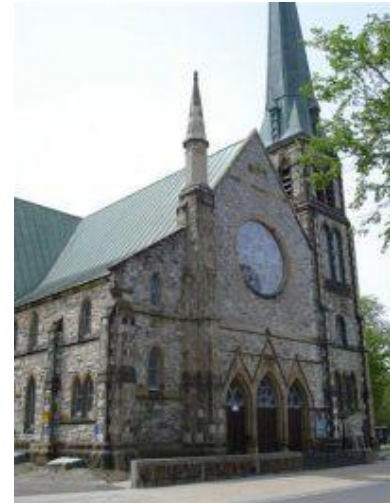


# Status Update

October 15 2023

St. Paul's United Church



# Outline

- **Part 1:** Our Challenges
- **Part 2:** Our Finances
  - Sustainability Plan
  - Operating Budget Update
  - *Questions?*
- **Part 3:** Our Property
  - Building Condition Priorities
  - Kindred Works
  - Downtown United/Credence
  - *Questions?*
- **Part 4:** Our Next Steps

# Societal Challenges

1. Fewer people are going to church – any church – among the mainstream Christian denominations
1. Women aren't available as they were in past generations
1. Fewer volunteers but just as much work
1. Population is aging
1. Less disposable income but more ways to donate it

# Closer-to-Home Challenges

1. **Structure of United Church of Canada has disconnected us from the wider national church and its missions and activities**
1. **So many buildings but so few congregants: 7 congregations in the area each with 30-40 aged congregants often with no choir and no Sunday School**
1. **Difficulty finding ministers in our region**
1. **Post- Covid: less need for room and parking space = less revenue for churches**

# Unique Challenges

1. **Committed and dedicated volunteers often wearing so many hats and doing so much - are they at risk of burning out?**
  
1. **Magnificent aging infrastructure, a historic landmark in the city, is desperately in need of very costly repairs**

# St. Paul's Financial Sustainability Plan adopted 2019, Updated September 2022

## Our Goals:

- A 5 year plan
- End goal - sustainability
- Operating costs will be covered by solid core funding + predictable revenues from facility rentals
- Mission will be enthusiastically supported by core funding + inspired fundraising
- Our future infrastructure costs will be reserved

***\*To get there we will require fundraising + reserved funds to keep us going.***

# St. Paul's Financial Sustainability Plan

## Four Pillars:

### CORE GIVINGS:

- Weekly offering
- PAR
- Gifts of securities and designated bequests

### FUNDRAISING:

- Dinners
- Sales & Special events
- Funscript

### REVENUES:

- Rentals (parking, housing, room rentals)
- Cost savings
- Energy efficiency

### CAPITAL FOUNDATION:

- Bequests
- Donations
- Insurance policies

## At the time the financial plan was adopted ...

|      | Revenue   | Expense   | (Loss) Surplus |
|------|-----------|-----------|----------------|
| 2016 | \$325,508 | \$310,043 | \$15,525       |
| 2017 | \$371,550 | \$387,669 | (\$15,893)     |
| 2018 | \$414,629 | \$420,258 | (\$5,629)      |
| 2019 | \$398,400 | \$426,300 | (\$27,900)     |



## Since the financial plan was adopted ...

|      | Revenue   | Expense   | (Loss) Surplus |
|------|-----------|-----------|----------------|
| 2020 | \$323,367 | \$343,803 | (\$20,436)     |
| 2021 | \$321,611 | \$269,550 | \$52,061       |
| 2022 | \$313,954 | \$319,670 | (\$5,716)      |

# 2023 Revenue: Total \$303,600

**\*with a \$26,864 budgeted deficit**

| REVENUES                             | 2021 YTD<br>Actual | 2022 YTD<br>Actual | 2023<br>Proposed<br>Budget |
|--------------------------------------|--------------------|--------------------|----------------------------|
| <b>Revenue From Operations</b>       |                    |                    |                            |
| Collections/Contributions            | 214,895            | 185,045            | 190,000                    |
| Donation of Securities               | 0                  | 19,811             | 20,000                     |
| 190th Anniversary Special Givings    | 0                  | 6,725              | 0                          |
| Wills & Bequests                     | 0                  | 0                  | 0                          |
| <b>Total Revenue from Operations</b> | <b>214,895</b>     | <b>211,581</b>     | <b>210,000</b>             |
| <b>Rental Revenue</b>                |                    |                    |                            |
| Parking Rentals                      | 21,810             | 21,390             | 23,000                     |
| Facility Rentals                     | 12,310             | 6,400              | 2,000                      |
| <b>Total Rental Revenue</b>          | <b>34,120</b>      | <b>27,790</b>      | <b>25,000</b>              |

# 2023 Revenue: \$303,600

|                               |                  |                  |                  |
|-------------------------------|------------------|------------------|------------------|
| <b>Rental Revenue</b>         |                  |                  |                  |
| Parking Rentals               | 21,810           | 21,390           | 23,000           |
| Facility Rentals              | 12,310           | 6,400            | 2,000            |
| <b>Total Rental Revenue</b>   | <b>34,120</b>    | <b>27,790</b>    | <b>25,000</b>    |
| <b>Other Revenue</b>          |                  |                  |                  |
| Property Management Fee       | 46,753           | 28,000           | 44,000           |
| Investment Income - Gain/Loss | 150              | -118             | 100              |
| <b>Other Givings</b>          |                  |                  |                  |
| Benevolent Fund               | 1,673            | 3,140            | 3,000            |
| Gifts In-Kind                 | 1,898            | 4,396            | 5,000            |
| Fundraising                   | 553              | 1,461            | 1,500            |
| Pantry                        | 5,102            | 600              | 5,000            |
| Other Givings                 | 580              | 218              | 0                |
| General Donations             | 181              | 20,733           | 1,500            |
| Canada Helps Donations        | 0                | 4,415            | 1,500            |
| Community Fellowship Meals    | 0                | 0                | 3,000            |
| UCW Donation to St. Paul's    | 4,910            | 4,000            | 4,000            |
| Covid Wage Subsidy            | 10,182           | 0                | 0                |
| <b>Total Other Revenue</b>    | <b>71,982</b>    | <b>66,845</b>    | <b>68,600</b>    |
| <b>TOTAL REVENUE</b>          | <b>\$320,997</b> | <b>\$306,216</b> | <b>\$303,600</b> |

# 2023 Expenditures: \$330,464

| EXPENDITURES                   | 2021 YTD<br>Actual | 2022 YTD<br>Actual | 2023<br>Proposed<br>Budget |
|--------------------------------|--------------------|--------------------|----------------------------|
| <b>Employee Costs</b>          | <b>122,547</b>     | <b>154,389</b>     | <b>167,023</b>             |
| <b>Church Property</b>         |                    |                    |                            |
| Water & Sewer                  | 2,104              | 1,373              | 2,000                      |
| Snow/Lawn Maintenance/Dumpster | 3,574              | 8,126              | 8,000                      |
| Boiler Maintenance             | 8,108              | 3,036              | 8,000                      |
| Repairs & Maintenance          | 22,139             | 10,774             | 20,000                     |
| Insurance                      | 19,277             | 22,768             | 22,000                     |
| Natural gas                    | 21,964             | 27,622             | 27,000                     |
| Electricity                    | 9,184              | 12,684             | 12,000                     |
| Professional Fees - Appraisal  | 0                  | 3,763              | 0                          |
| <b>Total Property Expenses</b> | <b>86,351</b>      | <b>90,146</b>      | <b>99,000</b>              |

# 2023 Expenditures: \$330,464

## Operating Costs

Office Materials & Supplies

16,564

12,219

12,000

Bank Fees & Service Charges

3,373

4,438

3,800

**Total Other Operating Expenses**

**19,937**

**16,657**

**15,800**

## Appropriations

### New Governance

Christian Education - Sunday School

79

412

1,000

**Total New Governance Expenses**

**79**

**412**

**1,000**

### Partnerships & Outreach

Pantry

4,012

7,605

5,000

Benevolent/Brown Bag Lunch Program

370

2,453

3,000

UCW

891

0

0

Community

0

222

500

Campus Ministry

295

645

500

Gifts & Awards

200

0

0

**Total Partnerships & Outreach Expenses**

**5,769**

**10,925**

**9,000**

# 2023 Expenditures: \$330,464

|                                            |                  |                  |                  |
|--------------------------------------------|------------------|------------------|------------------|
| <b>Worship</b>                             |                  |                  |                  |
| UCC Assessment                             | 13,201           | 12,117           | 17,121           |
| Pulpit Supply                              | 3,978            | 996              | 2,000            |
| Musicians                                  | 9,918            | 11,610           | 10,000           |
| Offering Envelopes                         | 691              | 611              | 620              |
| Worship Materials & Supplies               | 161              | 1,192            | 700              |
| Communion Supplies                         | 54               | 190              | 200              |
| Miscellaneous                              | 51               | 0                | 0                |
| <b>Total Worship Expenses</b>              | <b>28,054</b>    | <b>26,715</b>    | <b>30,641</b>    |
| <b>Expenditures</b>                        |                  |                  |                  |
| Professional Fees (Accounting/Bookkeeping) | 9,813            | 2,519            | 0                |
| Daye Kelly - Financial Review              |                  | 8,724            | 8,000            |
| <b>Total Professional Expenses</b>         | <b>9,813</b>     | <b>11,242</b>    | <b>8,000</b>     |
| <b>TOTAL EXPENSES</b>                      | <b>\$272,549</b> | <b>\$310,486</b> | <b>\$330,464</b> |

*Expenses in excess of Income*

\$48,448

(\$4,271)

(\$26,864)

# What? We budgeted a deficit?

- The Narrative budget format focuses on what we want to achieve, assigns a cost to those wishes and then looks at what we can expect to receive/earn in revenue.
- The gap is our challenge.
- Unlike other financial targets, budgeting a deficit doesn't mean we're successful when we reach it!
- We've had some fundraisers and have more planned - there is still a substantial gap to cover.

St. Paul's United Church  
2023 Operating - Year To Date Budget Update

Last Update: 4Oct2023

| REVENUE                              | Jan           | Feb           | Mar           | Apr           | May           | June          | July          | Aug           | Sept          | Oct | Nov | Dec | Actual To Date   | Variance      | Projected Budget |
|--------------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|-----|-----|-----|------------------|---------------|------------------|
| <b>Revenue From Operations</b>       |               |               |               |               |               |               |               |               |               |     |     |     |                  |               |                  |
| Offering/Contributions               | 12,952        | 13,006        | 12,309        | 15,203        | 11,041        | 17,742        | 13,095        | 12,879        | 11,995        |     |     |     | 120,224          | 95,776        | 216,000          |
| Securities Donations                 | 9,331         | 4,551         | 0             | 0             | 0             | 1,346         | 0             | 0             | 0             |     |     |     | 15,228           | -15,228       | 0                |
| <b>Total Revenue from Operations</b> | <b>22,283</b> | <b>17,558</b> | <b>12,309</b> | <b>15,203</b> | <b>11,041</b> | <b>19,088</b> | <b>13,095</b> | <b>12,879</b> | <b>11,995</b> |     |     |     | <b>135,452</b>   | <b>80,548</b> | <b>216,000</b>   |
| <b>Rental Revenue</b>                |               |               |               |               |               |               |               |               |               |     |     |     |                  |               |                  |
| Parking Lot Rentals                  | 1,670         | 1,980         | 1,710         | 2,250         | 2,430         | 1,890         | 1,620         | 1,710         | 1,530         |     |     |     | 16,790           | 6,210         | 23,000           |
| Church Building Rentals              | 160           | 523           | 160           | 510           | 0             | 0             | 0             | 0             | 825           |     |     |     | 2,178            | -178          | 2,000            |
| <b>Total Rental Revenue</b>          | <b>1,830</b>  | <b>2,503</b>  | <b>1,870</b>  | <b>2,760</b>  | <b>2,430</b>  | <b>1,890</b>  | <b>1,620</b>  | <b>1,710</b>  | <b>2,355</b>  |     |     |     | <b>18,968</b>    | <b>6,033</b>  | <b>25,000</b>    |
| <b>Other Revenue</b>                 |               |               |               |               |               |               |               |               |               |     |     |     |                  |               |                  |
| Canada Summer Jobs Grant             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 7,070         | 0             |     |     |     | 7,070            | 2,356         | 9,426            |
| Fredericton Coop Grant               | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 3,600         |     |     |     | 3,600            | -3,600        | 0                |
| CanadaHelps Donations                | 3,275         | 80            | 0             | 0             | 0             | 100           | 150           | 100           | 20            |     |     |     | 3,725            | -2,225        | 1,500            |
| Fundraising                          | 382           | 0             | 15            | 0             | 451           | 970           | 0             | 0             | 0             |     |     |     | 1,818            | -318          | 1,500            |
| General Donations                    | 2,621         | 1,267         | 70            | 2,001         | 257           | 0             | 350           | 195           | 39            |     |     |     | 6,800            | -5,300        | 1,500            |
| Gifts In-Kind                        | 453           | 300           | 174           | 395           | 415           | 369           | 360           | 104           | 956           |     |     |     | 3,524            | 1,476         | 5,000            |
| Investment Income                    | 0             | -95           | 0             | 0             | 0             | 0             | -109          | 0             | 0             |     |     |     | -203             | -103          | 100              |
| Property Management Fee              | 0             | 0             | 0             | 0             | 20,000        | 0             | 0             | 12,000        | 0             |     |     |     | 32,000           | 12,000        | 44,000           |
| <b>Total Other Revenue</b>           | <b>6,731</b>  | <b>1,552</b>  | <b>259</b>    | <b>2,396</b>  | <b>21,123</b> | <b>1,439</b>  | <b>752</b>    | <b>19,469</b> | <b>4,614</b>  |     |     |     | <b>58,333</b>    | <b>4,286</b>  | <b>63,026</b>    |
| <b>TOTAL REVENUE</b>                 | <b>30,843</b> | <b>21,612</b> | <b>14,438</b> | <b>20,360</b> | <b>34,594</b> | <b>22,417</b> | <b>15,466</b> | <b>34,058</b> | <b>18,965</b> |     |     |     | <b>\$212,753</b> | <b>90,866</b> | <b>\$304,026</b> |
| <b>EXPENSES</b>                      |               |               |               |               |               |               |               |               |               |     |     |     |                  |               |                  |
| <b>Employee Costs</b>                |               |               |               |               |               |               |               |               |               |     |     |     |                  |               |                  |
| Salaries & Wages                     | 9,172         | 7,343         | 7,431         | 7,225         | 7,225         | 7,225         | 9,755         | 15,182        | 7,550         |     |     |     | 78,108           | 34,155        | 112,263          |
| MERC's (CPP, EI, Tax)                | 3,671         | 2,921         | 2,924         | 2,916         | 2,916         | 2,916         | 3,178         | 4,933         | 2,929         |     |     |     | 29,304           | -11,304       | 18,000           |
| Pension                              | 1,897         | 1,511         | 1,511         | 1,511         | 1,511         | 1,511         | 1,456         | 2,212         | 1,511         |     |     |     | 14,628           | 3,972         | 18,600           |
| Benefits                             | 1,491         | 1,187         | 1,187         | 1,187         | 1,187         | 1,187         | 1,145         | 1,739         | 1,187         |     |     |     | 11,500           | 3,500         | 15,000           |
| WorkSafeNB                           | 0             | 813           | 72            | 0             | 0             | 0             | 0             | 0             | 0             |     |     |     | 885              | -85           | 800              |
| <b>Total Employee Expenses</b>       | <b>16,232</b> | <b>13,774</b> | <b>13,126</b> | <b>12,839</b> | <b>12,839</b> | <b>12,839</b> | <b>15,534</b> | <b>24,066</b> | <b>13,177</b> |     |     |     | <b>134,426</b>   | <b>30,237</b> | <b>164,663</b>   |
| <b>Church Property</b>               |               |               |               |               |               |               |               |               |               |     |     |     |                  |               |                  |
| Boiler Maintenance                   | 8,085         | 393           | 0             | 0             | 0             | 0             | 360           | 0             | 0             |     |     |     | 8,839            | -839          | 8,000            |
| Electricity                          | 1,479         | 1,443         | 1,792         | 1,950         | 643           | 413           | 371           | 403           | 382           |     |     |     | 8,875            | 3,125         | 12,000           |
| Garbage Removal                      | 208           | 101           | 108           | 106           | 105           | 104           | 106           | 106           | 110           |     |     |     | 1,054            | 246           | 1,300            |
| Insurance                            | 0             | 0             | 6,054         | 1,498         | 1,498         | 1,498         | 1,498         | 1,498         | 1,498         |     |     |     | 15,043           | 6,957         | 22,000           |
| Natural Gas                          | 3,849         | 4,247         | 3,676         |               |               |               |               |               |               |     |     |     | 16,302           | 10,698        | 27,000           |
| Repairs & Maintenance                | 901           | 504           | 161           |               |               |               |               |               |               |     |     |     | 5,756            | 14,244        | 20,000           |
| Snow Removal                         | 1,064         | 4,343         | 1,279         |               |               |               |               |               |               |     |     |     | 6,687            | 14            | 6,700            |
| Water & Sewer                        | 0             | 0             | 291           |               |               |               |               |               |               |     |     |     | 837              | 1,163         | 2,000            |
| <b>Total Property Expenses</b>       | <b>15,587</b> | <b>11,030</b> | <b>13,361</b> | <b>5,591</b>  | <b>5,573</b>  | <b>2,703</b>  | <b>3,204</b>  | <b>3,935</b>  | <b>2,408</b>  |     |     |     | <b>63,391</b>    | <b>35,609</b> | <b>99,000</b>    |



|                                     |               |                |                |                |                |                |                |                |                |  |  |                  |               |                  |
|-------------------------------------|---------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|--|--|------------------|---------------|------------------|
| <b>Operating Costs</b>              |               |                |                |                |                |                |                |                |                |  |  |                  |               |                  |
| Advertising & Promotion             | 0             | 0              | 0              | 0              | 0              | 0              | 0              | 0              | 0              |  |  | 0                | 800           | 800              |
| Bank Fees & Service Charges         | 500           | 307            | 299            | 285            | 360            | 349            | 316            | 366            | 339            |  |  | 3,121            | 679           | 3,800            |
| Communications: Net, Phones,        | 263           | 271            | 267            | 259            | 259            | 261            | 264            | 273            | 77             |  |  | 2,197            | 1,403         | 3,600            |
| Computer Support (I.T. Services)    | 0             | 0              | 0              | 0              | 0              | 0              | 0              | 0              | 0              |  |  | 0                | 1,000         | 1,000            |
| Conferences & Meetings              | 0             | 0              | 0              | 0              | 0              | 240            | 0              | 0              | 0              |  |  | 240              | -240          | 0                |
| Investment Fees                     | 0             | 272            | 172            | 0              | 0              | 0              | 0              | 0              | 0              |  |  | 444              | -444          | 0                |
| Licenses/Fees/Subscriptions         | 0             | 266            | 0              | 275            | 259            | -25            | 0              | 6              | 6              |  |  | 788              | 712           | 1,500            |
| Meals & Entertainment               | 0             | 0              | 0              | 0              | 0              | 0              | 0              | 0              | 31             |  |  | 31               | -31           | 0                |
| Office Supplies                     | 0             | 67             | 23             | 18             | 0              | 13             | 0              | 30             | 53             |  |  | 204              | 796           | 1,000            |
| Postage                             | 0             | 203            | 0              | 0              | 0              | 0              | 0              | 4              | 0              |  |  | 207              | 1,393         | 1,600            |
| Professional Fees: Daye Kelly       | 0             | 0              | 0              | 0              | 0              | 0              | 0              | 0              | 0              |  |  | 0                | 8,000         | 8,000            |
| Ricoh Copier/Lease                  | 300           | 433            | 0              | 403            | 433            | 0              | 193            | 433            | 0              |  |  | 2,196            | 1,105         | 3,300            |
| <b>Total Operating Expenses</b>     | <b>1,064</b>  | <b>1,819</b>   | <b>761</b>     | <b>1,241</b>   | <b>1,312</b>   | <b>838</b>     | <b>774</b>     | <b>1,112</b>   | <b>506</b>     |  |  | <b>9,427</b>     | <b>15,173</b> | <b>24,600</b>    |
| <b>Christian Education</b>          |               |                |                |                |                |                |                |                |                |  |  |                  |               |                  |
| Continuing Education                | 0             | 0              | 0              | 0              | 276            | 535            | 0              | 0              | 0              |  |  | 811              | 732           | 1,543            |
| Sunday School                       | 0             | 0              | 0              | 0              | 0              | 378            | 0              | 0              | 0              |  |  | 378              | 622           | 1,000            |
| <b>Total Christian Ed Expenses</b>  | <b>0</b>      | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>276</b>     | <b>913</b>     | <b>0</b>       | <b>0</b>       | <b>0</b>       |  |  | <b>1,189</b>     | <b>1,354</b>  | <b>2,543</b>     |
| <b>Partnerships &amp; Outreach</b>  |               |                |                |                |                |                |                |                |                |  |  |                  |               |                  |
| Benevolent/Brown Bag Lunch          | 78            | 153            | 52             | 199            | 163            | 143            | 18             | 999            | 288            |  |  | 2,091            | 909           | 3,000            |
| Charitable Contributions            | 0             | 0              | 0              | 0              | 100            | 0              | 0              | 0              | 0              |  |  | 100              | 400           | 500              |
| Family Fellowship Meals             | 0             | 197            | 56             | 23             | 15             | 25             | 0              | 0              | 0              |  |  | 317              | 183           | 500              |
| Pantry                              | 493           | 535            | 382            | 1,470          | 902            | 942            | 377            | 794            | 1,198          |  |  | 7,093            | -4,093        | 3,000            |
| <b>Total Outreach Expenses</b>      | <b>570</b>    | <b>884</b>     | <b>490</b>     | <b>1,692</b>   | <b>1,180</b>   | <b>1,110</b>   | <b>395</b>     | <b>1,793</b>   | <b>1,485</b>   |  |  | <b>9,600</b>     | <b>-2,600</b> | <b>7,000</b>     |
| <b>Worship</b>                      |               |                |                |                |                |                |                |                |                |  |  |                  |               |                  |
| Annual UCC Assessment               | 0             | 4,280          | 0              | 0              | 4,280          | 0              | 0              | 0              | 4,280          |  |  | 12,840           | 4,281         | 17,121           |
| Musicians                           | 0             | 500            | 250            | 1,250          | 1,000          | 0              | 0              | 0              | 1,000          |  |  | 4,000            | 8,000         | 12,000           |
| Pulpit Supply                       | 0             | 0              | 0              | 232            | 0              | 696            | 232            | 232            | 0              |  |  | 1,392            | 608           | 2,000            |
| Worship Supplies                    | 27            | 114            | 47             | 247            | 150            | 0              | 50             | 600            | 4              |  |  | 1,240            | 80            | 1,320            |
| <b>Total Worship Expenses</b>       | <b>27</b>     | <b>4,895</b>   | <b>297</b>     | <b>1,729</b>   | <b>5,430</b>   | <b>696</b>     | <b>282</b>     | <b>832</b>     | <b>5,285</b>   |  |  | <b>19,472</b>    | <b>12,969</b> | <b>32,441</b>    |
| <b>TOTAL EXPENSES</b>               | <b>33,480</b> | <b>32,403</b>  | <b>28,035</b>  | <b>23,092</b>  | <b>26,609</b>  | <b>19,099</b>  | <b>20,188</b>  | <b>31,738</b>  | <b>22,861</b>  |  |  | <b>\$237,506</b> | 92,741        | <b>\$330,247</b> |
| <b>Income in excess of expenses</b> | -2,636        | -10,791        | -13,597        | -2,733         | 7,985          | 3,318          | -4,722         | 2,319          | -3,896         |  |  | -24,752          | -1,875        | <b>-26,221</b>   |
| <b>Cumulative Total</b>             | <b>-2,636</b> | <b>-13,427</b> | <b>-27,024</b> | <b>-29,757</b> | <b>-21,772</b> | <b>-18,454</b> | <b>-23,176</b> | <b>-20,856</b> | <b>-24,752</b> |  |  |                  |               |                  |

# October Operating Update summary

- Cash flow: pretty much on the mark with revenue budget targets to date.
- Building related expenses have been challenging - e.g. the boiler is over budget and not yet started ...
- If we add in our our budgeted \$26,864 deficit, to meet budget, we need to bring in \$117,087 in the rest of the year.
- This is not unusual: in 2022, the budget was \$330,759 and at the end of September we had \$106, 008 left to bring in.

## October Operating Update summary

- We have a 2016 sized budget: expenses are at a point that there is very little we can reduce.
- Cash flow: behind slightly. We are very grateful to have received a bequest of \$25,000 in early October. The funds are available for the operating account. More information will be shared in due course.
- **BREAKING NEWS:** We are very grateful to have received a bequest of \$25,000 in early October. The funds are available for the operating account. More information will be shared in due course.
- If we add in our current budget of \$26,860, we are behind targets. Our annual deficit will be -\$36,927.
- To meet our budget we need to bring in \$101,582 in the rest of the year.
- In 2022, the budget was \$330,759 and at the end of September had \$106,008 left to bring in.

# So is everything just fine?

- Revenue is budgeted at approximately the 2016 level while expenses are much higher
  - Routine expenditures are difficult - especially for basic repairs to the buildings
- The balance sheet doesn't show the human capital deficit
  - We've cut everything, including staff;
  - Our volunteer pool is small and tired.
- We are skirting the cliff that falls away to financial failure
  - Considerable efforts will need to be made to increase revenue in all 4 sustainability categories
  - **Who is going to do the work?**

**Questions??**



## **St. Paul's Capital Funds October Update**

The Trustees manage our capital funds and investments. As part of their role, they attempt to accumulate adequate funds for “capital” upgrades and repairs to our buildings. These should be system investments (roof, heating, structure etc) that have a larger price tag but don't have to be done frequently.

Because our operating budget has been reduced to basic expenses, the Trustees are more often being asked to cover the cost of both routine and deferred repairs and maintenance.

# Budget and Repair Priority

## Schoalts Engineering Condition Assessment Report, Oct. 2022

| Building Element Requirement                 | Cost         | Priority | Comments | TOTAL        |
|----------------------------------------------|--------------|----------|----------|--------------|
| Repair roof of sanctuary & spire             | \$ 115,000   | ASAP     | Budgeted | \$ 115,000   |
| Replace fire stairs to George St             | \$ 27,500    | 2023     | Underway | \$ 142,500   |
| Repair masonry of sanctuary                  | \$ 1,092,500 | 2025     |          | \$ 1,235,000 |
| Repair masonry of bell tower                 | \$ 287,500   | 2025     |          | \$ 1,522,500 |
| Repair masonry and wood in attic             | \$ 57,500    | 2025     |          | \$ 1,580,000 |
| Replace concrete at front entrance           | \$ 86,250    | 2025     |          | \$ 1,666,250 |
| Restore windows & exterior doors             | \$ 287,500   | 2027     |          | \$ 1,953,750 |
| Repair and support sanctuary floor structure | \$ 17,250    | 2027     |          | \$ 1,971,000 |

# St. Paul's Capital Funds update October

The Capital Foundation Investment Fund Statement Balance as of 31 August 2023 was: \$224,033.34. This fluctuates based on investment markets.

Funds earmarked from this balance:

- Roof repair: \$150,000.00
- Fire Escape Stairs \$8,000

***On September 26th, the Trustees adopted a resolution as follows:  
Moved by Alanna, seconded by Lois that Trustees notify the Board, the  
Fundy St Lawrence Dawning Waters Region, and the congregation that  
St Paul's Capital Fund is close to depletion with only about \$75,000  
remaining after the dedication of \$150,000 for roof repairs. Thus,  
expenditures from the St Paul's capital Fund will be limited. Carried***



**Questions??**



# Kindred Works Update

What is Kindred Works?

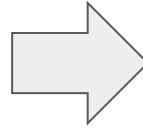
- A real estate developer founded and owned by UCC to convert assets to affordable housing
- Conversations starting in 2021 led to a signing a Letter of Intent and appointing a development committee in 2023

Our proposed project:

- Demolish Fraser Memorial Hall and the two rental houses to build one or two apartment blocks with a mix of market and affordable housing.
- Sanctuary remains standing

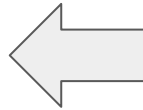
# Kindred Works Update

Sequence: we will be after Portland project in SJ - currently in cost mitigation & funding talks

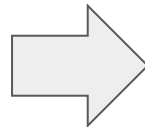


We are \$4.5 to \$5 million short of funding due to CMHC program changes *and* Kindred can't commit until all \$\$ are in place

Timing: We will not see any action on this file for ~5 years.



- We didn't ask whether that meant planning or digging a hole - it's too far out to address current needs.



Future - even with maximum density flowback to congregations is minimal

# Kindred Works Update

## Heritage issue:

- Demolition of the sanctuary is not an option from the Kindred perspective
- When the hall is demolished, the sanctuary building can be remediated to current functionality. Not clear that includes washrooms.\*

\*Kind of a big deal

## Take-aways:

- Kindred's mission is to use UCC assets / equity to address the national need for housing.
- If we share that mission, this is still something we can & should pursue.
- No immediate action expected or required.

# Downtown United Project Update

The consultants and team have been meeting to finalize recommendations and final report.

- The scope of this was increased co-operation to strengthen ministry engagement in Downtown Fredericton.
- The final report and recommendations will be presented to the congregations after a joint service here on November 26th
- The recommendations of Downtown United Project does not solve the financial or building challenges we face.
- Will provide a model for engagement across congregations that could lead to increased engagement in ministry activities especially related to social justice issues

# Why are we talking about this now?

- The reality of the short and long-term building needs raised by trustees and their motion was a catalyst for this meeting
- Overall financial position and human resources situation as identified today, are not sustainable
- There has been an increased willingness and openness to talk about the issues we face by members of our congregation
- Creedence consultants “many congregations wait until it is too late to address challenges.” We do not have much time before we have very limited options.
- Problems that are named can be talked about, understood and addressed in life-giving ways.

# Closing from the Chair

- We have identified tangible, concrete challenges
- Next steps:
  - Thinking about these facts
  - Talk among ourselves
  - Identifying options
- Trustees and Board will be meeting on October 17th to start preparing for the next Congregational meeting
- If you want to be involved in planning next steps, speak to Chair of Board or Chair of Trustees

**Next Congregational meeting: November 5, 2023**

Glorifying God through Worship,  
Proclaiming the Gospel of Christ and  
Serving others in Christ's name

