

Deer Lake United Church



2021 Annual Report



A Year of
Transformation



IN GRATITUDE FOR THE LAND WE RESIDE ON...

We acknowledge that beloved church resides on the ancestral, traditional, and unceded territories of the hən'qəmin'əm and Sḵw̓x̓ wú7mesh speaking peoples.
We are honoured to live, work, and pray on this land together.

A NEW CREED

The United Church of Canada, General Council 1968, alt.

We are not alone,
we live in God's world.

We believe in God:
who has created and is creating,
who has come in Jesus,
the Word made flesh,
to reconcile and make new,
who works in us and others
by the Spirit.

We trust in God.

We are called to be the Church:
to celebrate God's presence,
to live with respect in Creation,
to love and serve others,
to seek justice and resist evil,
to proclaim Jesus, crucified and risen,
our judge and our hope.

In life, in death, in life beyond death,
God is with us.

We are not alone.

Thanks be to God.



EXPANDED VISION STATEMENT

Deer Lake United Church welcomes you into a Christian community for all ages that explores and expresses spirituality through:

worship and music
fun and fellowship
caring and outreach
involvement and growth

We understand this statement to mean:

➤ **Welcome**

At Deer Lake United Church all groups and individuals are encouraged to explore how their behaviours, activities and policies contribute to a sense of welcoming for all people who enter our community. We express our welcome on Sundays by maintaining a clean, safe and visually attractive building, having greeters at the door, providing nametags, assisting with seating, extending invitations and encouragement to attend coffee time and other functions, speaking with people we do not know well, answering inquiries, and by smiling. Deer Lake is a place where all people, from the newest arrival to longtime attender, feel welcomed, valued, and respected.

Throughout the rest of the week, we express our welcome by invitations to our homes and events, by providing food, and by phone calls, prayers, and visits to those who are ill or in need of support.

➤ **A Christian Community**

At Deer Lake United Church, we are grounded on a foundation of Jesus' teachings and the Hebrew Scriptures which informed Him. We seek to deepen our relationship with God, Jesus, the Holy Spirit, and with each other. We are called each day to serve others in all facets of our lives, inspired by a continually evolving understanding of the Word of our loving God.

➤ **For All Ages**

At Deer Lake United Church we explore our desire to be a community for all ages by encouraging our groups and individuals to consider how everyone can be involved, supported and respected in our community, and how resources can best be allocated to meet the needs of all groups within Deer Lake. We express our multigenerational commitment by respecting and honouring all ages and by encouraging their participation within worship and throughout the week. We value opportunities for all ages to participate together and get to know each other as members of our church family.



➤ **Explore and Express Spirituality**

At Deer Lake United Church, we provide opportunities for continuing growth in the Way of Jesus Christ by providing personal and communal opportunities to explore & express our faith.

We explore our Christian faith in an open, questioning, non-judgmental way through worship, Sunday school, youth group, theological study and discussion, retreats, and ongoing groups. We encourage all groups and individuals to explore the meaning of Christian spirituality and, in our life and work, to consider the guidance provided by Jesus.

We express our faith when we share our gifts and talents through service in the church and in the world. We express our close sense of community through willingness to discuss and listen to a variety of perspectives in a safe and respectful environment and through our enjoyment of working and playing together.

We live this out through:

➤ **Worship and Music**

At Deer Lake United Church all groups and individuals explore God's purpose and meaning in our lives and express our gratitude through worship and music.

We express our Christian faith by living in relationship with God, Jesus and the Holy Spirit. Sunday and other special services are involving and thought-provoking. We encourage participation of all ages, recognizing and developing the gifts of the congregational members. A wide variety of music is used in our worship services as people share their musical gifts. Through liturgical arts we encourage the beautification of the sanctuary and the inclusion of artistic gifts in our worship.

➤ **Fun and Fellowship**

At Deer Lake United Church, we explore ways in which our faith community can enjoy fun and fellowship together through worship, work and play.

We express fun and fellowship in everything we do, helping form the connections we enjoy as a small community.

➤ **Caring and Outreach**

At Deer Lake United Church all groups and individuals are encouraged to explore ways they can be caring in their activities and policies, and to explore ways of increasing awareness of those in need of care.

We express our desire to be a caring congregation and to reach out to the world at large both as individuals and through our Pastoral Care and Outreach committees, and we keep the congregation informed of these activities. We are respectful and loving as we work locally and globally for peace and justice.

➤ **Involvement and Growth**

At Deer Lake United Church all groups and individuals are encouraged to explore, identify, develop and utilize the talents and gifts of our community.

We express our desire for personal growth and congregational viability by remaining open to being led by the Holy Spirit as we act on and share our Christian beliefs through worship services, committees, workshops, study groups, retreats, and social activities. We regularly recognize and appreciate people's gifts and their service within and outside of the church.



"For where two or three are gathered in my name, there among them am I." – *Matthew 18:20*

BEHAVIOURAL COVENANT

As a member of Deer Lake United Church,

- I will use this covenant as a guide in doing God's work, using Jesus Christ as a model for my actions.
- I will treat this covenant as a living document and will refer to it often, base my demeaner within its parameters, and review it regularly to keep it pertinent and reflective of the values of Deer Lake United Church.
- I will acknowledge the importance of the Holy work each member of the Board engages in and the positive outcomes that result when consistent participation, full involvement and accountability is practiced by that member.
- I will fulfill the responsibilities of my position to the best of my ability and complete the tasks I agree to in a timely manner.
- I will be respectful to all others and will listen patiently and respectfully to any feedback or complaints they may offer. I will direct them to the appropriate person or group, as needed.
- I will have an open, non-judgemental mind and show interest in learning from those with opposing points of view.
- I will accept that differences of opinion are healthy and expected and I will discuss, debate and disagree openly and respectfully, assuming that others have the best intentions and the good of the Whole Church Body in mind.
- I will accept and support final Board decisions reached by consensus even if they do not reflect my personal point of view.
- I will be respectful and care for all other church members, avoiding gossip and divisive interactions.
- I will fully support our Clergy and Staff and strive to enable them to do their job without hinderance or second-guessing.
- I promise to treat our time on the Board as an opportunity to offer an important gift to our church.

"What you say to one another is eternal," – *Matthew 18:19*

DEER LAKE UNITED CHURCH ANNUAL REPORT 2021

Our Vision: Deer Lake United Church welcomes you into a Christian community for all ages that explores and expresses spirituality through:

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The Annual Congregational Meeting will be held on Sunday, February 13th, 2022
1:00 pm via Zoom, following a short Worship Service.

Cover by Garry Forwood



MINISTER'S MESSAGE

*"Behold, behold, I make all things new,
beginning with you, and starting from today.
Behold, behold, I make all things new,
my promise is true for I am Christ the Way." - MV 115*

Welcome! Welcome for the first time or for the twentieth time (or in Mary's case, over 54 times!) to the DLUC Annual Report! It is with extreme pleasure and excitement that I offer the opening words to the tome that is before you. You may notice by the total number of pages that this is not your typical Annual Report; mainly due to the appendix, which reflects the 18-month journey the Governance Task Force underwent to bring forth a new way of being with one another as the Church.

As you review the reports that follow, may you take a moment to appreciate what is before you. This is the last time many of these committees will be offering reports as they have done for so many years. These reports are just one sample out of decades from the committee structure we have lived in. So many of you have participated on these committees and many more who are no longer with us in this lifetime have served this church faithfully to bring us to this exciting moment.

The future can be a scary thing to hold. The possibilities are infinite, but as my pessimistic mind reminds me, those possibilities hold an equal number (or so it seems) of bad things happening just as many as good things. So, we have a choice. Do we allow the fear of the bad possibilities to limit and enslave us, or do we step forward into the unknown future with faith?

This question reminds me of the story found in Matthew 14. It was dark. The disciples were gathered on a boat waiting for Jesus to return from the mountaintop where he was praying alone. The wind was picking up and the waves were crashing into the boat causing it to rock greater than the disciples' comfort level. Suddenly, from a distance, they see a figure walking towards them on the water. They scream in fright, "It's a ghost!" They cry out in fear. But then they heard the voice of Jesus saying, "Take heart,



it is I; do not be afraid." Peter bravely tested Jesus. "If it is you, allow me to come to you." Jesus calmly (and probably with a little smirk) replied, "Come." So Peter got out of the boat, started walking on the water, and came toward Jesus. But when the wind got stronger, Peter became frightened. He began to sink! He desperately cried out, "Lord, save me!" Jesus was there; calmly, strongly, and assuredly. The touch of his hand must have brought great relief to Peter. Jesus says, in my mind, gently yet challengingly, "You of little faith, why did you doubt?"

We know that having doubt is part of having faith, but we are called to not let that doubt control us. While we hold both, it is faith that connects us to our Creator, Sustainer, and Redeemer. We called to be a people of big faith.

So, you are invited to review these pages through the lens of being people of big faith as they reflect just a little of what has transpired amongst us this year. For the Spirit of God has been with us as evidenced numerous times (too many for me to recall all of them), and God's Spirit cannot be contained in this format. God's Spirit cannot be limited to the written word or to a screen.

Let us truly rejoice, friends, at Deer Lake United! Let us praise what has been and let us eagerly look forward to what awaits.

Rev. Dr. Joseph Kyser



BOARD CHAIRPERSON

"A healthy church has a pervasive concern with church growth – not simply growing numbers but growing members."

I was reading over several Board chair reports of days gone by and they all began with "what a year". I think I'm justified in repeating it. "What a Year"!

First, I want to thank everyone for supporting the Board and Deer Lake over the past twelve months. As a congregation you've shown deep trust by being open to new ideas, new perspectives, and self-reflection. You've been patient, faithful and curious. The Board has appreciated that so very much.

Physically the church has changed more than any time in recent memory. The carpets, paint and chairs have made such a difference to everyone using the building and have made it a very attractive option for future renters. The improvements (some might say maintenance) have reflected our desire to be responsible stewards of all we have been entrusted with. Not only to value what we have but to have our building reflect the value we hold for the ministry that is done here, for what this building represents, growth, comfort, refuge, education, service, and God.

So, our outside (physical building) has changed. Yes. But in my mind hugely more important is the spiritually driven metamorphosis we have undertaken as a community. Our peer circles now have blurred edges as interests and new opportunities have brought diverse members together. I have been so lucky to share very meaningful conversations with people I hadn't really known before through small groups, DLUC 2.0, break out rooms, Fellowship Time, and phone calls. Our online world and an occasional weekday drop-in have kept so much of our community whole and connected. It is heartening that the vast majority of Deer Lake have engaged with each other this way. Members have stepped up in new and faithful ways; drawn to lead small groups, participate in important and faithful discussions, open themselves up to explore 'what is church' and identify their place in it.



We saw another transformation this year in the way we make decisions. Our congregation approved the reduction of the Board from 41 to 13 members. Those remaining were cognizant of the trust that had been placed in them to act in the best interest of the entire Deer Lake community. We had many thoughtful, respectful discussions around the Board table in 2021, while holding the entire congregation and God's presence at the centre. Thank you to everyone who has served in this way and those preparing to serve in 2022.

During one of the Board Reflections this year, a phrase was introduced. *"God doesn't Call the equipped, God equips the Called"*. This has resonated with me. Successful leaders primarily require faith, openness and a willingness to make mistakes. God takes care of the rest. I wonder if we are beginning to realize that we are more than our career, our position on the Board, our length of time attending or our "competence level". These are superficial. The truth is, we are Children of God and by listening to the Spirit, our direction, while unknown will always be fulfilling.

I want to thank Joseph for constantly meeting us where we are and encouraging growth and evolution in creative and inspirational ways. For always being sure that faith is part of every conversation, for pushing us out of our comfort zone and for helping us imagine our full potential. A highlight of the year was his impressive DLUC 2.0 study which took us through our history, starting in the year 1920 all the way to this place of discernment today, as we wonder "What now? How can we serve?" He has left us invigorated, inspired and wanting more.

I know for some, there are worries, uncertainty, even fear around the future. 2022 is sure to be a year of adjustment. A time to grow into our new structure, to constantly reflect, question and have open discussion about where God is calling us and how God is equipping us to serve. "What if we make mistakes?" a member asked me, to which I replied, "That means we're learning. Mistakes are OK". "What if things fall through the cracks?" he added. "They always have" I replied. Only time and experience will ease these lingering doubts, and with Joseph's leadership and this congregation's exceptional support, energy, and optimism, DLUC will continue to move toward a new focus. One of faith and expanded ministry.



So, buckle up! We accomplished so much good work this past year. There is no travel itinerary, our destination is in God's hands. I am so excited to see where we're headed.

With deepest thanks and respect extended to all members who have served on and off our Board and have contributed to all the successes and growth we have experienced this past year.

Ellen James

I will **live** with them and
walk among them, and
I **will** be their God,
and **they** will be
my people.

2 Corinthians 6:16



WORSHIP

We began 2021 with mixed feelings: pleased with the review of 2020's first fully virtual online Advent and Christmas services; uncertain about planning for Palm Sunday, Good Friday and Easter; yet excited about potential upgrades to the Sanctuary.

Holy Week began with some of our families sharing palm-waving videos for Palm Sunday, contributing to a joyous uplifting service. A moving and memorable joint Good Friday service was made possible by the technology that gave us readings and lessons from Deer Lake, Jubilee, Cliff Avenue, Korean, and Willingdon Heights churches, each presented from their own worship space.

Our DLUC Easter Sunday resurrection service was a celebration of recorded choir anthems and readings.

May saw the first streamed service from the virtual chapel Joanne and Joseph created in his apartment in uptown New Westminster.

An exciting number of decisions were made at the May 9th Congregational Meeting, where approval for Sanctuary painting, lighting, carpeting, seating, streaming technology and ventilation upgrades were made.

We celebrated our first in-Sanctuary Worship service with members of the congregation present on Sunday October 19th, which was also live-streamed for those unable to attend.

The November 7th Remembrance Sunday service was moving and memorable, made more-so by having our first Communion served in the "new" Sanctuary. It was a delight to welcome back the choir on November 14th as they presented the anthem "There is Joy in the House of the Lord". And indeed, there was!!

Joseph's Advent and Blue Christmas services were incredibly meaningful, with exceptional messages, as were the three Christmas Eve services, which because of



PMR's concern for the highly transmissible Omicron virus, all congregations were asked to hold services online. Thus, only Joseph, the musicians, readers, candle lighters and streaming technicians were in the Sanctuary to present our services.

Joanne's dramatic liturgical arts creations during Advent, and especially for Blue Christmas and each of the three Christmas Eve services truly enhanced the impact of each service.

Musically, the choir's Christmas Cantata, "The Glory of Christmas" was a joyous uplifting presentation, as were both Christmas Eve anthems. Additionally, we have been blessed with Barry's original Preludes, Postludes, accompaniment and musical fills connecting all parts of the worship services.

Under the new Governance Structure, Joseph will be managing day-to-day items and will meet quarterly with the Worship Committee/Team for big picture planning, requesting and receiving feedback.

Respectfully submitted by Ernie on behalf of the Worship Committee:
Ellen James, Michele Cantelo, Becky Armstrong, Joanne Annesley Mary Cazalet,
Terri Lapthorne





AFTER WORSHIP FELLOWSHIP TIME

Unfortunately, the pandemic has continued to restrict after worship Fellowship Time to occur on Zoom. While it is not ideal, it has been a great source of connection and warm greetings throughout the last year. We continue to have 15-20 come each week to check-in, ask questions, and share God's love with one another. Occasionally we use breakout rooms so that groups of 3-4 people can catch up on a more personal level compared to sharing in the larger group.

We will continue to offer virtual Fellowship Time for the time being until the threat of COVID-19 lessens. Until then, we thank everyone who has attended the Zoom Fellowship Time throughout the past year and encourage everyone to drop by at some point to see friendly and familiar smiles.



PASTORAL CARE

This report has to be prefaced with a special THANK YOU to Shirley McGaire for her many years of service as chair of this committee. Shirley has worked diligently over the years to make sure that everyone in the congregation is remembered and honoured. This position will be temporarily held by Trish Seeram.

The Pastoral Care Committee has worked diligently during our second year of Covid 19 to make sure that timely spiritual care, support and connection has been extended to all our congregants. The weekly "What's Up" has kept everyone well informed as to all the weekly events and services. Our main focus has been more one of making sure that everyone felt connected to our church family. To that end there have been countless emails, phone calls, prayers, cards and shawls sent out in order to ensure that no one felt forgotten.

The Sunshine Committee has sent, on behalf of the congregation, 12 Get Well cards, 3 thank you cards, 20 thinking of you cards, 7 sympathy cards, 2 milestone birthday cards plus Easter and Christmas cards to the entire congregation. Kathy Richardson has delivered 22 prayer shawls and coordinated the making of them. If you know of anyone in need of one, for any reason, please contact Kathy.

The Friendship Garden is still being taken care of by Jean Johnson, a few drop-in congregants and a couple of neighbouring garden elves.

At Christmas time the church mice were able to make and deliver 58 tins of cookies. That was an amazing feat in another difficult year.

We have spent \$308.50 of our \$800.00 budget. (Wool -\$129.00, Fabric \$85.00, Postage \$94.50.) We would like to request that the budget remain at \$800.00 for the next year in order to cover any unexpected costs. This would avoid seeking further approval of funds.

A new addition to our ministry is a Wednesday Morning prayer and contemplation group which is led by Kathy Richardson. All are welcome and the Zoom link is published in the What's Up.



Our beloved minister Rev. Dr. Joseph Kyser has made an unbelievable effort to reach out to all those in need. This has not been an easy task when face to face visitation has been difficult.

In Memoriam – Ron Pinto and Jon Beel

Many thanks to all those unmentioned people who have also made an effort to keep in touch with others and made sure that we were made aware of any needs.

Respectfully submitted by the 2021 Pastoral Care Committee
Shirley McGaire, Mary Cazalet, Kathy Richardson, Trish Seeram, Michele Cantelo and
Rev. Dr. Joseph Kyser

A graphic with a light yellow background containing the text of Colossians 3:12b. The text is arranged in four lines: "Clothe yourselves with", "compassion,", "kindness, HUMILITY,", and "gentleness & patience." The words "compassion", "gentleness", and "patience" are in a cursive font, while "kindness" and "HUMILITY" are in a sans-serif font. The word "and" is a small symbol. Below the main text is the reference "Colossians 3:12b" in a small sans-serif font.

Clothe yourselves with
compassion,
kindness, HUMILITY,
gentleness & patience.
Colossians 3:12b



OUTREACH

In 2021, the Deer Lake Church Outreach Committee members were Marj Rielly, Phyllis Slater, Janet Ahmelich, Paul Anderson, Claire Stegen, and Bruce Van Luven. We are also grateful to Rev. Joseph for his ongoing involvement and support. The committee chair was Linda Walsh.

Despite the ongoing COVID-19 pandemic, we have continued our efforts to serve the community.

Lunches for Summer Cooling Shelters

In the summer of 2021, for the first time, the Society to End Homelessness in Burnaby opened a cooling shelter to provide heat relief to homeless and underhoused people. It was a new project, and Deer Lake Church was able to step in at very short notice to provide bag lunches for at least half of the days that the cooling shelter was open.

Because of continuing COVID restrictions, we were unable to prepare the lunches in the Church Hall, and instead assembled them at several different locations. Many Deer Lake members assisted with this, performing tasks such as food shopping, deliveries, and sandwich-making. Thank you to all for your support in this very worthwhile community service.

Monthly lunch-making

In March of 2020, it had been necessary for us to stop preparing bag lunches for homeless individuals in our city due to the pandemic. We were finally able to resume this in October of 2021. We now provide 80 bag lunches on the second Thursday of each month, and these are distributed at the Outreach Resource Centre which is run by the Society to End Homelessness in Burnaby.



Hope for Families

Hope for Families is a Deer Lake Church community outreach fund designed to assist needy Burnaby families:

Christmas Families Project

Sponsoring Burnaby families at Christmas is a tradition here at Deer Lake Church. In 2021, we worked again with Edmonds Community School and the Dixon Transition Society, two organizations which assist needy families in Burnaby. In 2021 we sponsored four families through Dixon and three families through Edmonds School. The families were given their gifts early in December.

Summer Camp

We sent \$1000 to Edmonds School to sponsor four children from lower-income families to attend summer day camp.

Harvest for the Homeless

We held our traditional "Harvest for the Homeless" in the fall of 2021, although it necessarily took a very different form. As in past years, people were asked to collect items to help the homeless of Burnaby through the cold winter months – socks, mittens, underwear, etc. – and drop them off at the church. Even though the amount collected was perhaps less than in previous years, we assembled several bags and boxes full of items, which were delivered to the Outreach Resource Centre for them to distribute.

Thank you

We would like to thank Deer Lake congregants for continuing to give of their time, talents, and treasure – without your generosity, this community outreach would not have been possible.

Respectfully submitted by Linda Walsh on behalf of the Outreach Committee



CHRISTIAN EDUCATION

For a second year the Christian Education Committee has had little contact with the children and youth of the church. We have not ordered Sunday School curriculum, but we had hoped to welcome the children back in the fall and then organize classes. However, when we did begin in-person services after a delayed start-up, most of the children did not attend. Until we have a clearer picture of the number and ages of young people who will attend once things are more stable we cannot make future plans, but for now we welcome children to use activity sheets which are always available to them at in-person services. Elizabeth Cottam has continued to send birthday cards to all of the children, for which we thank her.

For Palm Sunday, we encouraged families to make short videos of themselves waving palm branches or "Hosanna" signs and send them to Joseph. He was able to include two videos in the Palm Sunday service.

In June we delivered two prayer shawls to young people who had graduated from grade 12. We purchased Bibles to give to two students who had graduated from grade 7 and planned to present them at the fall start-up, but this never happened.

Christian Education members helped to organize the making of swags as a part of the Advent Event on November 27. This was well attended and drew three families with their children. Thanks go to Laurie Johnson for providing the greenery and to Sharon Hamer for obtaining the supplies.

Adult Education has been a much more positive story. Joseph continued with the weekly Minister's Study discussions from January to June and then in the fall launched the DLUC 2.0 program, which ran from September 30 to December 16. He prepared extensive study guides with questions for reflection for each session, and then hosted discussions (in-person and also on Zoom) each week, which were well attended. As well, a number of other people worked through the guides and questions on their own, even though they did not participate in the discussions.



We also express our appreciation to Andrew Hull for leading the weekly Faith Group discussion sessions, another opportunity for people to explore their faith.

Finally, we say thank you to Elizabeth Waddington as she steps down from the Christian Education committee after many years of service.

Respectfully submitted by the Christian Education Committee:
Gloria Forwood, Sharon Hamer, Jean Johnson, Rev. Dr. Joseph Kyser, and
Elizabeth Waddington





COMMUNICATIONS

In last year's report I wrote, "As we enter 2021 with the promise of vaccines and lessening isolation, we look forward to another year of change. We wonder what worship will look like later this year as we anticipate reduced restrictions and, ultimately, a return to live worship services. One thing we are certain of is that there will be a lot of communication necessary and a lot to report."

Well, a year of change it was – constant change – and the *What's Up* eNewsletter was instrumental in keeping our congregation up to date with the continually changing status of worship at Deer Lake. This was particularly critical as we entered Christmas week. The choir had started singing again and a healthy number of members were attending in person. As we anticipated increased attendance at the Christmas Eve services, new COVID safety protocols were put in place to ensure the safety of attendees. Then, at the last minute, as the increased transmissibility of the Omicron variant became apparent, it was decided that in-person attendance would be discouraged. *What's Up* communicated every one of these changes to our congregation. It has been a busy very year for Linda, our *What's Up* Editor and Chief!

Lakeshore Lines, on the other hand, has taken a back seat. The winter, spring and summer issues were produced as per usual, but the autumn issue never happened. It wasn't for a lack of news. We had a major renovation of the church building over the summer, and that alone could have filled many pages. However, part of that renovation was the purchase, installation and configuration of a brand-new audio/video system to enable improved streaming of Sunday worship services. Garry, who edits *Lakeshore Lines*, put all his effort into assisting Larry with the hardware side of things, while configuring the software to enable non-techies to stream the services and manage sound in the sanctuary. Something had to give and it was the newsletter.

We are starting the new year with a reduced team of two, as Tony has stepped down from the Communications Committee. However, *Lakeshore Lines* will be back with a recap of 2021 and hopefully regular issues throughout 2022. We are always looking for content, though, so if you have anything appropriate, please email it to newsletter@dluc.ca.

Respectfully submitted by Garry Forwood & Linda Paddon (Communications Committee)



ENVELOPE SECRETARY

At Deer Lake United Church, we have many people with multiple gifts, who share them generously. In the role of Envelope Secretary, I focus on ensuring donations of monetary gifts are tracked and receipted accurately and confidentially.

We have 90 envelope numbers attached to families or individuals, which helps us record and receipt donations. Of these, 45 families or individuals use PAR, preauthorized givings, which means a predetermined amount is taken directly from their bank account once a month that goes directly to the Deer Lake bank account. These numbers, although similar to last year, don't reflect the complete picture. There have been people who have moved or are deceased and therefore not on PAR and new families that have joined the PAR Program. Those families on PAR also use envelopes to donate to special projects throughout the year. We also have 3 families that have chosen to donate securities through the United Church of Canada Foundation. This is tax advantageous and for further information you are referred to their website:

<https://unitedchurchfoundation.ca/ways-to-give/gifts-of-securities/>

We are most grateful for all the gifts received from those committed to the operations and outreach of Deer Lake United Church and treat each donation with great respect. Especially this year, we are most appreciative of those who mailed in or dropped off their donations regularly to ensure the continued operation of our beloved Deer Lake. This year as well as regular donations to the everyday church operations, Hope for Families, Outreach which includes the homeless and lunches, Dixon House and First United, people have chosen to support other new projects such as new chairs for the sanctuary, filing cabinets for choir music, and outdoor furniture. We are most grateful for your on-going and outstanding support.

A huge thank you to those who received, counted and deposited the offering when we were worshipping in-person this past year including Becky Armstrong, Michele Cantelo, Bob and Karen Chapman, Mary Cazalet, Garry and Gloria Forwood, Sharon and Gary Hamer, Colleen Keeler, Shirley McGaire, Bill Paddon, Laurie and Shirley Smith. Your



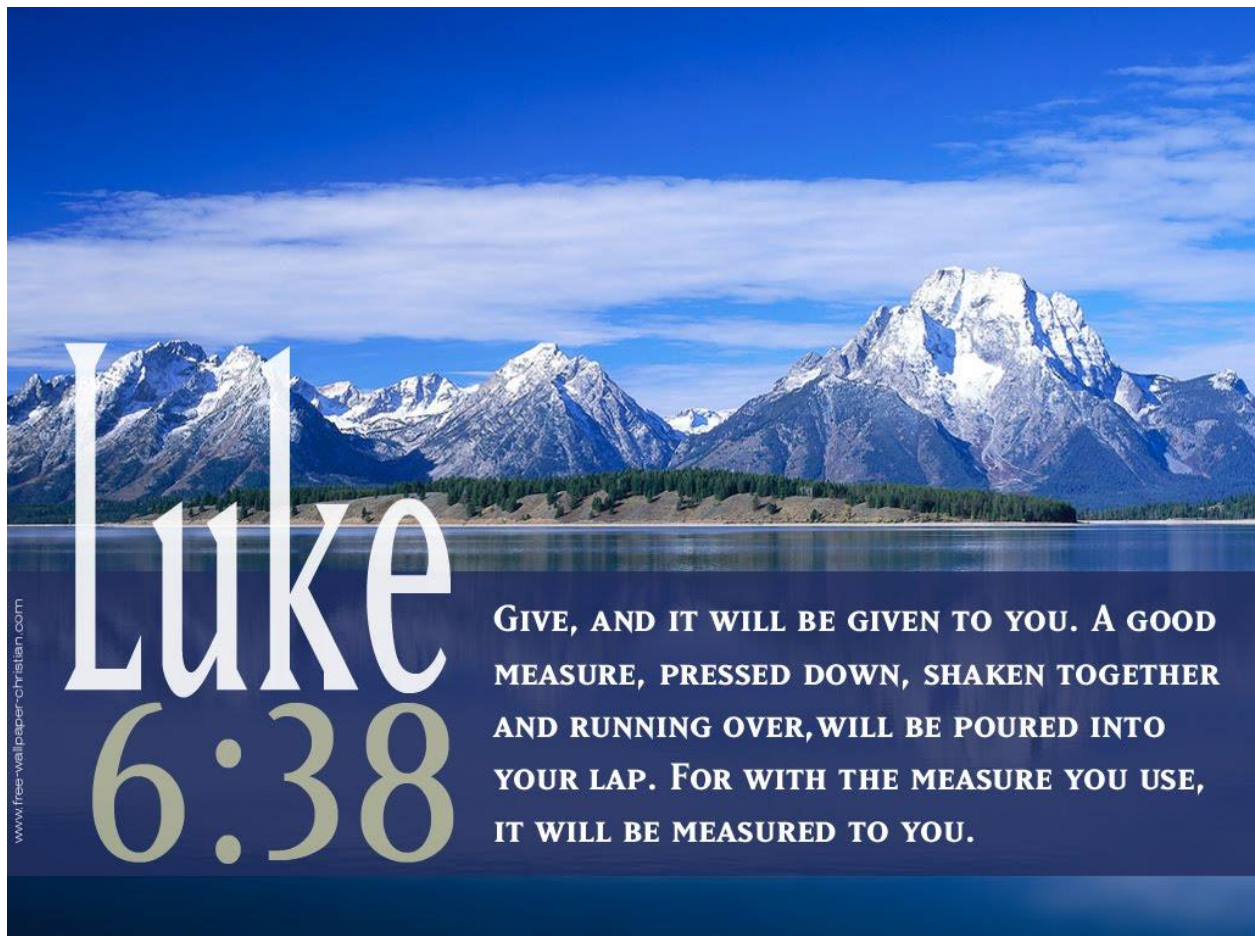
flexibility during these unpredictable times, dedication and commitment are much appreciated.

With thanks to Bruce and Susan Cheesman, Treasurers, for their support.

Please contact me at any time if you wish to join the PAR program, require offering envelopes or have any questions.

It is an honour and a privilege to serve our God in this ministry.

In love and gratitude,
Kathy Richardson





MINISTRY AND PERSONNEL

The Ministry and Personnel Committee is a committee of our Board and all members of M&P are approved by our Board. The committee members, generally, have experience and background in this type of work. The role of our church's M&P Committee is to work with and support the staff at DLUC. Probably its most important function is to promote healthy working relationships and good communication to nurture an effective church team. We consult with our church employees, as well as our wedding and funeral hostesses - to provide direction, review performance and work through any issues that may come up. As a group, our committee meets monthly, except July and August.

We started the year as a committee of three, Larry J., Bruce V., and I, as David V. was on a leave of absence. David V. rejoined our committee in April. Our staff all have personal lives and work lives and sometimes they conflict with each other. M&P takes great care in listening to staff and supporting them when there are issues to be dealt with and areas of conflict that need resolution. M&P also has the responsibility of monitoring the vacations, study leaves, professional development, sick days, and all other needs of our staff.

Our year began with a continuation of on-line church services. Our employees have been tremendous in supporting our congregation through these COVID times. Rev Dr. Joseph has been a tremendous leader through these tough times, Pam A. has been in the office regularly, Justin H. has continued to intensively clean and take care of our church, Donna P. has been our pianist for our on-line services, and Terri L. has been on top of the music at the church and is selecting recorded anthems for church services.

Early in the year, Chelsea S. became our vocalist for some of our on-line services. Annual performance reviews are part of the work of M&P. This year with Rev Dr. Joseph as Head of Staff, M&P delegated the responsibility of annual reviews for other paid staff to him. The Annual Performance Review for Rev Dr. Joseph was conducted just prior to the end of his first year of employment at DLUC. Members of M&P phone-surveyed 30 members of our DLUC community to get feedback and input



regarding the ministry of Rev Dr. Joseph. The survey contributed greatly to the review process. Other staff members participated in and completed their Annual Performance Reviews in the autumn.

M&P has worked with Marc C., Pacific Region Regional Minister, several times over the course of the year. Marc is a terrific resource for M&P in guiding practices and relationships. Our meetings with Marc C. have help us better understand the roles of being consultative and supportive and developing healthy relationships.

In June, Donna P. was injured and unable to play for us. With the continuing of on-line services, we were able to use recorded music as her injury was assessed. She went on a medical leave in November and the talented Barry Y. has been playing for us in Donna's absence.

In September, Rebecca T. resigned her position as one of our Choir Directors. She has been supporting the amazing music here at DLUC for 8 years and we will miss her young energy and talents. Terri L. will assume the role as our Choir Director. Also, in September, Larry J. resigned from our committee, then in October, David V. resigned. New members to M&P are being sought.

We recognize how important the amazing staff at DLUC is and how valuable they are in supporting our church community. In November, the staff was recognized through a variety of ways, including some gift certificates, some chocolates, and some letters of thanks and appreciation.

This year, the Board chose to honour our hardworking staff by reducing their work hours the week between Christmas and New Year's.

We look forward to 2022 and all the goodness it will bring.

Respectfully submitted, Peggy W. (Chairperson) and Bruce V.



STEWARDS

In 2021 the Stewards committee included Bob Chapman, Rick Milne, Bill Paddon, Don Strutt, Geoff Water, Andrew Hull and Paul Anderson as Chair, with welcome support from Steward Emeritus Arnie Brown.

With the Covid-19 restrictions, rental revenue was significantly reduced, with only the Daycare remaining in operation until the return of in-person services in October.

Special thanks to Rev. Joseph, Andrew and Don for their leadership in the successful building renovations and new signage. Thanks also to Bob Chapman for his excellent work on the signage, audio-visual tech desk and new reception area.

Special thanks also to Larry for creating the shared spreadsheet, which will help to document the ongoing building maintenance requirements.

Rental increases of 4% were approved by the board in December and will take effect on March 1. Another increase is planned for later this year.

Thanks to all of those who volunteered their time, talents and treasures to the upkeep of our church, including Rick, Arnie, Bob, Bill, Don, Andrew, Larry, Garry, Pam and others.

Respectfully submitted by Paul Anderson on behalf of the Stewards Committee.





TRUSTEES

The property of Deer Lake United Church is owned by The United Church of Canada and held in in Trust for the purpose of Christian ministry. Trustees are responsible for administration of the property as set out under the provisions of *The Manual* of The United Church of Canada and the Model Trust Deed. As we embrace the new governance structure, the Trustees will oversee all investment accounts (including the funds generated from the sale of the Manse), ensure there is adequate insurance, and liaise with the Minister and the Council in overseeing the church building and property.

At the Annual Congregation Meeting in February 2021, Dr. Shelley Ross was elected to the Trustee Committee to replace Steve McLean, who resigned in January. She joined members Rev. Dr. Joseph Kyser, Bob Chapman, Tony Woodruff and Linda Paddon. At the end of 2021, Bob Chapman and Tony Woodruff resigned. Steve and Bob served as Trustees for more than 20 years. Tony has served since 2018. We thank them for their years of dedication and wisdom.

Investments

Deer Lake established an investment account from the proceeds received by the sale of the manse years ago. It had been drawing from this investment account to fund the Minister's housing allowance as originally planned and approved by the congregation when the manse was sold. When the United Church incorporated the housing allowance into the Minister's salary, Deer Lake stopped receiving financial benefit from this account. This account is named *Deer Lake United Church*. We must obtain approval from the Pacific Mountain Region to use these funds. Our investment funds are held in a fee-based managed account at Connor Clark & Lunn under portfolio manager Rudy Kerklaan.

In light of the changes with the Minister's housing allowance to a comprehensive salary schedule, we recommended that the Board ask the Region to approve an annual transfer of a portion of funds from the investment account into Deer Lake's control. The Region approved the Board's request for an annual transfer of 4% of the market value at the end of the previous year (December 31).



In consultation with the Treasurers, we also recommended to the Board that we open a second investment account at Connor Clark & Lund to hold funds currently in the congregation's bank account that are not required for anticipated use. This action would facilitate a better rate of return than is possible in the bank account. We opened a second account named *Deer Lake Congregational Account*. Use of funds in this account does not require approval from the Region.

When the congregation approved the building renovations in 2021, the Trustees were asked to consider using funds from the investment account. The Trustees recommended that the Board ask the Pacific Mountain Region to approve transfer from the *Deer Lake United Church Fund* of \$85,300.00 for that purpose. This request was approved.

On July 2, 2021, two transfers went from the *Deer Lake United Church* account to the congregation's bank account: \$85,300 for the building upgrades and \$19,517 representing our annual draw. (This figure represents 4% of the account market value on December 31, 2020.) The Board instructed us to transfer \$65,000 from the congregation bank account to the newly opened *Deer Lake Congregational Account*. It should be noted that the new Council policies require all transfers into or out of our investment accounts flow through the congregation's bank account.

Markets have been favorable in 2021. We realized a gain on our combined portfolio of 12.8%.

Market values as of December 31, 2021:

Deer Lake Account	\$422,746
Deer Lake Congregational Account	<u>\$68,208</u>
Combined Portfolio	\$490,954



Property

Insurance was reviewed and is being maintained at the same level. We did receive a rate increase of 15% for 2022. We will continue to monitor insurance which will be administered by the office. An inventory list of items valued over \$1,000 will be maintained by the Treasurers and depreciated as indicated.

As we reflect on an unusually busy year, we extend appreciation for our good working relationship with the Board and the Treasurers. Thank you to the Stewards and all individuals who give of their time and talent to the maintenance. We celebrate all that our congregation has accomplished in a challenging year.

Respectfully submitted by the Trustees Committee
(Linda Paddon, Shelley Ross, Rev. Dr. Joseph Kyser)



THE GOVERNANCE TASK FORCE

In 2017 direction to explore governance options was initiated by Rev. Scott Swanson and the DLUC Transition Team. The desire for change was the result of volunteer burn out, too much time being spent on administration rather than ministry, and a recognition that much of what committees were doing could be done by staff. A Board Retreat in January 2018 led to some procedural changes. However, it was clear that work on governance could not be completed quickly. The Transition Team focused their efforts on positioning the Board and congregation to continue the work with the new minister. The final task of the Transition Team was to write the Ministry Profile and Search Report. This document included a job description for our new minister. It was accepted by the Congregation on February 24, 2019.

Our new minister Rev. Dr. Joseph Kyser was called in spring of 2020, and he began to lead our congregation in May. Prior to that Rev. Brian Burke provided a year of supply ministry. During that year, the Board continued to keep governance structure on their agenda. With Joseph's arrival, they were encouraged to push forward. In September, the Board appointed a Task Force to study governance and make recommendations to the Board. Continuity was ensured as Trish and Linda had served on the Transition Team; Sharon, Ellen and Trish had served on the Search Committee.

Over the past year, the Governance Task Force (GTF) has met almost weekly. They have studied the United Church Manual, reviewed Deer Lake policies, considered the governance structure and policies of several other United Churches in the Region, and became informed of trends in church governance. They were advised to consider a model for board governance known as the 'Carver model.' It provided useful avenues, but some aspects didn't align with the United Church Manual. The GTF realized that they needed to deepen their understanding of how church differs from other organizations. They undertook a detailed study of a book by Dan Hotchkiss entitled *Governance and Ministry: Rethinking Board Leadership* recommended for this purpose. Copies of this book were made available to the Board and congregation.



Communication was a priority. Throughout the process the Task Force has shared progress and information with the congregation through monthly Board updates, Board presentations, newsletter articles, PowerPoint presentations, town hall Sundays, phone calls, in home information sessions, information videos (https://youtu.be/uPKn_G1cbgw) and Zoom meetings. They have consistently asked the congregation for feedback over the 13 months while the Board offered ongoing support for this discernment process and the direction they were exploring.

As part of The GTF 's mandate it was recommended to that Board that its size be reduced by removing committee members leaving only the committee chairs (going from 41 members to 13). This was an interim move intended to reduce demands on volunteer time. This change was approved by the congregation at the 2021 Annual Congregation Meeting.

The following months were spent identifying and fine tuning a structure that would meet many needs. The congregation and the Board were routinely asked for feedback as the format crystallized.

The final draft of a new Governance Model that not only met the requirements of the United Church of Canada but also reflected the needs and priorities of Deer Lake was officially proposed to the Board at its regular monthly meeting on October 9, 2021. The proposal was met with unanimous approval and a motion was passed to fully endorse it and take it to the congregation. At the same time the Pacific Mountain Region also reviewed and approved this direction for Deer Lake. At a Congregational Meeting held on November 7, 2021 the congregation was invited to vote on this proposed governance change. The Motion passed overwhelmingly with anticipated implementation at the Annual Congregational Meeting to be held on February 13, 2022. Draft Policies have been written to support this new structure. The Governance Task Force has demonstrated measured, mature thoughtful work as exhaustive research, discussion and discernment has brought Deer Lake to this exciting place of change and growth.

Please see the appendix of this report for full GTF documentation.



PROPOSED COMMITTEE LIST 2022

Board

Chair: Ellen James

Assistant Chair: Sharon Hamer

Secretary: Joanne Annesley

Co-Treasurers: Susan Cheesman (voting member) and
Bruce Cheesman (non-voting)

Nominations and Governance Representative: Trish Seeram

Ministry & Personnel Representative: Becky Armstrong

Member-At-Large: Kathy Richardson

Member-At-Large: Garry Forwood

Minister/Trustee Representative: Rev. Dr. Joseph Kyser

Ministry & Personnel

Bruce van Luven

Elizabeth Cottam

Wendy Kyer

Linda Walsh

Becky Armstrong

Trustees

Minister: Rev. Dr. Joseph Kyser

Shelley Ross

Linda Paddon

Paul Anderson

Nominations & Governance

Steve McLean

Linda Paddon

Trish Seeram

Claire Stegen

Don Strutt

DEER LAKE UNITED CHURCH FINANCE REPORT 2021

Overview

2021 was a continuation of the ill effects of the pandemic which caused the Church to be "closed" for most of the year. To take advantage of the Church closure, the Board and congregation approved renovations for painting, new carpet, streaming equipment and miscellaneous for a total budgeted amount of \$143,300. The year ended with a Net Deficit from Operations of (\$97,654). When we remove the costs of the renovations in Other Costs, the Net Deficit from Operations is (\$4,668).

Revenue from Local Operations

Though the Church was closed for most of 2021, Envelope Offerings to Local were slightly higher than budget by \$1,240 and higher than 2020 by \$1,234. Due to the pandemic, there were no fundraisers during the year. Special Contributions were higher than budget and 2020 due to the generosity of the congregation giving towards some of the renovations costs. Specifically, donations towards the renovations costs were \$2,866 for purchase of an outdoor table, \$14,914 for purchase of chairs for the sanctuary, and \$1,647 from the sale of church furniture. Overall, 2021 revenue from local operations increased \$17,068 over 2020.

Rental Income

The pandemic and the closure of the Church has caused the loss of rental income. We had three (3) renters who were considered essential and continued to operate under the government guidelines and paid their rent. Two (2) of our renters were able to operate in the fall while we were able to be open for a few months and paid rent. Overall, 2021 revenue from rental income decreased \$9,308 over 2020.

Grants and Personnel

During 2021 we continued to qualify and apply for the federal government subsidy, the Canada Emergency Wage Subsidy (CEWS). This program ended October 23, 2021. The total amount received from CEWS in 2021 was \$22,584. Wages and Benefits increased in 2021 over 2020 because the Minister was fulltime for all of 2021 and fulltime for only 8 months in 2020. Overall, 2021 Personnel expenses increased \$22,818 over 2020.

Operating Expenses

Operating expenses include \$92,986 in Other Costs for approved, but unbudgeted, renovations. In Repairs & Maintenance are costs for an outdoor table and the chairs for the sanctuary that were covered by donations reported in Special Contributions. The variance to budget and 2020 is mostly due to the renovations. Overall, 2021 Operating expenses increased \$107,951 over 2020.

Program Expenses

Overall, program expenses are minimal and represent less than 2% of total expenses. Christian Education is low due to the pandemic. This year repairs and maintenance on the organ cost \$557, this is done every few years only. Overall, 2021 Program expenses increased \$375 over 2020.

DEER LAKE UNITED CHURCH FINANCE REPORT 2021

Net Deficit from Operations

Overall, the 2021 Net Deficit from Operations was (\$97,654) which is \$137,966 less than the 2020 surplus of \$40,312 and \$56,350 less than the budget of (\$41,304). If we remove the federal government grants of \$22,235 and the renovation costs of \$92,986, the 2021 "normalized" net deficit increases to (\$26,903).

Future Outlook

Uncertainty remains high as the Covid-19 pandemic continues and our Church remains closed with no foreseen time when we may return to normal operations. However, the extent to which the pandemic will impact 2022 financial results is difficult to predict. More importantly, our future financial health is impacted by the trend of declining offerings and membership over the last few years. The Dec 31, 2022 Budgeted Net Deficit from Operations is (\$38,476).

The 2022 Budget was prepared with the following assumptions:

- Even with Covid-19, we are optimistic and have assumed that the Church will be open for all of 2022.
- Rental income is based on normal return of renters and rental increases.
- All employee wages were increased by the annual cost of living increase of 1.3%. There was also an additional increase for the Administrative Assistant and Caretaker re living wages.

The budget has been prepared using the best available information with the input from the Minister and the Committees.

DEER LAKE UNITED CHURCH
2021 Treasurer's Report

We have prepared the Financial Statements of Deer Lake United Church which comprise the Balance sheet as of December 31, 2021, and the Income Statement and the Statement of Cash Flows for the year then ended, and Notes to the Financial Statements.

We have prepared the Budget for December 31, 2022 for Deer Lake United Church.

Respectfully submitted by Bruce and Susan Cheesman on behalf of the Finance Committee (Mary Cazalat, Cathy Milne, Kathy Richardson, Tony Woodruff)

**DEER LAKE UNITED CHURCH
BALANCE SHEET AS OF DECEMBER 31, 2021**

	Dec/31/2021 ACTUAL	Dec/31/2020 LY ACTUAL
CURRENT ASSETS		
Petty Cash	100	30
Operating Account - Vancity	97,630	126,769
Share Account - Vancity	7	7
TOTAL CASH	<u>97,737</u>	<u>126,806</u>
GST Recoverable	2,882	310
Miscellaneous Accounts Receivable (Note 3)	2,002	3,362
Receivable from Investment Account (Note 4)	-	16,305
TOTAL RECEIVABLES	<u>4,884</u>	<u>19,977</u>
Prepaid Expenses (Note 5)	-	6,643
TOTAL CURRENT ASSETS	<u>102,621</u>	<u>153,426</u>
INVESTMENTS		
Connor, Clark & Lunn Investments - Congregational (Note 6)	68,208	-
Vancity Term Deposit (Willick Fund) (Note 7)	1,200	1,200
Connor, Clark & Lunn Investments (Note 8)	422,746	488,419
TOTAL INVESTMENTS	<u>492,154</u>	<u>489,619</u>
Less amount owing to Church operations	-	(16,305)
TOTAL NET INVESTMENTS	<u>492,154</u>	<u>473,314</u>
FIXED ASSETS		
Property	667,287	667,287
Equipment & Fixtures	65,331	65,331
TOTAL FIXED ASSETS (Note 9)	<u>732,618</u>	<u>732,618</u>
TOTAL ASSETS	<u>1,327,393</u>	<u>1,359,358</u>
LIABILITIES		
Deposits (Note 10)	2,470	2,470
Miscellaneous Accounts Payable (Note 11)	38,453	1,388
Prepaid Rent	335	225
WorkSafe BC Payable	114	99
TOTAL CURRENT LIABILITIES	<u>41,372</u>	<u>4,182</u>
FUNDS		
Building & Contingency Fund (Note 12)	8,409	42,494
Burnaby Youth Hub (Note 13)	472	272
Choir Fund (Note 14)	219	-
Dixon Transition Society (Note 15)	50	60
First United Church (Note 16)	343	43
Garden Fund (Note 17)	512	462
Homeless Outreach Program (Note 18)	2,816	1,693
Hope for Families (Note 19)	4,100	2,195
Men's Group (Note 20)	961	961
Mission & Service Fund (Note 21)	1,481	1,379
Student Ministry Fund (Note 22)	386	386
Women's Retreat Fund (Note 23)	179	179
Youth Group (Note 24)	776	776
TOTAL FUNDS	<u>20,704</u>	<u>50,900</u>
EQUITY		
Retained Earnings	1,304,276	1,204,677
Net Increase (Decrease) in Church Assets	(38,959)	99,599
TOTAL EQUITY	<u>1,265,317</u>	<u>1,304,276</u>
TOTAL LIABILITIES AND EQUITY	<u>1,327,393</u>	<u>1,359,358</u>

DEER LAKE UNITED CHURCH
INCOME STATEMENT FOR THE YEAR ENDING DECEMBER 31, 2021

	Dec/31/2021 ACTUAL	Dec/31/2021 BUDGET	Dec/31/2020 LY ACTUAL	VARIANCE TO BUDGET	VARIANCE TO LY
REVENUE					
Local Operations					
Envelope Offerings to Local	106,240	105,000	105,006	1,240	1,234
Broadview Program	100	240	235	(140)	(135)
Congregational Fundraisers to Local (Note 25)	-	-	1,070	-	(1,070)
Interest on Operating Account	-	36	58	(36)	(58)
Loose & Sunday School	55	-	348	55	(293)
Special Contributions (Note 26)	35,366	12,000	17,976	23,366	17,390
TOTAL LOCAL OPERATIONS	141,761	117,276	124,693	24,485	17,068
Rental Income					
AA - Thursday group	660	660	660	-	-
AA - Tuesday group	1,000	900	900	100	100
Dance Imagination	-	-	1,345	-	(1,345)
Deer Lake Preschool	18,984	18,984	18,984	-	-
Other Rental Income	-	-	4,720	-	(4,720)
Weight Watchers	-	-	1,274	-	(1,274)
West Coast Baptist Church	1,600	-	2,658	1,600	(1,058)
Yugoslavian 7th Day Adventist Church	2,022	-	3,033	2,022	(1,011)
TOTAL RENTAL INCOME	24,266	20,544	33,574	3,722	(9,308)
Other Income					
Grants (Note 27)	22,235	-	38,108	22,235	(15,873)
Weddings & Funerals	625	-	-	625	625
TOTAL OTHER INCOME	22,860	-	38,108	22,860	(15,248)
TOTAL OPERATING REVENUE	188,887	137,820	196,375	51,067	(7,488)
Building & Contingency Funds Received	2,410	2,100	2,155	310	255
TOTAL REVENUE	191,297	139,920	198,530	51,377	(7,233)
EXPENSES					
Personnel					
Wages	105,258	106,967	93,418	(1,709)	11,840
Allowances	2,100	2,100	1,600	-	500
Benefits	21,631	21,861	14,000	(230)	7,631
Continuing Education & Learning	1,500	1,800	1,408	(300)	92
Holiday Pay	1,046	1,049	1,002	(3)	44
Pulpit Supply	1,060	2,210	212	(1,150)	848
Relief	3,491	665	1,928	2,826	1,563
Sabbatical Fund Contribution	-	-	-	-	-
Special Services	-	-	-	-	-
Travel	-	-	-	-	-
Weddings & Funerals	-	-	-	-	-
TOTAL WAGES & BENEFITS	136,086	136,652	113,568	(566)	22,518
M&P Committee Expenses	279	500	-	(221)	279
Payroll Service Fee (ADP)	334	326	328	8	6
Wedding & Funeral Coordinator	-	-	-	-	-
WorkSafe BC Premium	114	113	99	1	15
TOTAL PERSONNEL EXPENSES	136,813	137,591	113,995	(778)	22,818

DEER LAKE UNITED CHURCH
INCOME STATEMENT FOR THE YEAR ENDING DECEMBER 31, 2021

	Dec/31/2021 ACTUAL	Dec/31/2021 BUDGET	Dec/31/2020 LY ACTUAL	VARIANCE TO BUDGET	VARIANCE TO LY
Church Operating Expenses					
Bank Charges / PAR Charges	777	610	736	167	41
Insurance	8,088	7,997	6,963	91	1,125
Office	2,403	3,403	8,773	(1,000)	(6,370)
Other Costs (Note 28)	92,986	600	92	92,386	92,894
Property Tax	1,029	320	311	709	718
Repairs & Maintenance	24,241	6,000	5,097	18,241	19,144
Telephone & Internet	1,293	1,320	1,314	(27)	(21)
Utilities	6,485	6,296	6,108	189	377
Waste Disposal	593	550	550	43	43
TOTAL CHURCH OPERATING EXPENSES	137,895	27,096	29,944	110,799	107,951
Program Expenses					
Benevolent	-	-	-	-	-
Books & Supplies	-	-	-	-	-
Christian Education	718	1,900	934	(1,182)	(216)
Communications	-	-	187	-	(187)
Outreach Committee	-	200	-	(200)	-
Pastoral Care	783	800	462	(17)	321
Social Events	-	217	-	(217)	-
Subscriptions	475	550	550	(75)	(75)
Transition Team	-	-	-	-	-
Website & IT	249	690	714	(441)	(465)
Worship	2,945	2,750	1,948	195	997
TOTAL PROGRAM EXPENSES	5,170	7,107	4,795	(1,937)	375
TOTAL DENOMINATIONAL ALLOCATION	6,663	7,330	7,329	(667)	(666)
TOTAL OPERATING EXPENSES	286,541	179,124	156,063	107,417	130,478
Building & Contingency Funds Set Aside	2,410	2,100	2,155	310	255
TOTAL EXPENSES	288,951	181,224	158,218	107,727	130,733
NET SURPLUS (DEFICIT) FROM OPERATIONS	(97,654)	(41,304)	40,312	(56,350)	(137,966)
Non-Operating Income					
Change in CC&L Investment Portfolio	58,657	-	59,260	58,657	(603)
Other Investment Income (Willick Fund, Vancity Shares)	38	-	27	38	11
TOTAL NON-OPERATING INCOME	58,695	-	59,287	58,695	(592)
NET INCREASE (DECREASE) IN CHURCH ASSETS	(38,959)	(41,304)	99,599	2,345	(138,558)
				-	-

**DEER LAKE UNITED CHURCH
STATEMENT OF CASH FLOWS FOR THE YEAR ENDING DECEMBER 31, 2021**

Cash Balance - Beginning of Year	126,806
NET INCREASE (DECREASE) IN CHURCH ASSETS	(38,959)
Changes in Non-Cash Accounts	
GST Recoverable	(2,572)
Miscellaneous Accounts Receivable (Note 3)	1,360
Receivable from Investment Account (Note 4)	16,305
Prepaid Expenses (Note 5)	6,643
Connor, Clark & Lunn Investments - Congregational (Note 6)	(68,208)
Vancity Term Deposit (Willick Fund) (Note 7)	-
Connor, Clark & Lunn Investments (Note 8)	65,673
Investments - Less amount owing to Church operations	(16,305)
Deposits (Note 10)	-
Miscellaneous Accounts Payable (Note 11)	37,065
Prepaid Rent	110
WorkSafe BC Payable	15
Building & Contingency Fund (Note 12)	(34,085)
Burnaby Youth Hub (Note 13)	200
Choir Fund (Note 14)	219
Dixon Transition Society (Note 15)	(10)
First United Church (Note 16)	300
Garden Fund (Note 17)	50
Homeless Outreach Program (Note 18)	1,123
Hope for Families (Note 19)	1,905
Men's Group (Note 20)	-
Mission & Service Fund (Note 21)	102
Student Ministry Fund (Note 22)	-
Women's Retreat Fund (Note 23)	-
Youth Group (Note 24)	-
TOTAL CHANGES IN NON-CASH ACCOUNTS	<u>9,890</u>
Cash Balance - End of Year	<u><u>97,737</u></u>

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DEER LAKE UNITED CHURCH
NOTES TO FINANCIAL STATEMENTS FOR THE YEAR ENDING DECEMBER 31, 2021

1 Deer Lake United Church

Deer Lake United Church (the "Church" or "DLUC") is a congregation under the United Church of Canada located in central Burnaby. The Church is a not-for-profit organization and a registered charity under the Canadian Income Tax Act.

2 Significant Accounting Policies

(a) General Operating Funds

This fund is used for daily operations of the Church. Donations that have no specific instructions as to use, are added to the general operating fund, as well as rental income. The funds are used for regular Church operations such as personnel expenses, church operating expenses, and program expenses.

Designated Funds

These funds have specific instructions placed by the donors on the use of the funds. DLUC will make every effort to honour the donor's request, but is under no obligation to do so. Any surplus remaining after the project is completed or the program has ended will be transferred to the General Operating Fund. The expenditures are approved by the Treasurer to ensure it is in accordance with the donor's request.

Building & Contingency Fund

These funds have specific instructions placed by the donors on the use of the funds. DLUC will make every effort to honour the donor's request, but is under no obligation to do so. Any surplus remaining after the project is completed or the program has ended will be transferred to the General Operating Fund. These funds are used for improvements to the building, renovations, the purchase of equipment and fixtures, and for an unforeseen event.

(b) Basis of accounting

These financial statements were prepared using the accrual basis of accounting, with the exception of recording depreciation of fixed assets.

(c) Financial Instruments

The Church reports financial assets and liabilities (cash, accounts receivable, and accounts payable) at their face value. Investments are reported at market value.

(d) Prepaid Expenses

Prepaid expenses are recorded for goods and services to be received in the next fiscal year but paid for in the current fiscal year.

(e) Capital Assets

Capital Assets consists of real property (land and building) and equipment and fixtures. Capital assets are expensed in the period purchased. Capital assets on the books have not been depreciated.

The Board is responsible for decisions to enter into a congregational property transaction. A congregational property transaction may require approval from the Pacific Mountain Regional Council (PMRC). The Trustees are responsible for holding all congregational property for the congregation as part of the United Church and for proceeding with property transactions as directed and/or approved by the PMRC.

(f) Revenue Recognition

Contributions and Rental Income are recorded as revenue in the period when received or receivable, based on appropriate evidence as to collectability.

(g) Gifts in kind

Donations of property, other than cash, are recorded at fair value when such value can be reasonably determined.

DEER LAKE UNITED CHURCH
NOTES TO FINANCIAL STATEMENTS FOR THE YEAR ENDING DECEMBER 31, 2021

(h) Donated Services

Many Church members offer their time and services to the Church each year. These services are offered on a volunteer basis and are thus not recorded in the financial statements.

(i) Notes to the the Financial Statements

Certain notes to the Financial Statements have been restated for the 2020 comparative numbers to conform with proper note disclosure.

3 Miscellaneous Accounts Receivable	2021	2020
Canada Helps donation	2,002	1,684
December 31 deposit in-transit	-	250
Canada Emergency Wage Subsidy for period 9	-	1,428
	<u>2,002</u>	<u>3,362</u>

4 Receivable from Investment Account	2021	2020
Reflects Manse expenses 1999 - 2003 for which funds have not yet been drawn from the Investment Account	16,305	16,305
Repayment from investment account	(16,305)	-
	<u>-</u>	<u>16,305</u>

5 Prepaid Expenses	2021	2020
Westland Insurance for Jan/2021 until Nov/2021	-	6,643
Westland Insurance invoice for 2022 not paid yet due to Insurance company issue	-	-
	<u>-</u>	<u>6,643</u>

6 Connor, Clark & Lunn Investments - Congregational

The Church took excess cash and invested with Connor, Clark & Lunn Investments to maximize earnings on cash. Board approval is required to move funds in and out of this investment account.

	2021	2020
Funds transferred in July from operating account	65,000	-
Ending Book Balance	68,208	-
Change in CC&L Investment Portfolio	<u>3,208</u>	<u>-</u>

Percentage Gain (Loss) on Investments 4.9%

Connor, Clark & Lunn Investments Security Description - Congregational

	Market Value at Dec.31.2021	
Canadian Equity	23,295	5.5%
Canadian Income Equity	1,774	0.4%
Fixed Income	22,618	5.4%
International Equity	7,829	1.9%
US Equity	12,785	3.0%
Cash & Equivalent	(93)	0.0%
Total	<u>68,208</u>	<u>16.1%</u>

7 Vancity Term Deposit (Willick Fund)

The \$1,200 was a donation from a trust which is invested in a Vancity 3 year escalating term deposit that matures Jan.30.2024. At maturity the \$1,200 principal is automatically re-invested. Per the trust, interest earned on the \$1,200 principal may be spent on Church youth leadership.

	2021	2020
	<u>1,200</u>	<u>1,200</u>

DEER LAKE UNITED CHURCH
NOTES TO FINANCIAL STATEMENTS FOR THE YEAR ENDING DECEMBER 31, 2021

8 Connor, Clark & Lunn Investments

This investment fund was originally set-up from proceeds from the manse sale. PMRC and Board approval is required to move funds in and out of this investment account. DLUC has PMRC permission to withdraw 4% of the Dec.31 balance annually. In 2020, the 4% withdrawal was \$19,517. Also in 2020, \$85,300 was withdrawn for renovations as approved by the Board and PMRC.

	2021	2020
Opening Book Balance	488,419	429,159
Ending Book Balance	422,746	488,419
Change in CC&L Investment Portfolio	<u>(65,673)</u>	<u>59,260</u>
Percentage Gain (Loss) on Investments	-13.4%	13.8%

Connor, Clark & Lunn Investments Security Description

	Market Value at Dec.31.2021	
Canadian Equity	144,142	34.1%
Canadian Income Equity	10,987	2.6%
Fixed Income	138,278	32.7%
International Equity	48,617	11.5%
US Equity	81,297	19.2%
Cash & Equivalent	(575)	-0.1%
Total	<u>422,746</u>	<u>100.0%</u>

9 Fixed Assets

Original fixed assets were recorded in the books as of December 31, 1987 at estimated market values. Capital assets capitalized from 1989 to 1997 were recorded at cost. Capital assets purchased after 1997 were expensed. No depreciation has been recorded.

	2021	2020
Property	667,287	667,287
Equipment & Fixtures	65,331	65,331
Total	<u>732,618</u>	<u>732,618</u>

10 Deposits

Deposits for keys are refundable to tenant upon return of keys. Last month rent may be refundable to tenant upon end of lease, if last month rent is paid.

	2021	2020
AA - Thursday group - Keys	150	150
AA - Tuesday group - Keys	100	100
Dance Imagination - Keys	150	150
Deer Lake Preschool - Keys	450	450
Girl Guides - Keys	100	100
Weight Watchers - Keys	250	250
West Coast Baptist Church - Keys	40	40
West Coast Baptist Church - Last Month Rent	550	550
Yugoslavian 7th Day Adventist Church - Keys	200	200
Yugoslavian 7th Day Adventist Church - Last Month Rent	480	480
Total Deposits	<u>2,470</u>	<u>2,470</u>

DEER LAKE UNITED CHURCH
NOTES TO FINANCIAL STATEMENTS FOR THE YEAR ENDING DECEMBER 31, 2021

11 Miscellaneous Accounts Payable	2021	2020
2018 Presbytery Provision grant not yet spent	960	2,056
Book "Governance & Ministry: Rethinking Board Leadership"	(311)	(225)
Amanda Fenton - provisioning event design & planning costs inv #524	-	(871)
Book "How to Lead"	(174)	-
Balance 2018 Presbytery Provision grant not yet spent	475	960
Accrue December insurance, not yet invoiced	694	-
Accrue December Visa expenses	44	188
Accrue payable to CRA re TWSE	349	-
Accrue payable to Barry Yamanouchi for Organist Relief for December	971	-
Accrue payable to Tierneys for invoice dated Dec.22.2021	303	-
Accrue payable for renovations - carpet	35,617	-
Kathy Richardson - Dirks Software envelopes 1 yr. support	-	91
Shaw Cablesystems invoice Dec 14	-	112
UCRD church calendars inv RISR00208749	-	37
Total Miscellaneous Accounts Payable	38,453	1,388

12 Building & Contingency Fund

These funds have specific instructions placed by the donors on the use of the funds. These funds are used for improvements to the building, renovations, the purchase of equipment and fixtures, and for an unforeseen event.

	2021	2020
Opening Balance	42,494	40,339
Envelope Offerings	2,410	2,155
Renovations - painting (also see Other Costs, note 28)	(36,495)	-
Ending Balance	8,409	42,494

13 Burnaby Youth Hub

The Burnaby Youth Hub is a safe space for youth in Burnaby, providing a variety of programs and services to support, engage, and empower young people in the community. A program of the Lower Mainland Purpose Society for Youth and Families.

	2021	2020
Opening Balance	272	72
Envelope Offerings	600	500
Paid to The Lower Mainland Purpose Society for Youth and Families	(400)	(300)
Ending Balance	472	272

14 Choir Fund

The Choir Fund is a DLUC fund where the Choir members donate to this fund and designate funds to be used for various Church needs. In 2021, the fund was set-up to cover the costs of purchasing filing cabinets to file the music.

	2021	2020
Opening Balance	-	-
Envelope Offerings	1,910	-
Canada Helps donations	200	-
Purchase of filing cabinets	(1,891)	-
Ending Balance	219	-

15 Dixon Transition Society

Dixon Transition Society helps to reduce the impact of domestic violence by providing a safe haven for women and children. Transitional housing programs, counselling and outreach services form a continuum of care to help women and children live a life free from violence.

	2021	2020
Opening Balance	60	105
Envelope Offerings	640	230
Sunday morning coffee donations	-	225
Paid to Dixon Transition Society	(650)	(500)
Ending Balance	50	60

DEER LAKE UNITED CHURCH
NOTES TO FINANCIAL STATEMENTS FOR THE YEAR ENDING DECEMBER 31, 2021

16 First United Church

First United Church Community Ministry Society (commonly known as First United) is an inner-city ministry of the United Church of Canada committed at its heart to the struggle for social justice, offering programs of advocacy, housing and healing in Vancouver's Downtown Eastside (DTES).

	2021	2020
Opening Balance	43	143
Envelope Offerings	300	200
Sunday morning coffee donations	-	100
Paid to First United Church	-	(400)
Ending Balance	<u>343</u>	<u>43</u>

17 Garden Fund

The Garden Fund is a DLUC fund committed to keeping and enhancing the welcoming garden at the front of the Church.

	2021	2020
Opening Balance	462	462
Envelope Offerings	50	-
Ending Balance	<u>512</u>	<u>462</u>

18 Homeless Outreach Program

The Society To End Homelessness In Burnaby has been established to provide leadership and collaborative planning towards the reduction and ultimately, resolution of homelessness in Burnaby. Once a month the Church purchases groceries and prepares lunches for the homeless of Burnaby.

	2021	2020
Opening Balance	1,693	1,930
Envelope Offerings	3,100	2,190
Non-receipted donations (unidentified)	-	63
Groceries purchased	(1,477)	(465)
Paid to The Progressive Housing Society	(500)	-
Paid to The Society to End Homelessness in Burnaby	-	(2,025)
Ending Balance	<u>2,816</u>	<u>1,693</u>

19 Hope For Families

This is an outreach initiative of DLUC to assist Burnaby families in need. The main purpose is to sponsor families at Christmas and to support children's camping programs.

	2021	2020
Opening Balance	2,195	2,145
Envelope Offerings	5,945	3,470
Canada Helps donations	1,350	730
Non-receipted donations (unidentified)	-	620
Paid to Summer Fun for Second Street School Camping Program	-	(1,000)
Paid to SD41 for Edmonds Community School Camping Program	(1,000)	-
Xmas Expenses - 2021 families	(4,390)	-
Xmas Expenses - 2020 families	-	(3,770)
Ending Balance	<u>4,100</u>	<u>2,195</u>

20 Men's Group

This is an initiative of DLUC where the men meet weekly for breakfast and fellowship, donate funds, and organize a number of events and designate funds to be used for various Church needs.

	2021	2020
Ending Balance	<u>961</u>	<u>961</u>

**DEER LAKE UNITED CHURCH
NOTES TO FINANCIAL STATEMENTS FOR THE YEAR ENDING DECEMBER 31, 2021**

21 Mission & Service Fund

Your gifts to United Church of Canada Mission & Service Fund help people in need in Canada and around the world by providing access to food, housing, and employment support. Your generosity helps people develop new skills and access life-changing medical treatment and counselling. Your gifts help people live meaningfully and purposefully by supporting education opportunities, communities of faith, retreat centres, and more.

	2021	2020
Opening Balance	1,379	1,480
Envelope Offerings	7,892	8,329
Canada Helps donations	100	-
Paid to UCC Mission & Service Fund	(7,890)	(8,430)
Ending Balance	<u>1,481</u>	<u>1,379</u>

22 Student Ministry Fund

The fund started in 2002 and is intended to be used to assist a Student Minister in their journey to ordination.

	2021	2020
Ending Balance	<u>386</u>	<u>386</u>

23 Women's Retreat Fund

This is an initiative of LUC where the women meet for food, fellowship and fun at the monthly breakfast and the yearly retreat.

	2021	2020
Ending Balance	<u>179</u>	<u>179</u>

24 Youth Group

Funds donated to the Youth Group are used for activities or supplies for the group.

	2021	2020
Ending Balance	<u>776</u>	<u>776</u>

25 Congregational Fundraisers to Local

All fundraisers for DLUC or any of its outreach projects have their proposal approved by the Board in advance.

	2021	2020
Jazzlinks Concert net proceeds	-	595
ACM lunch	-	252
Shrove Tuesday	-	223
	<u>-</u>	<u>1,070</u>

26 Special Contributions

Special Contributions are donations received through other charitable organizations that process the donation and provide tax receipts. Special contributions are also from groups or individuals where no tax receipt is issued.

	2021	2020
Canada Helps donations	8,255	8,270
UCC Foundation - gift of common shares	6,341	6,258
Donations to cover cost of purchase of outdoor table	2,866	-
Donations to cover cost of purchase of chairs for sanctuary	14,914	-
Proceeds from sale of church pews	350	-
Donation from Stanbury Construction to cover part of renovation costs	341	-
Donation to cover costs of liturgical arts	52	-
Proceeds from parking lot rental	600	-
Proceeds from sale of church furniture	1,647	-
Charitable Impact donation	-	3,298
Burnaby Gogos	-	150
Total Special Contributions	<u>35,366</u>	<u>17,976</u>

DEER LAKE UNITED CHURCH
NOTES TO FINANCIAL STATEMENTS FOR THE YEAR ENDING DECEMBER 31, 2021

27 Grants

The federal government has offered two programs to employers who have seen a drop in revenue due to Covid-19 to help cover part of employee remuneration. The first program offered was the Temporary Wage Subsidy for Employers (TWSE) which covered the period March 18, 2020 to June 19, 2020 and is equal to 10% of remuneration. The second program is the Canada Emergency Wage Subsidy (CEWS) which covers the period March 15, 2020 to October 23, 2021 and is equal to up to 75% of remuneration. The combined maximum for both programs is 75% of remuneration.

	<u>2021</u>	<u>2020</u>
TWSE	(349)	2,547
CEWS	22,584	35,561
Total Grants	<u>22,235</u>	<u>38,108</u>

28 Other Costs

Other Costs in 2021 relate to the approved renovations for carpet, paint, streaming, and miscellaneous. The total budget amount approved by the Board and congregation was \$143,300. Total costs to date are \$92,986 in Other Costs plus \$36,495 in Building & Contingency Fund for a total of \$129,481.

	<u>2021</u>	<u>2020</u>
Renovation costs	92,986	-
Hand Sanitizer	-	63
Asphalt repair	-	29
	<u>92,986</u>	<u>92</u>

29 Gifts in Kind

Gifts in Kind are non-cash donations and are recorded at fair market value.

	<u>2021</u>	<u>2020</u>
Building materials to repair leaking storage shed	54	-
Donation of face masks	1,500	-
Rekey choir cabinets	49	-
Yarn for prayer shawls	-	91
	<u>1,603</u>	<u>91</u>

**DEER LAKE UNITED CHURCH
BUDGET FOR THE YEAR ENDING DECEMBER 31, 2022**

	BUDGET Dec/2022	CURRENT Dec/2021	BUDGET Dec/2021	ACTUAL Dec/2020	BUDGET Dec/2020	NOTES	
REVENUE							
Local Operations							
ACCT	Envelope Offerings to Local	107,000	106,240	105,000	105,006	120,000	Based on Projected CURRENT
ACCT	Broadview Program	110	100	240	235	140	Based on Projected CURRENT
ACCT	Congregational Fundraisers to Local	-	-	-	1,070	225	No fundraisers currently in the works
ACCT	Interest on Operating Account	-	-	36	58	65	Decrease in interest rate, at 0%
ACCT	Loose & Sunday School	1,040	55	-	348	1,950	Based on loose at \$20/week, no Sunday School
ACCT	Memorial Offering	-	-	-	-	-	
ACCT	Special Contributions	8,900	35,366	12,000	17,976	-	Canada Helps donations (variable, nothing consistent), UCC Foundation re shares
	TOTAL LOCAL OPERATIONS	117,050	141,761	117,276	124,693	122,380	
		72%	74%	84%	63%	69%	
Rental Income							
RENT	AA - Thursday group	660	660	660	660	660	No increase for 2022
RENT	AA - Tuesday group	900	1,000	900	900	900	No increase for 2022
RENT	Dance Imagination	-	-	-	1,345	4,034	Not returning
RENT	Deer Lake Preschool	19,526	18,984	18,984	18,984	19,260	2% ↑ Mar.01, another 2% ↑ Jun.01
RENT	Other Rental Income	1,000	-	-	4,720	750	Best guess
RENT	Weight Watchers	-	-	-	1,274	5,484	Not returning
RENT	West Coast Baptist Church	8,239	1,600	-	2,658	7,973	4% ↑ Mar.01
RENT	Yugoslavian 7th Day Adventist Church	12,535	2,022	-	3,033	12,131	4% ↑ Mar.01
	TOTAL RENTAL INCOME	42,861	24,266	20,544	33,574	51,192	
		26%	13%	15%	17%	29%	
Other Income							
ACCT	Grants	-	22,235	-	38,108	-	Ended Oct 2021
REV(1)	Weddings & Funerals	-	625	-	-	820	Assumption is 0 weddings and 0 funerals
	TOTAL OTHER INCOME	-	22,860	-	38,108	820	
	TOTAL OPERATING REVENUE	159,911	188,887	137,820	196,375	174,392	
ACCT	Building & Contingency Funds Received	2,500	2,410	2,100	2,155	3,500	Based on Projected CURRENT
	TOTAL REVENUE	162,411	191,297	139,920	198,530	177,892	
EXPENSES							
Personnel							
M&P	Wages	110,288	105,258	106,967	93,418	100,095	All employees receive a 1.3% cost of living increase (1.3% per UCC)
M&P	Allowances	1,200	2,100	2,100	1,600	1,000	Minister telephone
M&P	Benefits	24,583	21,631	21,861	14,000	18,073	Employer portion of CPP (increase from 5.45% to 5.70%), EI (no change), and Pension&Benefits per UCC
M&P	Continuing Education & Learning	1,950	1,500	1,800	1,408	1,502	Minister, Administrative Assistant and Organist
M&P	Holiday Pay	1,140	1,046	1,049	1,002	1,028	Administrative Assistant and Caretaker
M&P	Pulpit Supply	2,240	1,060	2,210	212	2,160	Minister total days off = 5vac + 3study + 2discretionary = 10 days total @ \$224/day
M&P	Relief	665	3,491	665	1,928	755	Organist = 4vac + 3sick = 7days @ \$95
REV(1)	Sabbatical Fund Contribution	-	-	-	-	-	Only for Interim Minister
M&P	Special Services	-	-	-	-	-	Assuming none
M&P	Travel	2,000	-	-	-	400	For Minister to attend PMRC meeting in Prince George
M&P	Weddings & Funerals	-	-	-	-	700	Assumption is 0 weddings and 0 funerals
M&P	TOTAL WAGES & BENEFITS	144,066	136,086	136,652	113,568	125,713	
M&P	M&P Committee Expenses	500	279	500	-	500	Per Minister & M&P
ACCT	Payroll Service Fee (ADP)	372	334	326	328	380	TeamPay \$22.00/mo + \$1.20/employee = \$26.50/mo + T4 \$50.00, LY monthly fee was \$23.42/mo
REV(1)	Wedding & Funeral Coordinator	-	-	-	-	120	Assumption is 0 weddings and 0 funerals
ACCT	WorkSafe BC Premium	139	114	113	99	107	Per WorkSafeBC, rate increased from 0.10% to 0.12%
	TOTAL PERSONNEL EXPENSES	145,077	136,813	137,591	113,995	126,820	
		73%	48%	77%	73%	72%	
Church Operating Costs							

**DEER LAKE UNITED CHURCH
BUDGET FOR THE YEAR ENDING DECEMBER 31, 2022**

	BUDGET Dec/2022	CURRENT Dec/2021	BUDGET Dec/2021	ACTUAL Dec/2020	BUDGET Dec/2020	NOTES
ACCT Bank Charges / PAR Charges	404	777	610	736	300	PAR \$0.50/person/mo @ \$22.50/mo, Night deposit annual fee \$40, Canada Helps 3.75% of donation 2021 \$89.07
TRUST Insurance	9,084	8,088	7,997	6,963	6,359	Commercial Package LY \$7,247 with 15% ↑ per Ins Co., AD&D \$750, actual invoice not yet received
ACCT Office	13,275	2,401	3,403	8,773	6,850	Based on 2020 normal expenses + \$5,000/yr Review of FS for 2 years
ACCT Other Costs	600	92,986	600	92	6,277	2021 related to renovations, Budget nominal amount for 2022 Based on 2021 actual, Charities are tax exempt. Prior yrs incorrect - Amount to be reimbursed by For Profit Renters not at 100%, .most cost recorded as utilities, City did not include land but now caught so taxes increased, DLUC cost
ACCT Property Tax	1,050	1,027	320	311	65	s/b \$0
STEW Repairs & Maintenance	6,000	24,241	6,000	5,097	6,000	Per Committee
ACCT Telephone & Internet	1,381	1,293	1,320	1,314	1,350	Consistent Telus \$115.06/mo for 2020
ACCT Utilities	6,196	6,489	6,296	6,108	7,150	BCHydro, FortisBC, CityofBBY Water&Waste, based on 2020 actual
ACCT Waste Disposal	628	593	550	550	648	City of Burnaby, \$137.55 or \$176.55 per quarter, pick-ups as required
TOTAL CHURCH OPERATING EXPENSES	38,618	137,895	27,096	29,944	34,999	
	19%	48%	15%	19%	20%	
Program Costs						
REV Benevolent	100	-	-	-	100	For Minister, gift cards to people in need
LIBR Books & Supplies	-	-	-	-	100	
EDUC Christian Education	1,900	718	1,900	934	1,900	Per Committee, Lay Education \$400 + Children & Youth \$750 + Sunday School \$750
COMM Communications	-	-	-	187	30	Newsletter mailing costs - no longer relevant
OUTR Outreach Committee	200	-	200	-	200	Per Committee
PC Pastoral Care	800	783	800	462	300	Per Committee, increase due to more mailings (\$100/ mailing x 3 = \$300)
ACCT Social Events	-	-	217	-	315	Audio Cine Films & Criterion Pictures annual licenses NOT RENEWED
ACCT Subscriptions	550	475	550	550	565	Broadview
N/A Transition Team	-	-	-	-	-	N/A this year
TECH Website & IT	630	249	690	714	350	Domain name, Hosting, Zoom, Security
WSHP Worship	2,700	2,945	2,750	1,948	2,950	Per Committee, Liturgical Arts \$400 + Music \$500 + Keyboard Mntce \$200 + Worship \$1,600
TOTAL PROGRAM EXPENSES	6,880	5,170	7,107	4,795	6,810	
	3%	3%	4%	2%	3%	
TOTAL DENOMINATIONAL ALLOCATION	7,812	6,663	7,330	7,329	7,329	Per UCC Regional Council, Target Assessment on Church Hub
ACCT	4%	2%	4%	5%	4%	
TOTAL OPERATING EXPENSES	198,387	286,541	179,124	156,063	175,958	
ACCT Building & Contingency Funds Set Aside	2,500	2,410	2,100	2,155	3,500	Offset of Building & Contingency Funds Received
TOTAL EXPENSES	200,887	288,951	181,224	158,218	179,458	
NET SURPLUS (DEFICIT) FROM OPERATIONS	(38,476)	(97,654)	(41,304)	40,312	(1,566)	

DRAFT MINUTES
Deer Lake United Church
Annual Congregational Meeting (via Zoom)
Sunday February 14, 2021

12:38 pm

Opening Prayer: Rev. Dr. J Kyser

Welcome: Dana Juba

Attendance: D Juba, E James, Rev. Kyser, R Struve, K Richardson, L Juba, S McGaire
C Stegen, S Hamer, G Hamer, J Cambuzzi, B Cheesman, S Cheesman, S Ross, R Armstrong, K
Chapman, B Chapman, E Colledge, Judi, M Cazalet, G Lans, A Lans, L Scott, J Scott, B Van Luven, D
Kim, J Ahmelich, S McLean, C Crossin, L Paddon, B Paddon, T Seeram, T Laphorne, GI Forwood, Ga
Forwood, M Kyer, W Kyer, P Woodruff, J Annesley, J Johnson, T Woodruff, P Anderson, L Walsh, A
Brown, E Brown, TL Heeg-Bailey, D Phillips, D Cunningham, D Strutt, M Tullett, D Wrigley, Dor
Wrigley, E Mosher, M Pinto, K Small, P Slater

Regrets: S Sywulich

Voting Protocol for the ACM Zoom Meeting-Rev. Kyser

Enabling Motions:

- 1) Motion: that Dana Juba Chair the 2021 ACM Moved: K Richardson/Seconded: A Brown
CARRIED
- 2) Motion: that Ellen James record the minutes for the 2021 ACM Moved: B Chapman
Seconded: C Stegen **CARRIED**
- 3) Motion: that non-members be granted corresponding and voting privileges. Moved: K
Small/Seconded E Colledge **CARRIED**
- 4) Motion: that the Agenda be accepted as presented: Moved G Hamer/Seconded: J Johnson
CARRIED
- 5) Motion: that the Minutes of the 2020 ACM be accepted as printed on the 2020 Annual
Report amended to include the 2020 Committee List as stated in the Minutes. Moved: R
Struve/Seconded: K Chapman **CARRIED**

2020 Finance Report-Bruce and Susan Cheesman

- 1) Motion: that the 2020 Financial Report, including the 2020 Financial Statements, as printed
in the 2020 Annual Report be received. Moved: T Laphorne, Seconded: A Brown **CARRIED**
(Abstained E Mosher)
- 2) Motion: that the 2021 budget as printed in the 2020 Annual Report be approved. Moved: R
Struve/Seconded: P Slater **CARRIED** (Abstained: E Mosher)

Discussion:

-Thanks extended to Susan and Bruce Cheesman for an extraordinary year of hard work accessing government COVID aid and maintaining the financial integrity of DLUC all in their first year as Co-Treasurers.

-Clarification: The Christian Education budget incorporates children/youth enrichment \$750.00, Lay Education: \$400.00, Sunday School Curriculum: \$750.00

Governance Task Force - revised Board Composition Proposal – Larry Juba

- 1) Moved: to accept the revised Board Composition as proposed by the Governance Task Force moved: L Juba/second: G Hamer **CARRIED** (Abstained: S McGaire, M Cazalet, E Brown)

Note: Proposal attached to these Minutes

Discussion:

Generally the Chair of a committee is the designated Board Member for the year with voting privileges. Transferring of voting privileges is not permitted however all committee and congregation members are free to attend Board Meetings and speak if they wish to do so.

Governance Task Force Update: K Richardson (report attached to these Minutes)

Resignations, Nominations, Appointments

- 1) Notice of Steve McLean's resignation from Trustees. Many thanks were extended to Steve for his 25 years as a Trustee for DLUC.
- 2) Motion to accept Shelley Ross to the Board of Trustees. Moved: E College, Seconded: K Richardson **CARRIED** Thanks to Shelley for taking on this important role.
- 3) Motion to appoint Ruth Struve as Pacific Mountain Regional Council Representative for Deer Lake United Church. Moved: G Hamer/Seconded: B Van Luven **CARRIED** Thanks to Ruth for agreeing to be our representative at the Provincial level.
- 4) Motion to accept the 2021 Officer and Committee List as presented (attached to these Minutes). Moved: K Richardson/Seconded: P Anderson **CARRIED**
- 5) Motion to accept the Board Member List below: Moved: G Forwood/Seconded: D Strutt **CARRIED**

2021 Board Member List

Minister: Rev. Dr. J Kyser
Chair: Ellen James
Vice Chair: Sharon Hamer
Secretary: Joanne Annesley
Past Chair: Dana Juba
Co-Treasurer: Susan Cheesman
M&P: P Woodruff
Christian Education: Gloria Forwood
Outreach: Linda Walsh
Pastoral Care: Shirley McGaire
Stewards: Paul Anderson
Worship: Ernie Colledge
Communications: Garry Forwood

Special Thank You to Dana Juba for years of commitment and leadership as Chair of the Board

Attachments:

Governance Task Force Proposal
Governance Task Force Update
2021 Officer and Committee List

Closing Prayer: Rev. Dr. J Kyser

Adjournment: Dana Juba
2:05 pm

Governance Task Force Proposal

Proposal: The GTF is recommending the amendment of Policy # GEN002 to reduce the size of the Board from approximately 41 to 13 members, removing the committee members at large from the Board. The intention is to structure the Board in a manner that will allow a more efficient process and ensure that the minimum 1/3 of Board members for quorum as required by The Manual will be met at each meeting. The number of members of the proposed Board reflects general attendance at Board meetings in the past. Board meetings are open, meaning that anyone may attend.

This proposal was approved by the DLUC Board on January 19, 2021.

Action: The Governance Task Force proposes that the DLUC Board be restructured to include the following positions*:

1. Minister
2. Chair
3. Vice-Chair
4. Past-Chair
5. Secretary
6. Co-Treasurer
7. Chair of M&P
8. Chair of Stewards
9. Chair of Communications
10. Chair of Outreach
11. Chair of Worship
12. Chair of Christian Education
13. Chair of Pastoral Care

*If a committee does not have an official chair (or a single chair), then the committee may appoint a committee member to serve in this role. The name must be approved at the ACM each year.

Deer Lake United
Governance Taskforce
ACM 2021 UPDATE

Definition: GTF – Governance Task Force

- The search for a revised governance model for Deer Lake was first initiated by the Board in January 2018 as part of the Interim Ministry with Scott Swanson. We, the Governance Task Force, have been asked to complete a task which was first identified, requested, and agreed to by the Deer Lake United membership three years ago.

- Our task is to study and discern the best way to revise our governance structure in order to make Deer Lake's ministry more effective, efficient, fulfilling and God Centred. Once improvements have been identified by the GTF, recommendations will be made to the Board.

- As the year progresses, we will continue to report to the Board and make recommendations based on hours of research, discussion, review, and prayer. To date the GTF has spent over 20 hours meeting and countless hours emailing between meetings. The members are diverse, thoughtful and hold a great deal of respect for the work they have been given. The first recommendation the GTF proposed was to reduce the size of the Board (presently sitting at 41 members). The GTF proposed this to the Board on January 19th who then voted in favour and referred it to you, the congregation for approval. This illustrates the process. The GTF makes recommendations. The GTF does not make decisions.

- As 2021 progresses and further recommendations are identified, a congregational meeting will be called by the Board. Once approval is received from the congregation, policy changes to support these governance changes can then be made by the Board to reflect the revised structure.

- We hope to have completed our study and made final recommendations before the end of this year.

- One governance model we are currently exploring is a structure where one of the Board's primary purposes is to govern through Policy. Ensuring the policy is always informed by and adheres to the mission of the congregation. An important part of our work on the GTF has been to review Deer Lake United's policy manual and to begin to identify the differences between policies and procedures. Generally, a policy states what must be accomplished (usually as required by the United Church Manual). A procedure states how it will be accomplished.

This governance model also identifies the distinction between the "business" of the church and the "ministry" of the church and achieves this by separating working groups into two categories that reflect their unique roles.

It is important that everyone has the same understanding of terms we will be/are using. We see the distinction between these terms as follows:

COMMITTEES

Committees deal with the administration of the church and support and report to the Board. Under this model possible committees could be M&P, and Trustees.

TEAMS (a new term to us)

Teams organise, implement action and operate under the minister's oversight. Under this model possible Teams could include Pastoral Care, Outreach, Christian Education.

MINISTRY

Ministry is what the church "does". It is the action that effects the life of our church and the community beyond its walls. It is the congregations practical work of changing lives in ways that fit its mission, while acting out its values, and achieving its goals. Under this model, ministries could include, sandwich making, knitting prayer shawls, small group education, scripture reading, tending the garden, shopping for Christmas families. Ministry may be done by a group or single person.

Although we find this governance model worthy of further study, please know, we are still discerning. This is a work in progress.

In closing, we encourage and challenge each one of you to send us your questions. Your questions will inform our discussions and guide our communication with each other and with you. If we don't have an answer, we will do our utmost to find out and communicate our findings back to you.

We wish to thank each of you for the trust you have placed in us to do this important work. Please be assured it is being undertaken with great care and contemplation and with consistent questioning of where God is leading us.

Submitted by the Governance Task Force

S McLean, T Seeram, S Hamer, E James, L Juba, L Paddon, Rev. J Kyser, K Richardson

PROPOSED COMMITTEE LIST 2021

Board Officers:

Chair: Ellen James
Vice-Chair: Sharon Hamer
Secretary: Joanne Annesley
Co-Treasurers: Bruce & Susan Cheesman
Past Chair: Dana Juba

Ministry & Personnel

(Board appointed)

Chair: Peggy Woodruff
Larry Juba
Bruce VanLuven
David Veller

Board of Trustees

(Congregational approval required)

Chair: Rev. Dr. Joseph Kyser
Tony Woodruff
Bob Chapman
Linda Paddon
Shelley Ross

Christian Education

Board Designate: Gloria Forwood
Sharon Hamer
Jean Johnson
Elizabeth Waddington

Finance

Chair: Bruce Cheesman
Kathy Richardson (Envelope Secretary)
Mary Cazalet
Tony Woodruff
Cathy Milne
Susan Cheesman

Outreach

Chair: Linda Walsh
Phyllis Slater
Marj Rielly
Paul Anderson
Claire Stegen
Bruce VanLuven
Janet Ahmelich

Pastoral Care

Chair: Shirley McGaire
Mary Cazalet
Kathy Richardson
Michele Cantelo
Trish Seeram (Sunshine Committee)

Stewards

Chair: Paul Anderson
Don Strutt (Tenant Liaison)
Arnie Brown (Steward Emeritus)
Rick Milne
Bob Chapman
Bill Paddon
Geoff Waters
Andrew Hull

Worship

Co-Chairs: Ernie Colledge & Ellen James
Joanne Annesley
Becky Armstrong
Mary Cazalet
Music Team: Donna Phillips, Rebecca Treherne
& Terri Lapthorne

Communications

Chair: Garry Forwood
Tony Woodruff
Linda Paddon



APPENDIX 1: GOVERNANCE TASK FORCE DOCUMENTATION

This appendix contains some of the most crucial documentation produced by the Governance Task Force as we embrace the new governance structure. First is the official proposal of the governance structure that was passed by the congregation in November 2021. Next includes the supporting documentation which includes the Restructuring FAQs and a Congregational Communications Summary. Lastly the initial approved Council policies is provided. These policies may be refined, modified, and amended by the Council as needed in the coming years. These policies are shared here in effort for the congregation to be aware of their existence as we begin this new chapter at DLUC.



Proposed Re-Structuring of the DLUC Governance Model October 2021

Prepared by the Governance Task Force:
Sharon Hamer, Ellen James, Steve McLean, Linda Paddon,
Kathy Richardson, Trish Seeram, and Rev. Dr. Joseph Kyser

The Governance Task Force proposes a re-structuring of our Deer Lake United Church (DLUC) Governance Model to the congregation of Deer Lake United Church. The congregation is invited to vote on this proposed governance model at a congregational meeting scheduled for November 7, 2021.

Timeline for Implementation

The intention is that the congregation will approve this governance model at this congregational meeting, and the model will be implemented at our February 2022 Annual Congregational Meeting.

Draft policies have been created and circulated within the congregation in addition to this document. These draft policies support this proposed governance model. They will be formally approved and adopted by the governing body after the governance model is approved by the congregation and the Region. This delay in implementation of the governance structure will allow all groups to prepare for the significant changes of policies. The Board believes these draft policies are substantial enough to proceed with the congregational vote on the governance structure; trusting that the policies will be ready for adoption by February 2022.

History of this Proposal

The Journey Toward a New Governance Structure

2017

This journey began early in 2017 when the decision was made to go into a two-year Interim Ministry. Rev. Scott Swanson was appointed by BC Conference and Westminster Presbytery to serve as Interim Minister. A Transition Team made up of Rev. Dave Anderson (Presbytery), Elizabeth Cottam, Garry Forwood, Linda Paddon, Trish Seeram, Rev. Lenanne Shiels (Presbytery), and Bruce VanLuven was appointed. One focus of the team's work was governance structure.

2018

A Board Retreat in January 2018 led to some procedural changes. However, it was clear that work on governance could not be completed quickly. The Transition Team focused their efforts on positioning the Board and Congregation to continue the work with the new minister.

2019

The final task of the Transition Team was to write the Ministry Profile and Search Report. This document included a job description for our new minister. It was accepted by the Congregation on February 24, 2019.

2020

Our new minister Rev. Dr. Joseph Kyser was called in spring of 2020, and he began to lead our Congregation in May. Prior to that Rev. Brian Burke provided a year of supply ministry. During that year, the Board continued to keep governance structure on their agenda. With Joseph's arrival, they were encouraged to push forward. In September, the Board appointed a Task Force to study governance and make recommendations to the Board. Continuity was ensured as Trish and Linda had served on the Transition Team; Sharon, Ellen and Trish had served on the Search Committee.

Over the past year, the Task Force has met almost weekly. We studied the United Church Manual, reviewed Deer Lake policies, considered the governance structure of several other United Churches in the Region, and informed ourselves of trends in church governance. We were advised to consider a model for board governance known as the 'Carver model.' It provided useful avenues, but some aspects didn't align with the United Church Manual. We realized that we needed to deepen our understanding of how church differs from other organizations. We undertook a detailed study of a book by Dan Hotchkiss called "Governance and Ministry – Rethinking Board Leadership"

recommended for this purpose. Copies of this book are available to the Board and Congregation.

2021

Communication was a priority. Throughout the process the Task Force has shared progress and information with the congregation through monthly Board updates, Board presentations, newsletter articles, PowerPoint presentations, townhall Sundays, phone calls, in home information sessions, information videos (https://youtu.be/uPKn_G1cbgw) and Zoom meetings. We have consistently asked the congregation for feed back over the 13 months. The Board has offered ongoing support to this discernment process and the direction we have taken.

Early in our mandate we recommended that Board size be reduced by removing committee members leaving only the committee chairs. This was an interim move intended to reduce demands on volunteer time. This change was approved by the congregation at the 2021 Annual Congregation Meeting.

At the completion of our book study in March we moved into crafting a new structure to recommend to the Board. We thank the Board for their ongoing support and encouragement. We are ready to propose a new Governance Structure for Deer Lake United Church.

Rationale for this Proposal

After identifying limitations to our present governance structure, we believe this new structure will:

- Enable the governing body to spend more of its time discerning God's will for the long-term future of the church.
- Empower the minister to lead efficiently and responsibly in order to fulfill the Congregation's mission and goals endorsed by the governing body.
- Create a clear policy structure that allocates responsibility for decision-making and ensures that church resources are protected and that its activities support its mission.

Through our research and discernment, we believe Policy based Governance will give us the permission to ask important Why questions, to focus on the vision of Deer Lake congregation, to look forward to possibilities, and to move our activities from doing church to being the church.

Motion for the Congregation

Motion: that Deer Lake United Church endorses and moves to adopt the Policy-based governance structure as presented by the Governance Task Force with the expectation of implementation following the ACM on February 13, 2022.

Outline of New Governance Structure

Deer Lake United Church has three divisions of work: Governance, Ministry, and Administration.

Governance is delegated by the congregation to our church Council. The Council serves as our governing body. This council is focused on discerning the long-term future of Deer Lake United and its impact on the world. It also ensures that decisions reflect the mission and values of Deer Lake. The Council delegates to the minister full responsibility for supporting the spiritual life of the congregation, for leading ministries, and for overseeing staff and day-to-day administration. The minister is accountable to the Council.

Membership of the Council include: Chair, Assistant Chair, Secretary, Treasurer, Minister/Trustee Representative, Ministry & Personnel Committee Representative, Nominations & Governance Committee Representative, and two members-at-large.

The Council works with three permanent committees: Ministry & Personnel, Trustees, and Nominations & Governance. Ministry & Personnel provides oversight to the church's employment relationships, primarily through the creation of employment policy and the support for the minister in regard to employment procedures and issues. Trustees oversee all assets in trust of the congregation as part of the United Church of Canada. Nominations & Governance is responsible for identifying spiritually mature individuals to serve the church as listed below. They also serve as a resource to ensure that the Council is maintaining our governance structure. The Council may create working groups, task forces, and other ad hoc groups as needed.

The Nominations & Governance Committee is responsible for nominating individuals to serve on the Council, Ministry & Personnel Committee, Trustees Committee, and the representative to the Region. These nominations will be sent to the Council for their approval. The Council will nominate individuals for the Nominations & Governance Committee. All of these nominations will be presented to the congregation at the Annual Congregational Meeting (ACM) for final approval by the congregation.

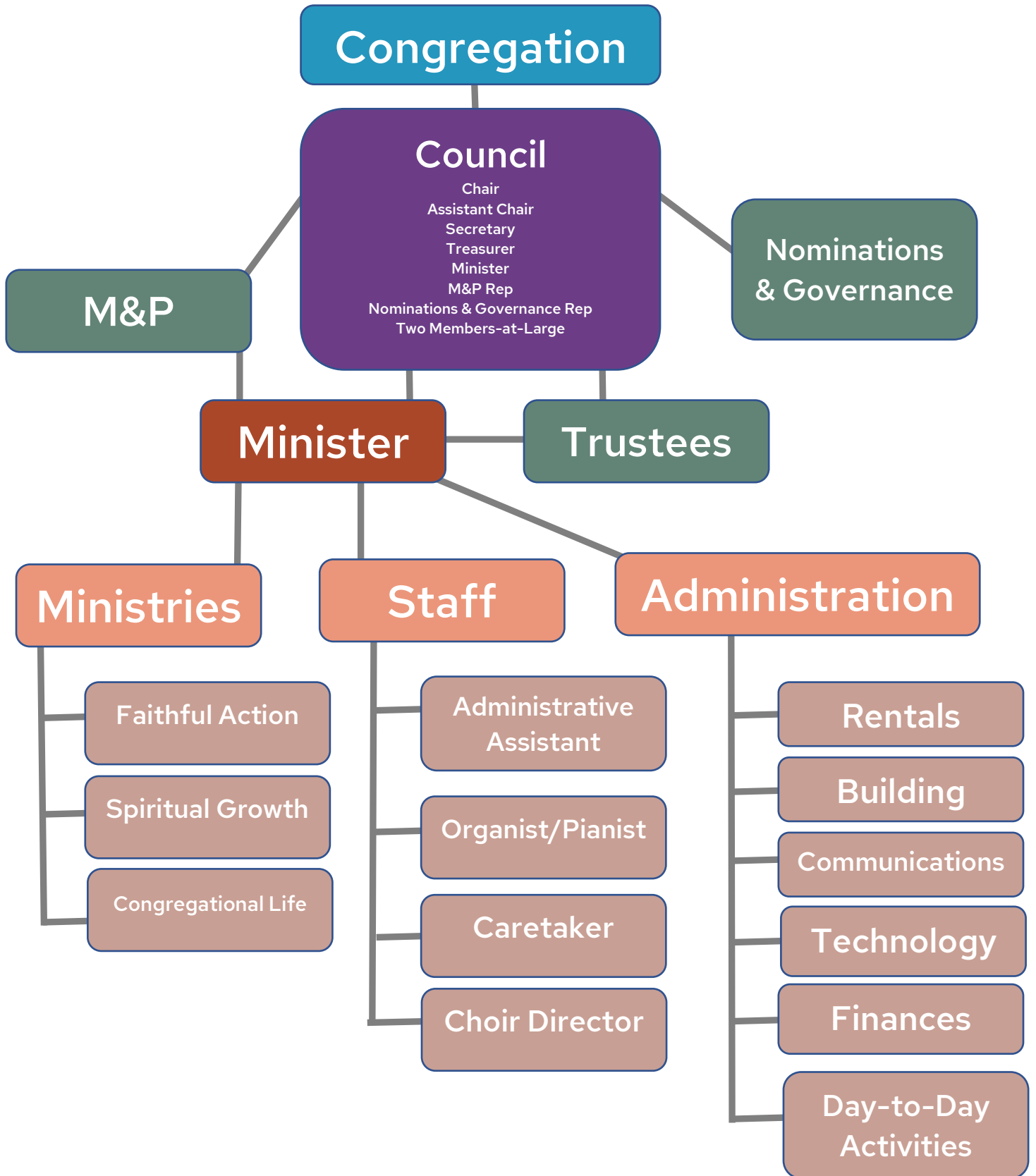
The foundation of the church is its ministries. The ministries of the church will be divided into three categories: Spiritual Growth which focuses on faith-based education and experiences for all ages. Congregational Life which focuses on strengthening our Christian community and looking after each other. Faithful Action which focuses on outreach and social justice. These categories allow for projects, programs, and activities ebb and flow throughout the year. The minister oversees the ministries of the church. All are encouraged, either individually or as a small group, to talk to the minister who will provide resources, assistance, and encouragement.

Lastly, the church needs administration for its day-to-day functions. Areas including finances, rentals, building maintenance, communication, technology, and office tasks are managed directly by the minister with the support of staff and congregation members. The work will be delegated out by the minister who will call on individuals or host work parties as needed.

This governance structure recognizes that the minister is not only our spiritual leader but also our institutional leader and head of staff. This structure respects that ministers have expertise beyond the theological and helps deepen and strengthen community by having it led by a paid accountable ministry personnel. In the spirit of servant leadership, the minister will be responsible for prioritizing ministries and tasks. This will fulfill our mission and vision ensuring that the congregation is focused on living out its purpose.

Draft policies have been written and are available for those interested by contacting the church office. These policies, once adopted by the governing body, are paramount for the success of this governance structure. The structure has been inspired by policy governance model, though it is not a complete adoption of the model. The Council writes, maintains, and governs through policy. The policies clearly define and provide limitations to those who are responsible. These policies are supplemental to *The Manual of the United Church of Canada* (our denominational policies), which will be followed without exception.

Governance Structure Model:



Frequently Asked Questions

Frequently used terms:

Governing Body: this is what the United Church calls a congregation's decision-making group of people. The Governing Body of a church may be a Board or a Council.

Board: This is the word we presently use.

Council: This is the word we propose we move to.

The words Board and a Council pretty much mean the same thing. These labels are interchangeable in this document.

1. Role of the Minister:

1.1. Will the minister have too much on his plate?

The minister is already actively involved with all of the committees and ministries of the church. By delegating the day-to-day responsibilities to him, decisions can be made much more streamlined and efficiently. This governance change may actually reduce his current workload because he will be empowered to make decisions without going through unneeded bureaucracy.

1.2. Who will hold the minister accountable?

The minister is ultimately accountable to the Board. In the United Church, the Board delegates staff and personnel matters to the Ministry & Personnel committee. M&P will be the primary contact for holding the minister accountable, and the Board will support the M&P as it feels appropriate.

1.3. *The Manual* states that all decisions are the responsibility of the congregation. How is it possible to delegate this responsibility to the minister?

The Manual directs the congregation to delegate most of these roles to the Governing Body (B.7.4, p. 67). The Governing Body then delegates these responsibilities as appropriate. It currently delegates many of these responsibilities to the committees, and this proposed structure re-assigns most of them to the minister.

1.4. Looking forward, what if future clergy are not as capable as Joseph or do not wish to have this responsibility?

More and more United Churches are moving to this model, and this is becoming the expectation of ministers. Potential ministers will be looking for churches with this model to fully utilize their areas of expertise and training. Future search teams will be looking for candidates with skills specific to this structure. If a minister requests or requires additional support in a particular area of responsibility, the congregation and the region with its many resources, is more than capable of providing that. The Council and M&P will still be providing oversight to the minister in the event concerns arise.

1.5. How will the minister be evaluated? How will the minister be held accountable?

The Manual is clear. The minister is accountable to the Governing Body with M&P offering direct oversight on its behalf. This will continue as it is currently. The Council, in collaboration with M&P, will determine the appropriate measures to regularly evaluate and support the minister.

2. Board (or new Council):

2.1. Why reduce the Board even further?

Church experts recommend a church board of seven. Larger board sizes make doing the business of the church more difficult in ensuring everyone is included. A smaller Board ensures less volunteer burn-out, and it will be easier to build group cohesion when visioning for the future of DLUC.

2.2. What is the difference between long-term visioning and day-to-day activities?

The Council's primary role will be to consider what the future of the church should be. This will be done, of course, in consultation with the wider congregation. Day-to-day activities are more specific, operational, and routine. These day-to-day activities will be under the minister's oversight with the minister being accountable to the Board for decisions made.

2.3. Who elects Council members?

The nominations committee will recommend individuals to the congregation to be voted upon at the Annual Congregational Meeting (usually held in February of each year). Term lengths are still being considered but most likely will be for 3-5 years.

2.4. Will a smaller governing body (Board or Council) limit voices in decision-making?

By electing a Board, the congregation is saying: "I trust you to do what's best for the church and its community." If further information is needed to make an informed decision, the information will actively be sought out as it is now. In the last three years, there has been a concerted effort to give committees autonomy by encouraging them to work within their budget without the Board weighing in unnecessarily. Our current Board meetings no longer deal with small issues that can best be decided by a small group of individuals invested in the topic over coffee.

2.5. With committee chairs off the Board, will members of the congregation have input on decisions?

Absolutely! Regular Council meetings will be open to all people. Ideally, Council members will have personal relationships with a great cross-section of the congregation. This will help ensure that everyone's voice is represented at the table. Of course, all individuals are welcome to raise issues, concerns, and ideas to the Council as they are now.

2.6. Will there be a past chair position on the Council?

One of the advantages of the new structure is that it does not require long terms of service for church work. The GTF considered how long we should be asking

individuals to serve to prevent volunteer burnout, which we are already experiencing. Since the past chair hopefully will remain an active participant of the congregation, they may be consulted as needed without formally committing to additional years of service after their three-year term as chair.

Furthermore, if the Nominations & Governance Committee believe that the past chair could be of service to the entire Council at a particular time, they could nominate that person as a member-at-large to the Council. The GTF likes this flexibility as it speaks to the year to year changes the Council may have in need and focus.

3. Ministries:

3.1. Without committees, how will the ministries happen (Christian Ed, Outreach, Pastoral Care, Worship, etc.)?

The minister will have direct oversight over the ministries. There are three categories of team ministries that will help keep us organized. It is not that the groups of people will no longer work together to do ministry. Instead, it is no longer a formal commitment and those involved (with the exception of the minister) no longer report to the Board. Instead, teams are flexible and fluid. Perhaps someone helps for a few months or a specific project. Groups of people, known as teams, will still exist and work with the minister to make sure things get done.

3.2. One person cannot manage every responsibility of the church in a 40-hour week. If these matters are all to be delegated, why not leave the current committee and responsibility structure in place?

At this time, the committee structure has become limited and onerous. Far too many people are necessary to make simple decisions that could be made more efficiently by one person with a quick response time. Our people are tired and experiencing volunteer fatigue and burnout. Our volunteers are giving time to our church that would be better spent on ministries that share God's love with the world. Too often people feel obligated to serve out of duty because no one is willing to replace them on a committee.

This new approach introduces "teams" to our congregation. Teams allow for flexible participation in both time and energy commitment. It also allows people to experience new ministries without formal and long-term obligation. The minister is not doing all the work, but rather is empowered to support and facilitate ministries as they arise. The administrative work will be more efficiently done because decisions can be made by the right people on the spot within the boundaries of the policies.

3.3. Why switch to teams when it sounds like it is similar to our current committees?

The structure we have now means that the committees report to the Board. Teams report to the minister. Membership of the committees is formalized on an annual basis. Teams can have more fluid membership which helps with volunteer

burnout. Not wanting to participate for a short period of time? No problem. Take a breather without any guilt or worry that you are letting anyone down.

3.4. Who oversees the team budget?

Like all financial matters, the minister is responsible for ensuring that the budget is maintained and fits within the larger financial picture of the church.

3.5. Where have Christian Ed, Worship, Communications, Pastoral Care, etc. gone?

The foundation of the church is its ministries. The ministries of the church will be divided into three categories: Spiritual Growth which focuses on faith-based education and experiences for all ages. Congregational Life which focuses on strengthening our Christian community and looking after each other. Faithful Action which focuses on outreach and social justice. The advantage of these three categories is that they can and will overlap as needed.

Christian Education and worship will be part of Spiritual Growth. Pastoral Care will be part of Faithful Action. Communications will be part of Administration. All the good work of the present committees will continue in one form or another.

4. Administration:

4.1. Does the minister know how to run a church?

We are blessed to have a minister that has worked in several churches already as well as having experience in churches our size and larger. Ministers today are not only trained in theological studies but institutional matters as well. Most of the professional development ministers complete are administrative and institutional and not improvement of Bible Study.

4.2. The toilet floods the bathroom. What will the minister do?

He will not be taking a bath. Instead, because he knows how talented the congregation is, he will call someone who knows plumbing and ask them what they would recommend. This is why it is important the minister know each person in the congregation and know what their gifts and talents are.

4.3. Will the staff report to the minister?

The minister is already head of staff, and it has worked quite well. We will continue to refine this role between M&P, the Council, and the minister as time goes on.

4.4. Does the M&P's power, accountability, or responsibility change?

No! As the *United Church Manual* requires: The M&P will continue to make recommendations to the Council which will then give final approval for staff matters and decisions including hiring, terminations, compensation, job responsibilities, and conflict resolution.

5. Communication:

5.1. How will we know what is happening in the church?

There are several ways communication will still be occurring:

- What's Up weekly email
- Newsletters quarterly (this could increase more frequently since we no longer snail mail them)
- Board minutes will be available in church office upon request
- Townhalls will take place on a monthly basis

Everyone is always welcomed to ask questions as they arise. The minister, the office, the Council, and the committee members are a great place to contact if the resources above are missing information.

6. Finances:

6.1. How will finances work?

The treasurers will remain the primary contact for financial matters. The minister will be authorized to approve purchases. He already has a church credit card. He will not, however, have signing authority. Thus, congregants and the administrative assistant will continue to sign necessary cheques. The minister will be responsible for balancing the budget that the congregation approves at the Annual Congregational Meeting. If the minister goes over budget, the minister will go to the Council to seek direction on next steps. The Council will also be reviewing the financial statement every month that is prepared by the treasurer so that any matters of concern will be caught early on.

6.2. Will the minister be able to spend anything he wants?

The minister is limited to the annual budget which the congregation approves. He does have the freedom to move monies around from different budgeted items, but ultimately must stay within the total budget approved. Any larger projects that will create a budget overage, such as capital projects, will need to be approved by the Council and, depending on size, approved by the congregation.

6.3. Why is the minister involved in the finances of the church? This has always been done by the treasurer, with input from the finance committee, and finally approved by the Board.

Financial matters are directly related to the spiritual life and health of a congregation. This structure honours that God has a role in *all* aspects of the church. Additionally, the finances of the church are not solely in the hands of the minister in this structure. The minister is responsible for ensuring the budget is respected. The Council, the Trustees, and the Treasurer (co-treasurers at present) all provide oversight to the minister. The minister is expected to work collaboratively with these groups to ensure financial management is appropriate. The Council and its policies will hold the minister accountable in all finance matters.

7. Policies:

7.1. Who writes the policies of church?

The GTF has drafted a set of policies, which the Board and committees are now reviewing. The governing body will vote to adopt the policies when they are ready. Moving forward, after the GTF disbands, the Council will be responsible for maintaining the policies. The Nominations & Governance committee will also support the Council to make sure it is maintaining the policies as needed.

7.2. Will the congregation get to vote on the policies?

No. When the congregation votes on something, the only way to amend it is with another congregational vote. Therefore, the governing body approves the policies. This does not mean your opinion does not matter! The Council will openly share the policies once approved for any feedback and the Council will modify and edit as needed.

7.3. We already have policies. Why re-write them?

Many of our current policies are out-of-date and no longer apply. Other policies are quite procedural and too limiting. The new policies will be broad enough to be flexible while limiting enough to add structure for what is and is not allowed. The policies will apply for all – the Board, the Minister and staff, and the entire congregation.

7.4. Does the proposed structure follow all United Church of Canada Policies as included in *The Manual*?

Absolutely! Following the *United Church Manual* is not optional. As part of this structure- change process, this proposal will be submitted to the Pacific Mountain Region to be thoroughly vetted to ensure polity and policy align with the expectations and governance restrictions of the United Church of Canada. Any inconsistencies with the United Church policies will be flagged and returned to us for amending.

8. The Process:

8.1. This seems rushed. Can you review the process for informing the Board and members of our Congregation as this decision was reached?

This structure was formally introduced to the Board at its April 27, 2021 meeting. The Board approved it in principle and instructed the GTF to refine it further. Since January, information has been shared through:

Six Board updates, two Board presentations, one congregational presentation, three newsletter articles, one video, five in-person or zoom information sessions, seven What's Up updates, three town halls, and four call out/email campaigns (made to various members asking if any clarification was needed).

Additionally, the GTF studied a church governance book recommended by other United Churches who have gone through a similar process. From this study, the GTF circulated regular chapter summaries, provided a copy of the book to each board member, and made copies available to the congregation through the

church library. The minister has also referenced this process numerous times during Sunday services.



CONGREGATIONAL COMMUNICATIONS SUMMARY

Board Minutes:

- June 16, 2020 - Initial Proposal-Striking the Committee.

Proposal: To form a task force in September responsible for looking at the governance of Deer Lake consisting of one rep from each committee, Joseph, two members at large. This task force would evaluate, brainstorm, research and ultimately come up with a recommendation to be presented at the February 2021 annual congregational meeting.

MOTION: that a task force be established to review and propose a governance model, structure, and policy in preparation for the Annual Congregational Meeting in February 2021. Each committee is invited to name one member to join the task force.

MOVED: T Seeram

SECOND: G Hamer

CARRIED

- October 20, 2020 – update provided.
- November 17, 2020 - shorter-term goals in the coming weeks.
- Jan 19, 2021 – presentation.
- Feb 14, 2021 - ACM update: proposed change in board size.
- March 16, 2021 – update provided.
- April 21, 2021 - GTF presentation by S Hamer.
- May 18, 2021 - GTF update by committee report.
- June 29, 2021 - GTF update by committee report.
- September 25, 2021 - GTF presentation: video & script.
- October 19, 2021 - final presentation: introduced formal proposal, received unanimous Board support

Additionally, provided all Board Members with their own copy of the book, Governance and Ministry, D Hotchkiss. The GTF circulated book study summaries to all Board members. Two copies of the book were made available to the congregation through our church library.

Newsletter:

- January 2021
- April 2021
- July 2021

Video Release:

- September 12, 2021
- Supplementary in-person and/or Zoom information sessions: September 13, 14, 15, 16

What's Up:

- Feb 12, 2021 – GTF report in ACM package.
- March 19, 2021 – book study complete.
- April 30, 2021 – recap provided.
- May 28, 2021 – update provided.
- September 10, 2021 – video release / Town Hall.
- September 17, 2021 – video link /attached text.
- October 15, 2021 – recommendation to the Board.

Congregational Phone Calls:

- November 2020
- February 2021
- March 2021
- May 2021

Deer Lake
United Church



Council Policies

January 2022

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Vision Statement

Approved 2006, expanded text approved 2015

Deer Lake United Church welcomes you into a Christian community for all ages that explores and expresses spirituality through:

- worship and music
- fun and fellowship
- caring and outreach
- involvement and growth

We understand this vision statement to mean:

Welcome

At Deer Lake United Church all groups and individuals are encouraged to explore how their behaviours, activities and policies contribute to a sense of welcoming for all people who enter our community.

We express our welcome on Sundays by maintaining a clean, safe and visually attractive building, having greeters at the door, providing nametags, assisting with seating, extending invitations and encouragement to attend coffee time and other functions, speaking with people we do not know well, answering inquiries, and by smiling. Deer Lake is a place where all people, from the newest arrival to longtime attender, feel welcomed, valued and respected.

Throughout the rest of the week, we express our welcome by invitations to our homes and events, by providing food, and by phone calls, prayers, and visits to those who are ill or in need of support.

Christian Community

At Deer Lake United Church we encourage all groups and individuals to explore the meaning of Christian spirituality and in our life and work to consider the guidance provided by Jesus.

We explore our Christian faith in an open, questioning, non-judgmental way through worship, Sunday school, youth group, theological study and discussion, retreats, and ongoing groups. We express our close sense of community through willingness to discuss and listen to a variety of perspectives in a safe and respectful environment and through our enjoyment of working and playing together.

For All Ages

At Deer Lake United Church we explore our desire to be a community for all ages by encouraging our groups and individuals to consider how everyone can be involved, supported and respected in our community, and how resources can best be allocated to meet the needs of all groups within Deer Lake.

We express our multigenerational commitment by respecting and honouring all ages and by encouraging their participation within worship and throughout the week. We value opportunities for all ages to participate together and get to know each other as members of our church family.

Explore and Express Spirituality

At Deer Lake United Church, we provide opportunities for continuing faith development by providing personal and communal opportunities to explore & express our faith. Exploration occurs when we individually and/ or communally engage in spiritual practices such as worship, prayer and study. Expression occurs when we share our gifts and talents through service in the church and in the world. Opportunities for exploration & expression are viewed as catalysts for growth in the Way of Jesus Christ and form the very foundation of our ministry.

Worship and Music

At Deer Lake United Church all groups and individuals explore God's purpose and meaning in our lives and express our gratitude through worship and music.

We express our Christian faith by living in relationship with God, Jesus and the Holy Spirit. Sunday and other special services are involving and thought-provoking. We encourage participation of all ages, recognizing and developing the gifts of the congregational members. A wide variety of music is used in our worship services as people share their musical gifts. Through liturgical arts we encourage the beautification of the sanctuary and the inclusion of artistic gifts in our worship.

Fun and Fellowship

At Deer Lake United Church we explore ways in which our faith community can enjoy fun and fellowship together through worship, work and play.

We express fun and fellowship in everything we do, helping form the connections we enjoy as a small community.

Caring and Outreach

At Deer Lake United Church all groups and individuals are encouraged to explore ways they can be caring in their activities and policies, and to explore ways of increasing awareness of those in need of care.

We express our desire to be a caring congregation and to reach out to the world at large both as individuals and through our Pastoral Care and Outreach committees, and we keep the congregation informed of these activities. We are respectful and loving as we work locally and globally for peace and justice.

Involvement and Growth

At Deer Lake United Church all groups and individuals are encouraged to explore, identify, develop and utilize the talents and gifts of our community.

We express our desire for personal growth and congregational viability by remaining open to being led by the Holy Spirit as we act on and share our Christian beliefs through worship services, committees, workshops, study groups, retreats, and

social activities. We regularly recognize and appreciate people's gifts and their service within and outside of the church.

Behavioural Covenant

Introduced 2019

“For where two or three are gathered in my name, there among them am I.”

- Matthew 18:20

As a member of the Deer Lake United Church Council,

- I will use this covenant as a guide in doing God’s work, using Jesus Christ as a model for my behaviour.
- I will treat this covenant as a living document and will refer to it often, base my demeaner within its parameters, and review it regularly to keep it pertinent and reflective of the values of Deer Lake United Church.
- I will acknowledge the importance of the Holy work each member of the Council engages in and the positive outcomes that result when consistent participation, full involvement and accountability is practiced by that member.
- I will fulfill the responsibilities of my position to the best of my ability and complete the tasks I agree to in a timely manner.
- I will be respectful to all others and will listen patiently and respectfully to any feedback or complaints they may offer. I will direct them to the appropriate person or group, as needed.
- I will have an open, non-judgemental mind and show interest in learning from those with opposing points of view.
- I will accept that differences of opinion are healthy and expected and I will discuss, debate and disagree openly and respectfully, assuming that others have the best intentions and the good of the Whole Church Body in mind.
- I will accept and support final Council decisions reached by consensus even if they do not reflect my personal point of view.
- I will be respectful and care for all other church members, avoiding gossip and divisive interactions.
- I will fully support our Clergy and Staff and strive to enable them to do their job without hinderance or second-guessing.
- I promise to treat my time on the Council as an opportunity to offer an important gift to our church.

Overview of Governance Structure

Deer Lake United Church has three divisions of work: Governance, Ministry, and Administration.

Governance is delegated to our Church Council by the congregation. The Council serves as our governing body. This Council is focused on discerning the long-term future of Deer Lake United and its impact on the world. It also ensures that decisions reflect the mission and values of Deer Lake. The Council delegates to the Minister full responsibility for supporting the spiritual life of the congregation, for leading ministries, and for overseeing staff and day-to-day administration. The Minister is accountable to the Council.

The Council works with three permanent committees: Ministry & Personnel, Trustees, and Nominations & Governance. Ministry & Personnel provides oversight to the church's employment relationships, primarily through the creation of employment policy and the support for the Minister regarding employment procedures and issues. Trustees oversee all assets in trust of the congregation as part of the United Church of Canada. Nominations & Governance is responsible for identifying spiritually mature individuals to serve on the Council and the three permanent committees. They also serve as a resource to ensure that the Council is maintaining our governance structure. The Council may create working groups, task forces, and other ad hoc groups as needed.

The foundation of the church is its ministries. The ministries of the church will be divided into three categories: Spiritual Growth which focuses on faith-based education and experiences for all ages. Congregational Life which focuses on strengthening our Christian community and looking after each other. Faithful Action which focuses on outreach and social justice. These categories allow for projects, programs, and activities to ebb and flow throughout the year. The Minister oversees the ministries of the church. All are encouraged, either individually or as a small group, to talk to the Minister who will provide resources, assistance, and encouragement.

Lastly, the church needs administration for its day-to-day functions. The areas of finances, rentals, building maintenance, communication, technology, and office tasks are managed directly by the Minister with the support of staff and congregation members. The work will be delegated out by the Minister who will call on individuals or host work parties as needed.

This governance structure recognizes that the Minister is not only our spiritual leader but also our institutional leader and Head of Staff. This structure respects that ministers have expertise beyond the theological and helps to deepen and strengthen community by having it led by a paid accountable ministry personnel. In the spirit of servant leadership, the Minister will be responsible for prioritizing ministries and tasks. This will fulfill our mission and vision ensuring that the congregation is focused on living out its purpose.

The policies contained in this document are paramount for the success of this governance structure. The structure has been inspired by policy governance model, though it is not a complete adoption of the model. The Council writes, maintains, and governs through policy. The policies clearly define and provide limitations to those who are responsible. These policies are supplemental to *The Manual of the United Church of Canada* (our denominational policies), which will be followed without exception.

A. Policies that Govern the Council

See *The Manual*, section B.7, p. 65, for our denominational policies.

Guiding Principles:

- The Council prayerfully participates in discerning, monitoring, and ensuring that the Vision of Deer Lake United (DLUC) is embodied, enabled, and lived out in all of the life and work of the congregation.
- The Council follows and implements all policies as found in *The Manual of the United Church of Canada (The Manual)* and DLUC policies in this document.
- The Council will govern through:
 - Theological reflection
 - Outward vision rather than internal preoccupation
 - Future, rather than past or present
 - Pro-activity rather than reactivity
 - Democracy as a means of decision-making
 - Good leadership, rather than administrative detail

Composition:

A.1 The Council shall be comprised of the following members:

- Chair
- Assistant Chair
- Secretary
- Treasurer
- Ministry & Personnel (M&P) Representative
- Nominations & Governance Representative
- 2 Members-At-Large
- Minister/Trustees Representative

A.1.1 The M&P Committee shall select its own representative to the Council.

A.1.2 The Nominations & Governance Committee shall select its own representative to the Council.

A.1.3 The Minister serves to represent the Trustees on the Council.

Term Limits and Elections:

A.2 The Council members serve a 3-year term with an option for an additional 2 on an annual basis with the approval of the Council. Exceptions beyond 5 years may

be approved with a vote in favour from the Nominations & Governance committee, the Council, and the Minister.

- A.3 The Nominations & Governance Committee is responsible for nominating individuals to serve on the Council. See "Policies that Govern the Nominations and Governance Committee," sections 4 & 5 for more information on process.

General Council Meeting:

See The Manual, section B.7.7, p. 70, for our denominational policies.

- A.4 Council meetings are public.
 - A.4.1 Notice is given to the congregation at least 72 hours before a Council meeting.
- A.5 Extraordinary meetings of the Council may be called at the sole discretion of the Chairperson for matters that require a motion and cannot wait until the next Board meeting.
 - A.5.1 Notice is given to the congregation at least 72 hours before an extraordinary Council meeting.
- A.6 The Council reserves the right to meet *in camera* (all Council members only) at any time.
 - A.6.1 All personnel matters, pastoral care, legal, and all sensitive matters, such as disciplining members, will be discussed solely *in camera* to protect privacy.
- A.7 Representatives from M&P Committee and Nominations & Governance Committees are expected to attend every Council meeting. If the representative is unable to attend, another committee member is expected to attend to ensure there is representation by voice (this would be a non-voting role).

Officer Roles:

See The Manual, section B.7.6, p. 69, for our denominational policies.

- A.8 The Assistant Chair will preside as needed to substitute in for the Council chair. All rules listed in *The Manual* regarding chairing the meeting apply when the Assistant Chair serves in this role.
- A.9 The secretary is responsible for taking accurate minutes for each Council meeting.
 - A.9.1 The secretary will ensure that the minutes (draft and final) have been sent to the church office by the Council in a timely manner.
 - A.9.2 Personnel reports are primarily confidential except when a final decision affecting the employment relationship is made by the Council. These final

decisions shall be reported in the minutes while excluding all other personal information.

A.9.3 All supplemental and confidential documents will be stored securely

A.10 The treasurer is responsible for presenting detailed quarterly financial reports to the Council indicating the financial status of the church.

A.10.1 Bank and investment account statements and bank reconciliations are to be available at all Council meetings.

A.10.2 Financial statements (balance sheet and income statement comparing actual expenses to budgeted amounts) are to be available at all Council meetings.

Code of Conduct:

A.11 The Council commits itself to ethical, respectful and lawful conduct, including proper use of authority and appropriate decorum when acting as a Council.

A.11.1 The Council adheres to the Behavioural Covenant of Deer Lake United Church.

A.11.2 The Council will cultivate a sense of group responsibility where the gifts and expertise of individuals enhance the ability of the Council as a body to govern with excellence.

A.11.3 The Council will engage in discussions that encourage diverse points of view to be expressed.

A.11.4 The Council will exercise whatever discipline is needed to govern with excellence through reflective practice, learning opportunities, member orientation, and self-monitoring of the governing process.

A.12 Council members commit to maintain confidentiality as needed, especially in matters of paid personnel.

A.12.1 Members will respect the confidentiality appropriate to issues of a sensitive or personal nature (such as pastoral care). Members will not disclose personal information without the consent of those persons except when mandated or allowed to do so by law.

A.13 The Council does not strictly follow Bourinot's Rules of Order; however, every meeting has an agenda with formal minutes taken, distributed, and filed.

A.13.1 All significant decisions made by the Council will be by motion duly made and seconded and carried with a simple majority.

A.13.2 Each Council member may vote or abstain on every motion unless recused for any reason.

A.13.3 Council members commit to accept and promote the majority decision of the Council, even if it is contrary to their personal opinion.

A.13.4 The Council will speak with "one voice" taking care not to present conflicting messages regarding its decisions to the congregation. Council

members will exercise discipline by representing the decisions of the Council accurately.

A.14 Council members shall be mindful of conflict of interests.

A.14.1 There must be no self-dealing or any conduct of private or personal services between any Council member and the Church except as procedurally controlled to assure openness, competitive opportunity and equal access to information.

A.14.2 When the Council is to decide upon an issue about which a member has an unavoidable conflict of interest, the Council will decide if it will be necessary to ask the member to absent themselves without comment from both the deliberation and the vote.

A.14.3 Members shall not use their position to obtain employment for themselves or family members within the Church. Should a member desire employment, they must resign from the Council.

Responsibilities:

See The Manual, section B.7.4, p. 67, for our denominational policies.

A.15 The Council maintains its major focus on the intended long-term broad goals of the congregation, not on the administrative or programmatic means of attaining those goals.

A.16 The Council directs, oversees, and inspires the work of the congregation by establishing written policies expressing the Ministry goals to be achieved and the means to be avoided. These policies will reflect the values and priorities discerned by listening to the congregation.

A.16.1 The broad goals are formulated on an annual basis and shared with the congregation at the Annual Congregational Meeting.

A.16.1.1 The Minister is responsible for meeting these goals with the Council monitoring progress throughout the year.

A.16.2 Written policies articulate how authority is delegated to the Minister and its proper use monitored through boundaries set forth by policy

A.16.2.1 The Council shall direct the Minister only through written policies and Council decisions.

A.16.3 Written policies specify how the Council conceives, carries out, and monitors its own work.

A.17 The Council delegates the congregational organization, operation, and work to the Minister, unless otherwise stated by *The Manual*.

A.17.1 The Council monitors and holds to account the Minister in their performance in complying with policies and accountability agreements while supporting the vision of DLUC and advancing the annual goals.

- A.17.2 Purview of the ministries of the church is considered under the authority and accountability of the Minister.
- A.17.3 As long as the Minister uses *any reasonable interpretation* of the vision, policies, and other guiding documents, the Minister is authorized to make decisions, take actions, establish practices, and develop day-to-day activities (see A.18.2 below for further explanation).
- A.17.4 The Minister is responsible for:
 - A.17.4.1 Achieve broadly stated annual goals in alignment with the vision of the church
 - A.17.4.2 Carry out the policies of the Council
 - A.17.4.3 Report on compliance with Council policies
 - A.17.4.4 Provide all appropriate information for Council decision-making
 - A.17.4.5 Ensure the requirements of *The Manual* and published policies of the higher church courts are met.
 - A.17.4.6 Regularly inform the congregation of their activity and focus in the life of the church.
- A.17.5 Accordingly, the Minister must:
 - A.17.5.1 Provide timely, complete and accurate information and advice to the Council.
 - A.17.5.2 Advise the Council of relevant trends, significant policy changes of higher church courts, anticipated adverse congregation reactions, or significant changes among the congregation, particularly changes in the assumptions upon which any Council policy has previously been established.
 - A.17.5.3 Provide as many Staff and external points of view, issues, and options as needed for fully informed Council decisions.
 - A.17.5.4 Submit monitoring data required by the Council in a timely, accurate, and understandable fashion, directly addressing provisions of Council policies and goals being monitored.
 - A.17.5.5 Advise the Council if, in the opinion of the Minister, the Council is not in compliance with its own policies.
 - A.17.5.6 Report in a timely manner any actual or anticipated non-compliance with any policy of the Council.
 - A.17.5.7 Supply for the Council's agenda any item required by law or *The Manual* to be approved by the Council.
 - A.17.5.8 Report all received correspondence directly addressed to the Council or its officers, and present for consideration any correspondence on matters falling within the job description of the Council.

- A.17.5.9 Provide adequate financial and personnel resources for the work of the Council in collaboration with the treasurer and/or M&P committee respectively.
- A.18 The Council shall monitor the Minister's performance by:
 - A.18.1 Ensuring all policies are followed and the annual goals are being addressed.
 - A.18.1.1 This is confirmed by:
 - a) Internal report by the Minister,
 - b) External report by a third party selected by the Council (such as the Nominations & Governance Committee), or
 - c) By direct Council inspection, in which a designated member or members of the Council assesses compliance with the Council policies.
 - A.18.2 The standard for compliance shall be any reasonable interpretation by the Council.
 - A.18.3 The Minister will be supervised by the M&P committee at a frequency and by a method chosen by the Council.
- A.19 The Council listens to the congregation.
 - A.19.1 The Council shall consult the congregation on the yearly goals and direction of the church at least three times during the calendar year.
 - A.19.2 It will use a variety of creative means to listen to the voice of God as revealed in Jesus Christ (Bible study, prayer, theological reflection)
 - A.19.3 It will identify groups and individuals within the congregation and beyond, through whom the voice of Christ may be heard, and arrange appropriate methods to hear those voices.
- A.20 Other committees, working groups, task forces, etc. may be struck by the Council as needs arise. The Council is responsible for their membership and mandate.
- A.21 The Council holds responsibility for all long-term and/or big-picture items that arise in the life of the congregation that is not explicitly stated within these policies.

Accountability:

- A.22 The Council is accountable to the congregation.
 - A.22.1 The Council will report to the congregation at the annual congregational meeting.
 - A.22.2 The Council will frequently inform the congregation of its work through formal and informal communications throughout the year.
 - A.22.3 The Council will report on its own work, which is not to be confused with the work of the Minister.

A.22.4 The Council will consider all written appeals of any actions of the Minister.

Policies that Govern the Ministry & Personnel Committee (M&P)

See The Manual, section B.7.8.5, p. 72, for our denominational policies and the United Church's handbooks as additional resources.

Guiding Principles:

- The M&P Committee provides oversight to the church's employment relationships, primarily through the recommendations of employment policy and the support for the Minister regarding employment procedures and issues. The committee functions around three roles: 1) the consultative and supportive role 2) the healthy relationships role, and 3) the supervisory role.

Composition:

- B.1 The M&P Committee shall include no fewer than 3 members and no more than 5.
- B.1.1 Nominations & Governance Committee is responsible for nominating individuals to serve on M&P. See "Policies that Govern the Nominations and Governance Committee," section 4 for more information on process.

Functioning Policies for Consultative and Supportive Role:

- B.2 The M&P committee shall:
- B.2.1 Model respectful, supportive relationships with all staff.
- B.2.2 Create an environment of trust and compassion with advocacy at the forefront for all.
- B.2.3 Serve as an advisory group to the Minister on personnel related issues, as requested.
- B.2.4 Maintain close contact with the Regional Minister to be familiar with resources, including handbooks, available for supporting employment relations.

Functioning Policies for Healthy Relationships Role:

- B.3 The M&P committee shall:
- B.3.1 Ensure the congregation and staff are informed of the way to provide constructive feedback or raise concerns.

- B.3.1.1 Help to ensure a climate where constructive feedback can be offered and received in a positive way while honouring privacy, confidentiality, and transparency.
- B.3.2 Be in open communication with other groups, especially those who relate to staff.
- B.3.3 The Minister or the M&P will seek to resolve any difference of opinion through meaningful, respectful discussion and communication seeking positive, constructive solutions without confrontation or hostility. Compromise may be required.
- B.3.4 If the concern involves issues of harassment, including sexual harassment, the Regional Minister will be contacted immediately as well as the Minister or any M&P committee member.

Functioning Policies for Supervisory Role:

B.4 The M&P Committee shall:

- B.4.1 Make any and all policy recommendations regarding employment, working conditions, risk assessment, compensation, and benefits to the Council.
- B.4.2 Ensure screening measures are conducted as appropriately defined by the Council.
- B.4.3 Ensure that the Council specifies the process for the selection and hiring of personnel for DLUC.
- B.4.4 Provide oversight to the overall annual performance review process for all non-clergy staff, to ensure that the process is conducted in a timely manner and with integrity.
 - B.4.4.1 Delegate the performance reviews of the staff to the Minister.
- B.4.5 Initiate and prepare the annual performance review of the Minister in consultation with the Council.
- B.4.6 Maintain a confidential personnel file for each staff member that contains all relevant employment related documents.
- B.4.7 Ensure that DLUC workplace meets BC Employment Standards and Occupational Health and Safety Standards.
- B.4.8 Ensure compliance with *The Manual* and applicable laws of the provincial government of BC and the federal government of Canada with respect to staff.
- B.4.9 Inform treasurer about all financial matters related to payroll in a timely manner.
- B.4.10 Track paid and unpaid leave/vacation/sick days.
- B.4.11 Give the Council prior notice if there is a need to contact the Regional Minister in cases of concern.

- B.4.11.1 Contact the Regional Minister in a timely manner if there are any serious concerns regarding the Minister.
- B.4.12 Serve as a witness during disciplinary employment conversations, when requested to do so by the minister.
- B.5 The Minister as Head of Staff will:
 - B.5.1 Oversee all staff (paid and volunteer) as Head of Staff in humane, fair, and respectful ways.
 - B.5.2 Provide clear expectations of job duties and responsibilities.
 - B.5.3 Work collaboratively with the M&P Committee sharing information as appropriate when staff issues arise.
 - B.5.4 Receive requests from employees regarding leaves.
 - B.5.5 Approve leave requests.
 - B.5.6 Securing temporary replacement when necessary.

Policies that Govern the Trustees

See *The Manual*, section G.2, p. 117, & G.3, p. 120, for our denominational policies.

Guiding Principles:

- The Trustees provide oversight to the church's assets, particularly regarding the property, insurance, and investments.
- The Trustees operate under the provisions found within the Model Trust Deed found in the United Church of Canada Act (1925).

Composition:

- C.1 The Trustees shall include no fewer than 3 members and no more than 5. The Nominations & Governance Committee is responsible for nominating individuals to serve on Trustees. See "Policies that Govern the Nominations and Governance Committee," section 4 for more information on process.

Meeting frequency:

- C.2 The Trustees shall meet at least once annually and as needed.

Insurance:

- C.3 The Trustees shall review the DLUC insurance program annually to ensure appropriate insurance coverages are being maintained and DLUC physical assets are insured to their replacement value.
- C.4 Any recommendations for placement of insurance coverage not contained in existing insurance policies will be brought to the Council for consideration and decision-making.

Inventory

- C.5 The Trustees review replacement costs annually and arrange for appraisal if indicated.
- C.6 Ensure that an inventory of DLUC contents valued over \$1,000 is maintained and kept in a secure location.
- C.7 Replacement cost estimates of these items (to the best knowledge of the Trustees) along with any new asset purchases, will also be recorded and taken into consideration in setting the replacement cost limits for insurance purposes.

Investments Accounts:

- C.8 The Trustees invest funds in accordance with “Prudent Investor” standards.
- C.9 Funds not required for operations are held in fee-based ‘managed’ accounts with the firm Connor, Clark and Lunn.
- C.10 DLUC holds two investment accounts.
 - C.10.1 **‘Deer Lake United Church Fund’** holds proceeds from the sale of a manse held on behalf of the Pacific Mountain Region (PMR). These proceeds can only be used with PMR approval.
 - C.10.2 **‘Deer Lake United Church Congregational Account’** holds funds to be used at the discretion of DLUC Council. This congregational account receives an annual draw from the account named ‘Deer Lake United Church Fund.’ The Deer Lake United Congregational Account should have sufficient liquidity to meet periodic cash needs.
- C.11 All investment decisions are governed by a portfolio *Investment Policy Statement* approved by DLUC Council. This statement sets out the investment objectives, risk tolerance and asset mix for the accounts.
- C.12 Investment accounts are to be reviewed with the portfolio manager at least annually.
- C.13 Council must authorize all cash transfers out of the investment accounts.
- C.14 Signing Authority and Cash Transfers
 - C.14.1 All Trustees except the Minister have authority to sign for the Trustees.
 - C.14.2 Instructions to the portfolio manager require verbal instruction from a Trustee followed by written/electronic authorization of two Trustees.
 - C.14.3 All transfers of cash in or out of DLUC investment accounts must flow through the DLUC bank account.

Maintenance and Repairs

- C.15 Ensure the buildings and other congregational property are maintained and repaired in consultation with the Minister.

Use of Church Property:

- C.16 DLUC property is primarily intended to be used by the congregants and staff within DLUC building or on its land for events, worship, business, or maintenance.
 - C.16.1 Congregants may use DLUC property for off-site church and non-church events with approval from the Minister.
- C.17 The Minister is responsible for ensuring all reasonable measures are taken to ensure the safety of the congregation using the church’s building or contents either for the congregation’s own ministry or other use.

- C.17.1 The Minister shall protect, maintain, and limit risks of damage and destruction of physical property.
- C.17.2 The Minister shall protect the Council from claims of liability to the best of their ability.

Policies that Govern the Nominations & Governance Committee

Guiding Principles:

- The Nominations & Governance Committee has two primary responsibilities: 1) nominate congregants to serve on the Council and committees, and 2) serve as governance and policy experts to the service of the church. This is not to monitor compliance (ensuring the policy is being carried out), but rather aid in interpreting and educating.

Composition:

- D.1 The Nominations & Governance Committee shall include no fewer than 3 members and no more than 5.

Election:

- D.2 The Council is responsible for nominating individuals for the Nominations & Governance Committee at the Annual Congregational Meeting.
- D.2.1 Temporary members to the Nominations & Governance Committee may be appointed by the Council.
- D.2.2 Term-based members to the committee must be approved by the congregation.

Term Limits:

- D.3 The Council, M&P, and Nominations & Governance have a 3-year term for all individuals with an option for an additional 2 with the annual approval of the Council.
- D.3.1 Exceptions beyond 5 years may be approved with a vote in favour from the Nominations & Governance committee, the Council, and the Minister.
- D.3.2 The Trustee membership will be reviewed annually.

Nominations and Election Process:

- D.4 The Nominations & Governance Committee is responsible for nominating individuals to serve on the Council, M&P Committee, and Trustees. These nominations will be sent to the Council for their approval.
- D.4.1 Upon approval from the Council, the nominees for the Council, M&P, and Trustees (along with Nomination & Governance Committee) will then be

presented to the congregation at the Annual Congregational Meeting (ACM) for final approval by the congregation.

D.4.2 Nominations from the floor at the ACM are prohibited.

D.5 The Nominations & Governance Committee will endeavor to renew 1/3 of the Council membership every year.

Nominations Criteria:

D.6 The Nominations & Governance Committee will consider the following attributes for individuals serving on the Council and/or committees.

D.6.1 Valued Attributes:

- Be committed to the vision of the church as set forth by the congregation
- Support and embody the Deer Lake United Behavioural Covenant
- Engage in one's own personal spiritual journey
- Attend church regularly
- Be actively involved in the ongoing life of the church
- Feel a "Call" to serve
- Have the capacity for theological reflection and engagement
- Demonstrate healthy interpersonal relationships with church members at large
- Commit to regular attendance at meetings
- Commit to accept and promote the majority decision
- Commit to maintain confidentiality as appropriate.

D.6.2 Valued Spiritual Gifts for Council Members (not exclusive):

- Visionary
- Faith & Risk-taking
- Wisdom
- Leadership
- Discernment

D.6.3 Valued Spiritual Gifts for M&P Members (not exclusive):

- Relational
- Balanced
- Encouraging
- Collaborative
- Empathy & Compassion

D.6.4 Valued Spiritual Gifts for Trustees Members (not exclusive):

- Discernment
- Wisdom
- Prudent
- Generous

- Rational
- D.6.5 Valued Spiritual Gifts for Nominations & Governance Members (not exclusive):
- Relational
 - Discernment
 - Wisdom
 - Prayerful

Review of Policies:

- D.7 The Nominations and Governance Committee shall review the policies annually. This review may consist of:
- a) Collect and review feedback on current policies and missing policies
 - b) Identify policies that require modification
 - c) Recommend to the Council any addition, deletions, or modifications
 - d) Communicate new and revised policies
- D.8 Ensure the church office has a complete set of approved policies and make copies available to the congregation.

Policies that Govern Ministries

Guiding Principles:

- The vision of the church is lived out through its ministries. The ministries can take many forms, include many different individuals, and exist for different amounts of time.
- The three categories are: Spiritual Growth, which focuses on faith-based education and experiences for all ages; Congregational Life, which focuses on strengthening our Christian community and looking after each other; and Faithful Action, which focuses on outreach and social justice.

Oversight:

- E.1 The Minister has oversight of the ministries of the church.
 - E.1.1 No one individual(s) from the Council nor committees direct the work of the Minister regarding ministries.

Policies Pertaining to Ministries of the Church:

- E.2 The Minister will promote a positive public image and credibility of the church, particularly in ways that support the accomplishment of its vision.
 - E.2.1 Establish adequate communications to inform the congregation of what services and ministries are available from the church.
- E.3 Sacraments are part of regular worship at DLUC.
 - E.3.1 Baptism: Admission to baptism is offered at the discretion of the Minister in consultation with the Council.
 - E.3.2 Communion: Communion is offered at the discretion of the Minister.
- E.4 Privacy is important to DLUC.
 - E.4.1 The Minister will comply with privacy policies of the church and personal information protection laws of the provincial government of BC and the federal government of Canada
 - E.4.1.1 If disclosure of personal data is desired, written consent from those persons is needed. This consent is to be retained for at least 3 years.
- E.5 Childcare is an essential component of ministry with the young.
 - E.5.1 There shall be at least one Nursery Caregiver present for every four or fewer children (birth-4 years) in the nursery unless the child(ren)'s guardian is present.
 - E.5.2 A maximum ratio of one adult to 10 children (ages 5-12) will be maintained in all settings and approved activities.

- E.5.3 A cleared Criminal Record Check is required for any congregant working with children or youth at DLUC in any role. Completed Criminal Record Checks are to be kept on file in the church office. Checks are to be renewed every 3 years.
- E.6 Weddings shall be performed at the discretion of the Minister.
 - E.6.1 Outside officiants may preside with, or in the absence of, the Minister when approved by the Minister. The normal wedding fee applies for the church. The couple is responsible for any additional costs incurred due to the use of requested outside officiants.
 - E.6.2 Our organist is normally available to play at the ceremony, however, arrangements may be made for outside musicians. The regular wedding fee still applies for the church.
- E.7 Fees for weddings and funerals are set annually by the Minister in collaboration with treasurers.
 - E.7.1 The full fee is charged to members and non-members alike. Fees will be communicated at the time of booking.
 - E.7.2 The normal rental fees and conditions apply for any reception to be held on-site after the service.
 - E.7.3 For wedding, a 30% deposit is due at the time of booking, with payment in full due one month prior the wedding. The wedding will not proceed if funds are not paid in full by the due date.
 - E.7.4 For funerals, families are invoiced after the funeral has occurred.
- E.8 Serving alcohol on church premise is a sensitive matter, which the Council will review on a case-by-case basis.
 - E.8.1 All requests for serving alcohol outside of religious ceremonies require a Private Special Event license and have met the requirements set out by the Government of B.C. Liquor Control & Licensing Branch of the Ministry of Public Safety and Solicitor General.

Policies that Govern Administration

Guiding Principles:

- The administration of the church is led by our paid accountable staff including the Minister and Administrative Assistant. Congregants will be called upon as needed to carry out necessary tasks.

Oversight:

- F.1 The Minister has oversight of the administration of the church.
- F.1.1 No one individual(s) from the Council nor committees direct the work of the Minister regarding administration.

Policies Pertaining to Administration of the Church:

- F.2 The Minister is responsible for the physical stewardship of the DLUC land, buildings, and property. The Minister shall:
- F.2.1 Ensure all fixtures, furniture and equipment are maintained in good working order.
- F.2.2 Keep accurate records relating to the DLUC building: building plans, appraisals, maintenance and repair records, renovation records, etc.
- F.2.3 Advise the Trustees of asset purchases exceeding \$1,000, for insurance purposes.
- F.2.4 Act as contractor on any project involving maintenance and repair or seek professional help to do so.
- F.2.5 Solicit help from qualified DLUC congregants to ensure that work is completed in a satisfactory manner at a reasonable cost.
- F.2.6 Liaise with the DLUC cleaner to identify items needing attention.
- F.2.7 Communicate to the DLUC Council recommendations concerning the on-going operation of the DLUC building.
- F.3 The Minister is responsible for overseeing the rental relationships on behalf of the church.
- F.3.1 The Minister is responsible for setting the rental fees for use of the church in collaboration with the treasurer.
- F.3.1.1 The rental fees shall be reviewed annually.

- F.3.2 The Minister is responsible for implementing and maintaining accurate rental agreements with all tenants.
 - F.3.2.1 The rental policies and practices promote ministries of the church within reasonable revenue and expense limitations.
- F.3.3 Short-term rentals include those using the church once or during a specific period lasting no more than 10 business days.
 - F.3.3.1 A short-term rental lease shall be signed agreeing to the terms of the rental. This lease shall be on file in the church office.
 - F.3.3.2 Keys shall not be issued to short-term tenants.
- F.3.4 Long-term rentals include those using the church beyond a 10-day period.
 - F.3.4.1 A long-term rental lease shall be signed agreeing to the terms of rental. This lease shall be on file in the church office.
 - F.3.4.2 The Minister shall communicate to the Council and congregation when any long-term rental begins and ends.
- F.4 The Minister oversees all technology of the church.
 - F.4.1 Privacy of individuals is important to consider when creating and reviewing any content that is published in either print or digital form. Reasonable effort will be made to obtain written consent if an individual's name or image is used.
 - F.4.1.1 Written consent is necessary when sharing an individual's contact or other personal information.
 - F.4.2 All DLUC computer files shall be backed up in case of emergency. All intellectual property, information and files are protected from loss, theft, significant damage, or unauthorized access or duplication.

Finance:

- F.5 The Minister works closely with the treasurers on the financial aspect of the life of the congregation.
 - See The Manual, section G.4, p. 125, for our denominational policies.*
 - F.5.1 No one person is in complete control of any one accounting function.
 - F.5.1.1 The treasurer shall not interact with cash at any time for any purpose with the exception of petty cash.

- F.5.1.2 Cheques require the signature of two signing officers who are at arm's length and supporting documentation must be reviewed by each signing officer before signing the cheque.
- F.5.1.3 All financial documents are to be reviewed by a minimum of two individuals.
- F.5.1.4 Cash is to be counted and recorded under dual custody.
 - F.5.1.4.1 All offerings received, no matter who the beneficiary, must be counted and recorded by members of our congregation.
- F.5.1.5 Signing officers are to be approved by the Trustees.
 - F.5.1.5.1 Signing officers include the administrative assistant, the treasurer, the Council Chair, and the Assistant Chair.
 - F.5.1.5.2 The personal information of signing officers is to remain private and is under no circumstances to be released to any party without written consent.
- F.5.1.6 Any and all financial activity of DLUC must be included in all financial records and reports, including the Annual Report and the Registered Charity Information Return.
- F.5.2 All bank accounts are with institutions insured by the Canadian Deposit Insurance Corporation or Credit Union Stabilization Fund.
- F.5.3 There shall be no perceived or actual conflicts of interest in awarding purchases, contracts or in making other decisions related to commercial transactions. All conflicts of interest shall be declared to the Council for consideration prior to approval.
- F.5.4 All requisitions for payment must be supported by invoices or receipts showing proof of payment.
- F.5.5 The Minister in collaboration with the treasurer is responsible for ensuring the church's charitable tax receipt status of the Church.
- F.5.6 All donations are considered to have been given to further the general charitable purpose of DLUC.
 - F.5.6.1 Charitable tax receipts for donations over \$20.00 of value in money and gifts-in-kind will be mailed annually.
 - F.5.6.2 Donations must have been received by December 31 of the current year or the envelope postmarked on or before December 31 to be recorded for the year ending December 31 so that a charitable tax receipt can be issued for that calendar year.

- F.5.7 A separate receipt book must be used to issue receipts for non-charitable income such as rent.
- F.5.8 As required by CRA, the Registered Charity Information Return must be filed with the Charities Directorate each year by the prescribed deadline.
- F.5.9 For the purposes of audit by CRA, all books, records, vouchers, and offering envelopes must be kept organized and accessible for a period of six calendar years after the year in which the records originated. Duplicate donation receipts must be retained for a period of two years from the end of the calendar year in which the receipts are issued. Records of donations of property which must be held on the books for more than ten years must be retained indefinitely.
- F.5.10 All members of DLUC are free to review the church's statements. Supporting documentation for all statements must be made available upon request.
- F.5.11 The Minister must:
 - F.5.11.1 Avoid commercial relationships or transactions that clearly contradicts the Council's policies or church's vision.
 - F.5.11.2 Not make any purchase from a vendor which does not represent the best value.
 - F.5.11.3 Not exceed \$2,000 on any one purchase without the prior approval from the Council unless designated in the budget.
 - F.5.11.4 Not treat any commercial relationship or transaction in an unfair or inequitable manner, nor give any preference based on any criterion other than the delivery of best value.
 - F.5.11.5 Not violate the terms of purchase or contract agreement.
 - F.5.11.6 Not cause, participate in, or allow any practice, activity, decision, or organizational circumstance that is either unlawful, imprudent, contrary to the requirements of *The Manual* or the United Church of Canada, or in violation of commonly accepted business and professional ethics.
 - F.5.11.7 Ensure that the actual financial conditions at any time do not incur fiscal jeopardy or compromise the Council's priorities.
 - F.5.11.7.1 The congregation's budget for a specified year may not be exceeded.

- F.5.11.7.2 Use designated gifts and restricted funds for the purposes for which they were established in a timely way.
 - F.5.11.7.3 Pay all liabilities for payroll, suppliers, and taxes as due.
 - F.5.11.7.4 Ensure expenditures are consistent with priorities as established by the Council.
 - F.5.11.7.5 Report and explain any significant budget variance to Council.
 - F.5.11.7.6 Notify the Council when revenues from any source fall significantly.
 - F.5.11.7.7 Advise the Council about any concerns raised by the external auditor or reviewer and how the Minister proposes to answer those concerns.
- F.5.12 An annual budget must be prepared for each calendar year.
- F.5.12.1 This draft budget is created collaboratively by the Minister and the Treasurer. It is then presented to the Council for approval. Once approved, the draft budget is sent to the Annual Congregational Meeting for congregational approval.
 - F.5.12.1.1 Within the budget, variances between expense categories may occur.
 - F.5.12.2 The budget format will follow the United Church of Canada's requirements and best practices as outlined in their Financial Handbook.
 - F.5.12.3 The budget shall reflect and prioritize the goals and vision set forth by the Council.
 - F.5.12.3.1 The budget shall be consistent with the Council's priorities, planned programs and goals, prudent risk management and show a generally acceptable level of foresight.
 - F.5.12.4 Revenues and expenditures are not to be budgeted without reference to past experience and to realistic projects.
 - F.5.12.5 The Council shall be provided sufficient detail to enable the Council to assess the viability of the budget and any assumptions made in its creation.
- F.6 The Minister holds responsibility for all day-to-day, operational items that arise in the life of the congregation which are not explicitly stated within these policies.

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