

Crescent Fort Rouge United Church (CFRUC) Leadership Team (LT) Meeting
CFRUC Lower Hall, 525 Wardlaw Avenue Winnipeg MB
Wednesday, January 17th, 2018

Present: Murray Gibbings, Ken Anstie, Herb Neufeld, Sandi Howell (corresponding member), Irene Greenwood (ex-officio), Linda Thorlakson, Peggy Barker, Debbie Girard, Ian Fillingham, Lynne Dunford, Bonnie Krueger (CFRUCDC rep), Lauren Shewchuk (CFRUCDC rep)
Regrets: Michael Edwards Quorum present.

	Topic	Discussion	Action
1	Call to order	The meeting was called to order by the chair at 7:30pm.	
2	Lighting Christ Candle and Reflection	Ken Anstie lit the Christ/Peace candle and Irene read a group of poems from Lifting Hearts off the Ground and led the Team in an opening prayer.	
3	Crescent Ft. Rouge Daycare	Bonnie Krueger, director of the daycare, delivered a proposal asking for consideration/approval for the development of an “Infant Care Facility” within the church building. The meeting room on the 2 nd floor is being proposed for this development. This facility would be an extension of the existing daycare and would offer 4 infant spaces. Bonnie presented a business plan for this venture. She was supported/assisted by Lauren Shewchuk. After discussion they were excused. The Leadership Team agreed that it would be important to get the opinion of those organizations presently utilizing space on the second floor and to address any concerns they may have. The matter was deferred to the February meeting for a final decision.	Sandi Howell will contact The Keep Theatre, Home Routes, Alcoholics Anonymous, Winnipeg Boys Choir and report back to the Team at the February meeting. Ian will contact Bonnie to advise her that a final decision will be made at the February meeting.

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4	Path2	<p>Sandi Howell reviewed activity to date. See Addendum “A” attached to these minutes for her full report.</p> <p>The following motion will be presented to the congregation at the meeting scheduled for Sunday, January 21st, 2018: That the congregation approve the proposal to offer the Art City Program using the grant of \$9,670.00 received from Church Development Inc.</p> <p>The following motion will be presented to the congregation at the meeting scheduled for Sunday, February 4th, 2018: That the congregation approve the expenditure of grants received for expanded activity in outreach to children, youth, families and seniors in the neighbourhood while also expanding our hospitality to the arts, as outlined in the Table of Funds presented.</p> <p>It was further unanimously agreed by the Team that a member of the PATH2 committee be in attendance at all future Leadership Team meetings as a “corresponding member”. This agreement would end if/when the committee is dissolved.</p>	
5	Approval of agenda/additions	The agenda was approved with the following additions under “New Business” d) Conference weekend worship service, e) Draft proposal from Conference of Manitoba and Northwestern Ontario f) Roof	
6	Minutes of Leadership Team meeting	The minutes of the December 21 st , 2017 meeting were approved as presented.	
7	Business arising from minutes:	Herb Neufeld advised the Team that a letter had been sent to Susan Cowtan, chair of the Endowment Fund requesting the 2017 revenue funds.	

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		Sandi Howell agreed to speak with Maureen Peniuk regarding the Community Clean Up Day. Participation in this was approved at the December LT meeting.	
8	Standing Reports:		
	Ministry	Reported by Irene Greenwood. Accepted as received.	
	Ministry & Personnel Committee	Reported by Linda Thorlakson. Accepted as received.	
	Property & Equipment Committee	Reported by Ian Fillingham. Accepted as received.	
	Winnipeg Presbytery	Reported by Peggy Barker. Peggy shared a letter she had received from the Conference of Manitoba and Northwestern Ontario regarding a final Conference worship service. Accepted as received.	
	Finance	Reported by Debbie Girard. The Preliminary 2017 Fiscal Year End Financial Statements were circulated and discussion took place. Accepted as received.	
	Ministry Group Reports:		
	Walking Group	Reported by Irene Greenwood. Accepted as received.	
	Prayerfully Knitting	Reported by Irene Greenwood. Accepted as received.	
	Hospitality to the Arts	There was no report received.	
	Worship at Lions Manor	Reported by Jo Millard. Accepted as received.	

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	Praise the Lord Diner	Reported by Bill Gillis. Accepted as received.	Herb to advise Bill that the Team will support whatever decision he makes regarding the continuation/discontinuation of this event.
		Accepted as received.	
9	New Business	<ul style="list-style-type: none"> a) Prayer request from Leonard Schmidt. (Irene) A request for Healing Prayers was discussed and it was agreed that, when requested by a parishioner, they will be incorporated by special mention into the Pastoral Prayers, but in keeping with the church traditions. b) Winnipeg Boys Choir. (Herb) This was deferred to the February meeting since the director of the Boys Choir was unable to attend the January meeting. c) Conference of Manitoba and Northwestern Ontario. (Irene) An invitation to attend the Final Worship Service of the Conference of MNWO will be held on May 27th, 2018 at the University of Manitoba. It was agreed that we would cancel services in our church and encourage folks to attend this special service. d) Roof. (Irene) Irene expressed the urgency in dealing with moving ahead with plans to repair the roof of our building. The Team agreed that it was important to move on this matter quickly so that the necessary repairs can get underway. This will be further discussed at our February meeting. 	
10	Closing Benediction		
11	Adjournment	The meeting was adjourned at 9:45pm.	

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Chair: _____

Secretary: _____

Next Leadership Team Meeting: 7:30 p.m. Wednesday, February 21st, 2018.

ADDENDUM “A”

Planning and Transformation Hub (PATH 2) Activity Update **January 2018**

PATH 2 would like to acknowledge the volunteer work of all those who have worked at this effort over the years as well as the attentiveness and support of the congregation. *It is hundreds, if not thousands, of hours.* In addition, the paid staff of CFRUC are also to be acknowledged for their patience and diligence in support of our efforts.

Background

At the congregational meeting held on 22 January 2017 led by PATH, the following motion was passed:

That the congregation of CFRUC approve the concept of expanding our outreach to children, youth, families and seniors in the neighbourhood while also expanding our hospitality to the arts.

PATH 2

The next step for PATH, now called PATH 2 to reflect a new phase of activity, was to determine the feasibility of this expansion of our mission. The PATH 2 team is comprised of returning members Ian Fillingham, Doug Holroyd, Bill Gillis, Linda Thorlakson, Sandi Howell, and Irene Greenwood. Colin Reed joined in September 2017.

The Leadership Team (LT) approved the following role statement for PATH 2.

Define low resource and high resource scenarios for ministries for children, seniors and hospitality to the arts, and analyze feasibility.

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The specific objectives for PATH 2 between February 2017 and January 2018 include:

1. Define possible scenarios
2. Explore grant opportunities and funding for expanded missional areas.
3. Assess the building for what we have and what may be required with an expanded mission.
4. Determine feasibility of expanded mission.

1. Possible scenarios

Low resource scenarios are those which rely on our own expertise and volunteer base, and partnerships with other groups.

Basically, they are activities we are already pursuing on a small scale.

High resource scenarios are more ambitious plans which are heavily dependent on outside sources of funds (e.g. through grants) to bring to fruition. These are scenarios that are beyond the financial capacity of our congregation and will only be possible with outside funds.

PATH 2 Activity Updates

Over the past year, PATH has been working in all three missional areas (as follows), within a low resource framework, to test our ideas, assess participant interest level, and determine what would be required to scale each area up to a higher resource framework. The starting point for many of the activities were ideas generated in the congregational focus groups held during 2016, i.e. PATH 2's work is reflective of what you told us you valued.

Activity re: Children, Youth and Families (PATH 2 Lead: Doug)

- Meetings were held with the Fort Rouge Childcare Centre (FRCC) to clarify needs re: volunteer help and other pressing issues with which CFRUC may help.
- Congregation members interested in volunteering have been recruited. Six CFRUC volunteers started working with the Fort Rouge Daycare (spring 2017) and both parties were pleased. Debriefs were held and continuous improvements are discussed. To this end, PATH 2 is re-assessing current daycare volunteer activities, potentially considering more structured programming to increase value and satisfaction for both volunteers and children.

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- CFRUC is in discussion with the Daycare about possible expansion into infant care and what this may require site-wise. Note that this is more a discussion with the Leadership Team and Property Committee versus PATH 2 but it impacts PATH 2's activities and planning so we remain involved.
- PATH 2 has discussed with FRCC a possible Art City project for the after-school program which is dependent on success of funding applications. CFRUC was successful in getting funding for this program. PATH 2 is coordinating additional supports to Art City with our daycare volunteers.
- Kristin Fillingham Stoezel is heading up an interest group regarding Food Security (see more detail on page 5) in the neighbourhood. She has approached the Daycare for several potential opportunities. Kristin's team will provide healthy snacks for the Art City program.
- There is a possibility to support Gladstone School in the 2017-18 school year. Doug Holroyd has taken the lead on these initiatives, with Irene's support. In November 2017, our spare change offering was provided to Gladstone School for supplies. The children sent thank-you cards.

Activity re: Seniors (PATH 2 Lead: Linda)

- Our 2016 consultation revealed that coordination or leadership would be required to increase activity for seniors. We have applied for grants to get a coordinator to launch increased seniors' activities in the neighbourhood – this is pending.
- A meeting was held with some of our seniors (Holy Folders) to validate ideas gathered during congregational consultation in 2016.
- Small scale plans are in development.
- Some seniors are already volunteering at the day care.
- A series of *Movement Workshops for Seniors* occurred thanks to the innovation and motivation of Barbara McCannell. For three Tuesdays in January, one hour-long workshops were held, incorporating 45 minutes of class and 15-minutes of Q & A, on the following inter-related topics: 1) Mobility, 2) Balance, 3) Core Strength. These workshops ran on a cost-recovery basis.
- Dementia-friendly workshops will be going ahead beginning in February 2018. The Pastoral Care ministry group has given its go ahead for several events, as well as an assessment of the building to determine if changes such as better signage could be helpful.

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Activity re: Hospitality to the Arts (PATH 2 Lead: Sandi)

- PATH 2 is steadily expanding its thinking and understanding around the topic of Spirituality and the Arts. The Centre for Christian Studies asked PATH 2 to present to some of its students in spring 2017. A booklet entitled *Why Art* has also been produced.
- **THIN AIR Writers' Festival** has offered a few events at CFRUC and the partnership remains in place. THIN AIR Writers' Festival held their gala evening which was also focused on TRC at CFRUC in partnership with Artfest.
- Enthusiasm is beginning to develop for an ongoing Visual Arts presence by creating a **Gallery** space. We have researched secure hanging systems for artwork which would satisfy insurance requirements. A thousand dollars would be enough to create ten hanging systems, enough for the sanctuary, and there are funding possibilities for this. Further exploration of this Gallery concept is proceeding under Bill Gillis's direction. We have approached Corydon Biz for partnership potential. Leadership Team approval is required to move forward.
- **Mitch Podolak and Home Routes.** Home Routes continues to book small workshops and our new relationship with the Folk Alliance Grp through Home Routes has yielded a new ongoing rental with the Irish Folk Association. Meetings with a consultant from Home Routes are ongoing. PATH 2 awaits news from their grant applications to engage with Home Routes more substantively. In the meantime, the following is notable:
 - A Season of Festivals has been planned tentatively for spring 2018.
 - A meeting was held with Home Routes and a number of folk organizations, e.g. Ukulele Club of Winnipeg, to discuss a more collaborative network and the potential of holding workshops together and of collaborating on a Folk Music School. All responded favourably.
 - The Folk Music School has had a soft launch with The Hammers giving workshops monthly (Irish Music Association) and Home Routes offering a number of workshops.
- PATH 2 is exploring and implementing ways to improve **the audio** in the sanctuary and also the Upper Hall. Some improvements have been made in the Sanctuary.
- Hospitality to the Arts will analyze all activities and needs for CFRUC with respect to planning a future coordinating mechanism. To this end an updated **rental policy** was drafted and approved by LT. PATH 2 has met to analyze the possibilities for an **ongoing Hospitality to the Arts Framework**. The potential includes:
 - On-going partnership meetings, perhaps quarterly, with reps from all partners – for info sharing, raising/identifying issues and concerns; making requests/suggestions

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- Create a Hospitality to the Arts Ministry Group – to coordinate larger, overall ministry of the arts in the church; set priorities for time/emphases among the various arts; info collecting/sharing to all parties including the congregation
- In the interim, PATH 2's sub-committee on Hospitality to the Arts will provide the Ministry Group function.
- As you are aware, an Artist in Residence opportunity has arisen with Sharon Bajer and Carson Nattrass. Sharon/Carson have moved forward nicely on this. **The Keep Theatre** (Sharon Bajer and Carson Nattrass) will do a play run as part of Shanleyfest in February 2018 as aligned with Artfest. The Keep Theatre is a third-party not-for-profit organization which has its own legal structure and seeks funding on its own. Contractual agreements between The Keep and CFRUC are in draft format.
- **Artfest** planning for 2018 is underway. \$1800.00 was raised through donations for Artfest 2017 over and above the success in getting grants. This money was turned over to CFRUC.
- Artfest is implementing a **Notebook Project** to enhance community engagement in partnership with Art City and potentially others such as Art from the Heart. It is in planning currently under The Art Show umbrella.
- Additional supports will be provided to the **Wind Chamber** Series around event logistics and marketing.
- PATH 2 envisions that we are supportive to emerging artists as part of our overall ministry. To this end, under Bill Gillis's watch, the All Ages bands continue and The U of M Faculty of Music student performances are increasing. We have also provided space to The Aboriginal Filmmakers Group for a symposium.
- In the last 12 months, at least 30 different groups have used our space for music and performance, practice, workshops, a film seminar and a flower festival. On top of this, 47 different bands have attended All Ages/Emerging Performers events!

Activity re: Community Engagement

- Community engagement is beginning to increase. We have several community members who have become involved in CFRUC in various ways from attending to participating in Artfest.
- One community member has asked us to lead a community clean-up in late May 2018 based on the West Broadway model. LT has approved us exploring this possibility. It will not require monetary supports from CFRUC but could require volunteer assistance.

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Activity re: Food Security

- Kristin Fillingham Stoezel is heading up an interest group regarding Food Security for the neighbourhood. Kristin has gained interest from 15 individuals, most of whom are Kristin's contemporaries not attending CFRUC, and 8 of them met on 11 December to discuss possibilities subsequent to her discussions with the Daycare for several potential opportunities. Kristin's team will provide healthy snacks for the Art City program. Ideas to date include:
 - They are looking at putting in several raised garden beds in the playground area.
 - They will approach Safeway to get a box of fresh fruit donated weekly.
 - Research what goes on at Nor-west food coop – what works, what doesn't work.
 - Research potential grant money to start a food education program – healthy food cooking for parents/children.

2. Explore Grant Opportunities

- A master list of possible grants has been created and continues to be augmented. Each of these possible granting agencies has specific areas of focus, and varying application deadlines. Some grants are made outright for specific projects, some will only fund up to half of a project's cost, some are based on a one third – one third – one third partnership. Careful planning will need to occur in order to sequence these applications with the overall needs of the church considered. Thus, a draft Master Funding List is available listing potential funding sources and is categorized by program and building possibilities.
- From the outset, it has been clear that any significant (i.e. high resource) expansion of CFRUC activity in the three missional areas will require outside funding, e.g. grants, in the short term.
- Long term sustainability for high resource activities will require funding from arts organizations in addition to earning power. Arts organizations will not give money to churches. Thus, a third-party not-for-profit concept is required, and has been created, with a Board comprised of CFRUC reps and arts community reps. It is important to note that this is a separate entity and our participation does not put CFRUC at risk. In fact, having a separate, third-party entity manage some of the more ambitious parts of hospitality to the arts offers us protection and reduces our risk. This organization, named Crescent Theatre Inc., will operate at arms-length from CFR, but we will work in a contractual arrangement with the organization. Once a third-party organization has been established for two years, it can be eligible for arts organization funding. *It is only by creating a successful third-party structure and accessing external funding that a long term high resource plan will be feasible. The success of putting both these in place over the next two years determines the feasibility of significant and sustainable expansion.*

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- PATH 2 is also keeping in mind another strategy. Many grants require equal funding, i.e. if you are asking for \$50,000.00 you are also required to present equal funding of \$50,000.00 – even from another funder. Potentially, some grant funds we receive could be used to leverage more funds from additional sources.
- The Keep Theatre has also been successful in getting some grant money independently of CFRUC.
- Exploratory meetings have been held with Jim Carr's Office, and the Winnipeg Foundation's Director of Community Grants. Both were impressed with our activity to date and our proposed future pathways. The meetings also yielded suggestions for other grants (e.g. Rick Hansen Foundation for accessibility projects) and possible sources of advice (e.g. staff in Manitoba Community Places Program).
- We also invited the MLA for our area (and now provincial leader of the NDP), Wab Kinew to meet with CFRUC in July for an info exchange and he visited the Daycare.
- PATH 2 found funding options for the forthcoming season and categorized them according to application deadlines (pre-January 2018 and post-January 2018). Prior to January, PATH 2 applied for four grants and the results should be known by the end of January 2018.

3. Assess the Building: Dialogue/Concepts

- The task given to PATH 2 to assess long term feasibility of expanded programming naturally gives rise to questions and discussions of possibilities regarding the building out of which these programs and services will run. These are visioning discussions related to the potential of various spaces at the church. *Note that these discussions are separate from ongoing property maintenance needs.*
 - a. Visioning about the potential of the Sanctuary is underway, e.g. as gallery space, as concert space.
 - b. Visioning about the potential of the Fellowship Hall is underway, e.g. as recreation/community activity space or arts/music office space.
 - c. Visioning about the potential of the Upper Hall is underway, e.g. as theatre/performance space.
- With a lot of work from Colin, all rooms on all floors have been measured and floor plans are being drawn up to show what we actually have presently in our building in terms of space and its usage.
- Accessibility is the priority concern. This covers audio-visual needs as well as elevator/lift/ramp needs.

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- There is good potential for funding, particularly around accessibility, by using a blended funding strategy – accessibility funding, arts funding, daycare funding, federal funding, provincial funding, private donors, and fundraising. Exploration and discussion is underway.

4. Determining Feasibility of Expanded Mission

PATH 2 has created a *draft framework for analyzing feasibility* according to standard business case methods using the following criteria:

- Volunteer capacity
- Staff requirements
- Adequacy of facility/need for improvements
- Costs
- Funding potential (e.g. grants)
- Revenue generation potential
- Overall risk

Once we have received the decision on all four of the grant applications we have made so far, we will present our completed feasibility assessment at the February 4 meeting. Short-term feasibility will be analysed, as well as the potential for long-term sustainability of the new/increased activity levels. For example, short-term project-based funding might allow us to increase and promote our levels of activity and to improve our site in smaller ways e.g., audio improvements. In turn, the success of these short-term activities can help us understand the feasibility of getting new types of longer-term operational funding or ongoing funding to support more activities and to improve the building to serve the needs of the programs and services we offer.