Pet Project and participating church(es). Providing locally sourced keepsakes and urns may be a future consideration. In the Parksville, world renowned glass maker, Robert Held Glass Art creates memorial objects by combining cremated remains with glass.

A number of people scatter their pet ashes in a place of significance. Cremated pet remains, often called ashes, are pulverized bone fragments. Most plants cannot grow in cremated remains, and even scattering ashes could have a detrimental impact over time. The Pet Project may choose to work with local master gardeners to “green” cremated ashes for scattering and may want to offer this “greening” solution to the public in the future. Another option is to sell a product, called Let Your Love Grow, online through the Pet Project website. Let Your Love Grow, is an organic solution soil amendment product and it can be added to cremated remains. Currently, because Let Your Love Grow is organic, it cannot be shipped into Canada. The company is working to put a Canadian supplier in place.

PET LOSS INDUSTRY OVERVIEW

Market Research

Market research has included

- Contacting all Vancouver Island Crematoriums and interviewing them about their businesses.
- Contacting all known pet cemeteries and pet memorial gardens across Canada.
- Interviewing mobile vets on Vancouver Island, who provide at-home pet euthanasia and manage pet remains.
- Conducted an email survey of crematoriums.
- Surveyed a group of St. Mary church members and realized surveys can be of more value if done as part of the Pet Project marketing strategy.
- Surveyed 20 veterinarian offices about end of life services they provide, the costs and their end of life referrals.
- Exchanged emails and had two lengthy discussions with Coleen Elis who:
 - Started the first pet hospice and the first stand-alone pet funeral home in the USA.
 - Operates Two Hearts Pet Loss Centre, a consultancy that assists in the development of meaningful pet death care services and provides pet grief educational services.

- Founded, and is now co-chair of the Pet Loss Professionals Alliance
- Wrote *Pet Parents: A Journey Through Unconditional Love and Grief*,
- Is the President of the International Association of Animal Hospice and Palliative Care
- Is a partner in Let Your Love Grow, a business that sells an organic mixture that can turn cremated ashes that are otherwise harmful to the earth into a nutrient-rich soil.
- Consulted with local master gardeners about the greening of cremated remains.
- Visited to Nanoose Bay artisans.
- Read numerous reports about Social Enterprises, including one specifically written for Canadian faith organizations (see Appendix A and B for references).
- Visited the Vancouver Island Animal Crematorium.
- Interviewed the only church-operated pet memorial garden I could find in North America.
- Interviewed Yates Memorial Services about green cremations, the burial and scattering of cremated pet remains and referrals.
- Interviewed most pet cemetery owners across Canada.
- Interviewed representatives with:
 - the memorial society of BC
 - Natural Burial Association
 - Canadian Veterinary Medical Association – BC Chapter
 - Recompose
 - SPCA
 - Let Your Love Grow
 - Department of the Environment of BC
 - Parks Canada
- Worked with the Regional District of Nanaimo to determine regulations and guidelines
- Did extensive online research.

Size of the Industry

Outside of greater Victoria, including Sooke, there are two crematoriums: Vancouver Island Animal Crematorium based in Courtenay and Honor Your Pet based in Black

Creek. Honor Your Pet, says they do 85% of all cremations North of the Malahat, which works out 6,000 cremations annually.

If Honor Your Pet's information is accurate, north of the Malahat, there are approximately 6,900 pet cremations performed each year, serving a population of 407,577.

In Greater Victoria, the population of 367,770 is served by two crematoriums. Until We Meet Again, in Victoria and Glory Bound Pet Cemetery in Sooke. Based on figures provided by Honor Your Pet, we can estimate that over 7,000 pet cremations take place each year in the Greater Victoria area.

Each cremation customer is a potential Pet Project customer.

Industry Participants

On Vancouver Island the pet loss industry involves:

- A Pet Life Celebrant
 - Tara Laderoute (owner, Honor Your Pet)
- Pet Memorial Gardens
 - SPCA memorial gardens in Parksville and Qualicum Beach and Cowichan Valley
- Four animal crematoriums
 - Glory Bound
 - Honor Your Pet Crematorium
 - Until We Meet Again
 - Vancouver Island Animal Crematorium
- 123 Veterinarian Clinics or Hospitals (some employing a number of veterinarians). See Appendix B for full list.
- In home euthanasia and pet aftercare service providers.
- Pet memorial product producers:
 - Spirit of Life Pet Memorial Products (appears to be a business owned by Honor Your Pet)

- Pacific Rock Engravers (this business has a number of specialties including pet memorials)
 - Robert Held Glass, based in Parksville, creates glass balls with human and pet ashes and has also hosted a Memorials Held with life celebrants
 - Pet loss grief support
 - All crematoriums and some veterinary clinics and hospitals have pet loss resources on their websites
 - Pet Loss Counsellors:
 - Victoria: Dr. Corrinne Allyson, Victoria
corrinne@victoriabctherapy.com, <https://www.victoriabctherapy.com/>
 - Juli Wild, Offers phone & Skype counseling*
<http://wildflowerhealing.com>
- (*does not appears to have recognized certifications)
- * Pet Aquamation, also called alkaline hydrolysis has been available in the past, but doesn't appear to be at this time

Currently on Vancouver Island, as far as we know, only the SPCA Parksville Qualicum offers the burial of pet cremated remains.

Confidential and Not to Be Shared

A new full-service pet loss business is being planned for the central island, and this business will offer: cremation, burials, scattering garden, gathering area for families, celebrations of life, urns and keepsakes, all in one location.

Key Market Segments

- At the time of pet loss, pet owners have the most interaction with their veterinarians
- Veterinarians have 75% more interaction with crematoriums than individual pet owners
- A small percentage of pet owners will source grief and memorial resources

PURCHASE PROCESS AND BUYING CRITERIA

Typically, pet loss consumers access pet loss service providers through their vets. A secondary resource is online searches for urns, keepsakes and pet loss support.

Key Industry Trends

Over time, “pet keeping” has evolved significantly, especially since World War II. Up until that time, most pets had a functional purpose such as guard dogs, or barn cats that controlled mice. Now, according to a 2016 poll conducted by Fortune, 76% of pet owners think of their pets as family members, and this has caused an explosion of products and services previously reserved for humans.

According to Packaged Facts, the Canadian pet industry is worth around \$7 billion including food, supplies and services and close to 65 per cent of Canadian households own at least one pet.

Millennials are delaying having children but tend to have pets and see themselves as “pet parents”. Also, 44% of this demographic will pay more for products/services that are organic, sustainable or natural and are being sold by a corporately responsible businesses and/or organization. Millennials learn about most products and services online through social media and websites.

Pet businesses are moving online. GoFetch.ca, based in Vancouver, allows customers to book and manage personalized care for their dogs, including dog sitting, dog walking, boarding and doggy daycare. A booking is made every 15 minutes.

Spending by people aged 55-64 tends to go down in most areas, but in the category of pets and pet care it goes up.

There is growing evidence that pets are good for the health and wellness of seniors.

Gateway, owned by Imperial Capital, is purchasing pet cemeteries and crematoriums across the country. Until We Meet Again, in Victoria, is “Powered by Gateway”.

The number of people opting for in-home euthanizing of their pet is increasing. In addition to their other services, most “mobile vets” charge a \$100 fee for managing the process of having a pet cremated. Some charge up to an additional \$40.00 to return cremated pet remains to the pet owner.

An informal phone survey of 20 veterinarian offices, that included asking about prices, indicates that a handling fee is built into end of vet services.

Industry Outlook

Products and services that support environmentally responsible and personalized pet loss services are expanding in all areas of the pet industry.

The pet loss industry is growing annually, but how that breaks down into industry segments is not available.

MARKETING STRATEGY

Target Markets

Initially the Pet Project participants will likely be St. Mary Anglican Church in Nanoose Bay, and possibly St. Stephen in Central Saanich. Based on these locations, target markets could be:

In Nanoose Bay

- People who frequent the church for religious and/or secular reasons
- Owners of small dogs, looking for a small park-like area to socialize their dogs (if this is made available)
- Parents or caregivers who want to teach their children about death through the passing of a family pet
- Owners and operators of pet related businesses or organizations

In Central Saanich:

- People who frequent the church for religious and/or secular reasons

- Dog owners, who have dogs of all sizes, in the greater Saanich area, who are looking for scenic places and spaces to exercise their dogs
- Parents or caregivers who want to teach their children about death through the passing of a family pet
- Owners and operators of pet related businesses or organizations

Description of Key Competitors

SPCA Parksville Qualicum Beach are the primary competitors however, collaborating will likely increase the number of people accessing their services and those of the church. Possibly a percent of what is made by the Pet Project could be donated to the SPCA.

Analysis of Competitive Position

The Pet Project's association with the Anglican church may help the business be perceived as trust worthy and genuinely caring.

The competitive advantage of a church partnership, is that churches have:

- "free" space
- in some cases, experience with internment of cremated remains
- an understanding of grief and the needs of those who are grieving
- a high regard for pets and animals evidenced by the annual blessing of the animals
- a commitment to reconciliation and working with local First Nations (local First Nations could be consulted about honouring pets.)
- staff and volunteers who can be trained in pet loss grief support and customer service
- non-profit status as registered charities.
- relationship building and serving the community values
- a commitment to diversity

In Nanoose, a percentage of revenue could be donated to either the SPCA Parksville Qualicum or Nanoose Community Services, which has an office in the church. In other

Pet Project locations, churches may choose to support other local animal related organizations.

Pricing Strategy

Prices were determined by looking at what other organizations are charging, overhead, and by mapping all the stages involved from first contact with the customer to delivering the product/services and completing the transaction. All prices could be tested in a focus group as part of the marketing strategy.

- \$75 Scattering of Ashes
- \$100 Scattering of Ashes with Memorial Board Plaque,
- \$200 Scattering of Ashes with Memorial Board Plaque and Service+
- \$150.00 Cremated Remains Burial includes engraved rock/brick*
- \$250.00 Cremated Remains Burial includes engraved rock/brick With Service*+
- Hall Rental for Celebration of Life (Various)

*Scattering of some ashes permitted

+Anglican or secular services provided

Pricing Across Canada (For Reference)

Honor Your Pets, Black Creek, BC

Allows cremation customers to scatter ashes for free.

Resting Paws Cemetery and Crematorium, Ottawa, Ontario

- \$175.00 Plot. Includes:
 - 15-year maintenance agreement
 - Opening and closing plot
 - 6" x 12" black granite marker engraved with name, dates and note.
- \$800 Tree Sponsorship
 - 15-year maintenance agreement
 - 6" x 12" black granite marker engraved with name, dates and note.

*It is up to the customer to renew the maintenance agreement. Resting Paws does not contact them.

Sunshine Pet Cemetery Guelph, Ontario (now owned by Gateway)

- \$240.00 Columbarium (Niche and basic memorial plaque)
- \$255.00 Under a tree (Burial site and basic memorial plaque). You select site.

* On the same property they also offer dog grooming and boarding

Havelberg Pet Cemetery, Orono, Ontario

- \$600.00 and \$50.00 annual fee. Includes:
 - 3 X 4-foot plot
 - Stone marker
 - Season's pass to Jungle Cat World Wildlife Park

* They have 13 acres they also run a zoo and bed and breakfast on the same property

Part of the Family Pet Memorial Centre, Sturgeon County, Alberta

Allows cremation customers to scatter ashes for free. They are working with their county to have burial sites in the future

Pansy Cemetery, Steinback, Manitoba (204) 434-6132

- Small Animal Burial - \$350.00
- Large Animal Burial - \$700.00

Peaceful Acres Pet Cemetery and Crematorium, Ellershouse, NS (902)499-9289

No contact made

Eternal Companions, Rigaud, Quebec 1.866.302.0500

No contact made.

Country Club Pet Memorial Park – Calgary

This business offers three cremation plot styles and they will "say a verse" during the interment.

- \$300 Mausoleum (building) Includes:
 - Individual Niche and Metal Photo Plaque
- \$500 Columbarium Garden. Includes:
 - Raised bed plot, and engraved stone marker.
 - Up to 4 urns allowed in a plot. After opening for first urn, each additional urn is \$125.00.
- \$650 Cross Lilac Garden. Includes:
 - Includes inground plot with space for up to 8 urns, and a stone marker. After opening for first urn, each additional urn is \$125.00.

*Country Club Pet Resort (boarding kennel) is also on the property. They have been in business 65 years on 20 acres.

PROMOTION STRATEGY

A relationship marketing strategy can be applied to the Pet Project. Forbes defines relationship marketing as *“a strategy designed to foster customer loyalty, interaction and long-term engagement. It is designed to develop strong connections with customers by providing them with information directly suited to their needs and interests and by promoting open communication.”*

A relationship strategy is very important with the everchanging landscape of information distribution. Pet Project participants should be aware of where their target and growth markets “live” and be in those spaces.

Important to Note

According to a 2018 Pew Research Center survey, conducted in the United States:

- 77% of people go online daily
- 26% of American adults now report that they go online “almost constantly”
- 43% say they go online several times a day
- 8% go online about once a day.
- 11% go online several times a week or less often; and
- 11% of adults say they do not use the internet at all.

Another Pew Research survey found the number of people using phones to get their news has tripled in just five years.

Mobile devices (phones and tablets) have become one of the most common ways Americans get news, outpacing desktop or laptop computers. Roughly six-in-ten U.S. adults (58%) often get news on a mobile device, 19 percentage points higher than the 39% who often get news on a desktop or laptop computer. (Statics in Canada likely mirror the United States.)

Focus Groups

Since a primary focus of the Pet Project is make connections with people outside of the church, work that should take place during the business planning could take place as part of the implementation.

Focus groups can contribute to providing input on what the Pet Project garden could look like, feel and feature. The Focus Group could be made up individuals and representatives from dog related organizations or businesses. Some of the focus group participants may even volunteer to assist with the planning and garden development, and/or launch event.

- Local Gardening club(s)
- SPCA
- Dog Trainers
- Artist Groups
- Local schools and/or home schooled
- Pet Product and Service Providers
- Dog Walkers
- Pet Groomers
- Pet Sitters
- Pet Boarding/Kennels
- Doggy daycares
- Buddhist Temple (if there is one in the area)
- Dog walking groups

Launch Event/Open House

When the timing is right, the Pet Project may want to have an official launch. It could be a fun community project that celebrates pets, introduces the public to the pet play area/park (if one exists) and involve volunteers, the local school and stakeholders such as local pet service providers. A fun carnival environment could be established with businesses and animal and pet association booths, do it yourself demonstrations (grooming, agility, training, etc.), short Pet Talks delivered through the day on a variety of topics, and a cafe.

Social Media: Facebook and Instagram

Social media is an interactive medium that encourages conversations. The Pet Project can build relationships by tagging and sharing collaboratively with individuals, organizations and businesses.

Interest in the Pet Project could be gained by having socials that are entertaining and informative. Social media is a way to give back while raising your profile and building your reputation. Some themes could be:

Rest Your Soul:

Dedications to animals that have been interned in the Pet Memorial Garden (replicated from online website memorial)

How We Remember

Ideas for memorializing Your Pet, including DIY projects

SPCA Pet of the Week

Pet Health Tip

Each month you could work with a different “guest vet” to develop a weekly tip

Welcome to the World

Feature a baby animal of the week

The most “pet centric” target audience is millennials and other age groups that don’t typically get their information from hard-copy newspapers. They “live” on Instagram (mostly) and Facebook, so accounts on these socials can drive interest and success. In addition, a volunteer can easily manage socials when they have been trained and have a plan to follow.

News Releases

Any time a news worthy event happens, such as a change to services or an upcoming event, it’s a good idea to issue a news release to the media and stakeholders via email and social media. Well written and strategically timed news releases can be a substitute for costly print advertising and is a means to reach people who are not on social media.

Meetups

Consider starting a Meet Up group (<https://www.meetup.com/>) , or better yet, have a dog walking group start this and give them space. Your church could host monthly or quarterly pet/animal events. Some possible topics could be: keeping your pet tick free, when a pet dies how you can teach your child about death, be bear aware, etc.

Handbills

Create professionally branded and designed two-sided handbills to leave in the offices of pet service providers and organizations. (Handbills are more likely to be read than brochures.)

Website

Typically, people don't follow websites, and most leave a site after 10 – 20 seconds. The website should be professionally designed and meticulously updated. Social media will be the primary driver of traffic to the website, which will act as the trusted source of all Pet Project information and resources and provide an online order form for goods and services (a form will cut down on staff time involved in managing paper forms and face-to-face pick up and drop off of forms). The staff or volunteer who manages the website will need to stay up-to-date about search engine optimization (SEO) and website trends, which change rapidly.

Posters

Use posters as and when needed, but note that the investment of time in creating and distributing posters does not always bring much in the way of return. Having said that, posters strategically placed in small communities can have a tremendous impact.

MANAGEMENT AND STAFFING

Organizational Structure

The proposed Pet Project structure is a governance team made up of representatives from each church that is actively involved in the Pet Project. The team could provide oversight and direction on shared:

- Policies and procedures
- Financial Management
- Products and services
- Customer Service planning
- Training
- Communications and Marketing
- Quality Control
- Website/Socials

There is a role for volunteers, clergy, paid staff and even individual church members within the management and operation of the Pet Project. Creating a one-size fits all model of management and staffing does not work, since all Anglican churches have different resources. All listed job titles could be paid or volunteer, but each church would need to decide.

The list of jobs may seem long, but they could potentially be done by one person. Listing all the jobs and tasks is to ensure Pet Project partners consider all that is involved in having this new service. And, it could all be volunteer driven if well-coordinated.

Project Coordinator

A volunteer or paid coordinator would set up and oversee, in partnership with a governance committee:

- Development of policies and procedures
- Financial Management
- Product and service pricing
- Customer Service
- Training (Clergy, church staff and volunteers)
 - Customer Service

- Pet Loss Grief Counselling
- Branding and brand promise
- Communications and Marketing
- Stakeholders Engagement
- Supplier relations
- Quality control
- Continuous Quality Improvement
- Develops a complaints and compliments process
- Manages phone and email inquiries or forwards them to the appropriate Site Coordinator
- Bookkeeping

Site Coordinator (paid or volunteer)

- Manages inquiries and provides or books site tours
- Directs callers to pet loss resources and on-call support
- Places orders for plaques and memorial stones/bricks
- Schedules facilities
- Schedules the Reverend
- Receives orders
- Greets customers and introduces them to staff/volunteers who will be working with them to provide site tours, deliver services, be present during the scattering or burial
- Provides images and text for social media as and when needed
- Issues receipts

Lead Landscaper (paid or volunteer)

Manages the garden, schedules volunteers and oversees:

- Application of plaques
- Opening of the burial site and final closure
- Garden upkeep
- Greening of ashes

Landscaper Assistants

- Assist the Lead Landscaper as directed

Customer Service Representatives

- Takes messages for the Site Coordinator when they are not available
- Directs callers to pet loss resources and provides support

Communications and Marketing Manager

- Creates and oversees the communications/marketing plan
- Oversees all communications/marketing activities and the positions of:
 - Social media lead
 - Website Lead
 - Ad Hoc Event Planning Team

Social Media Lead

- Posts to social media and responds to comments

Website Lead

- Keeps the website updated and refreshes regularly
- Applies SEO strategies

Ad Hoc Event Planning Teams

- As and when needed

REGULATORY ISSUES

In Canada, a pet cemetery regulatory body does not exist. Human cemeteries are regulated by Consumer Protection BC. Pet and animals cannot be buried together at a human cemetery.

According to a water policy analyst at the Ministry of Environment and Climate Change Strategy: there is no specific legislation or regulation in BC that governs spreading of cremated remains over public lands or in water bodies. However, Parks Canada likes to be advised in advance.

It is recommended that churches work with their local governments to ensure that a cremated remains pet cemetery is in compliance with the local Official Community Plan, zoning and/or bylaws.

IMPLEMENTATION PLAN RECOMMENDATIONS

March

- Do a soft roll out with the public and ask for focus group participation
- Hold a webinar Pet Loss Training In-service for staff/volunteers/clergy

April

- Build the garden
- Develop a marketing/communications plan and associated materials

May

- Open the garden to church members and test processes
- Soft launch the Pet Project at a Pet Loss information session held in conjunction with the SPCA and local pet loss service providers

Fall

- Official opening and announcement

RISK

Unsuccessful Partnership

Partnerships don't always succeed, and if this happens, individual churches could manage their own pet memorial gardens independent of other churches.

Closure

If any pet gardens need to be closed to future public customers, due to a lack of revenue, it will be good to have a customer guarantee in place that assures customers that their pet memorial will be maintained and remain in place.

Environmental Concerns

Some people feel that cremation is detrimental to the environment and may feel the Pet Project endorses cremation. Science related to the environmental impact of cremation is limited. When someone makes remarks about the environment impact of cremation, ask them for their source of information. The greening of death is a big industry and it is advisable to watch for developments.

START UP COSTS

ITEM	COST	NOTES
Garden design and materials including seating, statues, memorial board, and water feature that pets can drink from	\$500-\$2,000 (site cost)	Location and features dependent on site (for example Nanoose wants a statue, others may not)
Pet Loss Grief Training Webinar	\$200 (shared cost)	To be recorded and shared as a training tool
Website and Domain	\$300** (shared cost) Annual Cost.	Less expensive sites exist, but you will want one tha:

ITEM	COST	NOTES
		1. allows customers to make their orders/purchases online. (The cost of website will likely be recovered in the savings of staff time.) 2. Is intuitive and easy for anyone to use/maintain 3. Has contemporary design templates 4. Seamlessly converts to mobile 5. Has strong a SEO
Professional Graphic Design: Logo/Handbills	\$300 (shared cost)	
Rack Card Printing	\$145 (shared cost)	For 1000
Signs for Wayside Pulpit	\$200 (Site cost)	Memorial Garden Name
Social Media Promotions	\$100 (Site cost)	
Phone	TBD	
Bookkeeping	TBD	

ITEM	COST	NOTES
Memorial Board Plaques and engraving	\$17.50 each	
Mail shipping of Memorial Board Plaques \$3.00	\$16.50 each	
Engraved brick or rock	\$17.50 each	
Engraved brick or rock shipping (5 pds)	\$17.30 each	*Canada Post Small Business Solutions Rate

**Cheaper options are available, but they do not include the domain cost, nor do they have search engine optimization features (the backend that moves you up in internet rankings so you can be found)

FINANCIAL ASSUMPTIONS AND SUMMARY

The Pet Project revenue is difficult to access. No models exist and success will depend on a “need” being served, the willingness of people with the “need” to deal with a church-related organization (a social enterprise website, that does not have church/diocese branding will be a beneficial), marketing, and customer service.

Startup funds already exist for the Pet Project, but ongoing operating funds for the garden upkeep, website and marketing will be derived from operation profits. If profits do not allow for annual expenses to be met, the Pet Memorial Garden(s) can be closed to new customers outside of the church.

The Pet Project is virtually risk free and has the potential in bringing new people to the church who are pet lovers, need comfort or want to volunteer. It’s an easy service for churches to provide independently but working as a partnership social enterprise could help smaller churches, with limited resources benefit from shared skill development, funding and online ordering.

The Pet Project taps into the universal love we have for animals and is a great way to test the potential of a social enterprise model. If done right and well marketed pet

memorial gardens will be incredible community outreach assets. I know that I'll be visiting St. Stephen next time I'm in Victoria because it is scenic location and space for my dog to have a good run. If I lived in the Victoria area, St. Stephen would be a frequent destination, and likely my choice for interring my pet when she passes. What better place than a location where you've had loads of fun and made good memories together?

Appendix A

Social Enterprise Information

Legal Structures for Social Entrepreneurship

https://www.centreforsocialenterprise.com/wp-content/uploads/2015/08/Structure_Shop_PPT.pdf

2014 British Columbia Social Enterprise Sector Survey Report

<http://sess.ca/wp-content/uploads/Report-2014-BC.pdf>

The Canadian Social Enterprise Guide

<https://www.vancity.com/AboutVancity/VisionAndValues/ValuesBasedBanking/FinancialLiteracyAndBasicBanking/The-Canadian-Social-Enterprise-Guide.pdf>

BC Centre for Social Enterprise

<https://www.centreforsocialenterprise.com/contact-us/>

VanCity: Social Enterprise and Social Venture

<https://www.vancity.com/AboutVancity/InvestingInCommunities/StoriesOfImpact/Social/>

Causeway Work Centre

<http://www.causewayworkcentre.org/>

*Referenced for their definition of social enterprise

Appendix B

Church Social Enterprise Information

Work for the Common Good: An Introduction to Social Enterprise for Christian Organizations in Canada

http://www.justwork.ca/uploads/1/0/5/9/10597101/work_for_the_common_good_social_enterprise_introduction_2014.pdf

What Does Social Enterprise Have to Do with Church? Referenced in Why Social Enterprise

[https://www.united-church.ca/blogs/round-table/what-does-social-enterprise-have-to-church](https://www.united-church.ca/blogs/round-table/what-does-social-enterprise-have-to-do-church)

<https://ministryincubators.com/the-three-phases-of-launching-a-church-based-social-enterprise/>

<https://generalcouncil43.ca/festival/artisan-market>

<https://cep.anglican.ca/the-three-phases-of-launching-a-church-based-social-enterprise/>

<https://www.winchester.anglican.org/social-enterprise/>

<https://www.anglicanjournal.com/advice-from-a-christian-entrepreneur/>

<https://www.anglicanjournal.com/around-the-dioceses-december-2018/>

<http://anglicanlife.org.nz/event/social-enterprise-and-the-church-workshop/>

<https://churchforvancouver.ca/around-town-flavours-of-hope-banned-in-new-west-can-we-evangelize/>

<https://www.ladysmithchronicle.com/news/lrca-buys-anglican-church-for-proposed-affordable-housing-project/>