

FSTF Action Plan: Nov 2019 - Feb 2020

Following is what participants agreed to undertake at the FSTF planning meeting of 21 Sep 2019. The list has been reordered and modified slightly since September in light of new information, plans, and actions. **Members: Please complete your tasks, if possible, by late January 2020** or consult with Sheila or Keith if changes are required. We're planning to prepare a final report for the Board in February 2020 summarizing actions taken and needed in each area. Remember that the work of the Financial Sustainability Task Force is pertinent regardless of what decision is made regarding site development.

ACTION ITEMS - NEXT STEPS AND ASSIGNED TASKS

1. Improve UCV's **bequests and living legacy program(s)** - Cathy, Steven, Rob Taylor, Melody
2. Develop a more personalized **2021-22 Stewardship/Canvass process**; as appropriate, integrate this with bequests and legacy initiatives - Keith, Lynn, Cathy, John Smith & others
3. Clarify UCV's **investment portfolio and internal fund structure** for better understanding by members and clearer identification of circumstances under which these can be accessed to cover operating budget deficits and emergencies. – Cathy, Rob Taylor, John Taylor, Keith
4. Buildings & Grounds: Dianne, Rob Taylor. Estimate and outline **capital improvements required** over the next **40 years** for each of our **3 existing buildings**. (Admin & Sanctuary similar for both options)
5. Buildings & Grounds: Dianne, Rob Taylor... Consider how to **enhance rental income** from existing buildings, with or without site development.
 - a) Increase current rates of Hewett Centre basement level to market value, and, if necessary, renovate space and seek new tenants at market rates; OR
 - b) review the entire current UCV space, estimate capital improvements and repurposing to enhance revenue, and estimate changes in revenue.
6. Refine UCV **risk and opportunity analysis** for both site development and no development options. Keith will discuss with John Boyle...others welcome. Adjusted following 27 Oct FSTF Forum.
7. Refine **financial scenario summary spreadsheets** for both site development and no development options; clarify esp **10-yr revenue** expectations. – Keith, Michael, Gordon, John B, with Catalyst
8. Complete and submit a proposal for a **site development option** for congregational review. Include more attention to **community building** and **benefits** of a New Hewett Centre Michael, Gordon, Marg Meetings with Community Land Trust and Catalyst scheduled to review co-op and rental pros/cons.
9. Review and incorporate the Feb 2019 **Demographics and Pledge Potential Summary** – Keith, Mairy
10. For site development option, continue to **investigate rental of other facilities** at different hours. Review moving, storage and other actions required if development proceeds. Elliott.
11. Plan for an **Interim/Developmental minister**: Are there ministers who have experience with development? Mairy and Sheila will bring this issue/question to the Board.
12. **Solicit movie shoots** because they are lucrative. UCV has been registered with [creativebc](#) (location database) since 2017. Mairy has discussed with UCV member and actor, Vivian Davidson. Next step?
13. Fundraising: consider reinstating **service auctions**. John Smith has been involved in many past auctions. Defer implementation pending site development decisions in spring 2020.
14. **Volunteers and leaders** are required for key functions related to financial health: membership growth, legacy, stewardship/canvass. Melody, Steven and Dianne will work on leader recruitment.
15. **Recruit more families** - Kiersten and Sheila; recruit more "Boomers" (TBA)
16. **Explore UCV name change** as a possible way to attract more members - Eva, Sheila.



Vancouver Unitarians - Financial Sustainability Task Force (FSTF)

Background to the FSTF

The Financial Sustainability Task Force was created by the UCV Board in the spring of 2019 in light of the concern the Board had about presenting a deficit budget for 2019-2020.

The work of the Task Force built upon the findings of the spring 2019 ***Demographics and Pledge Potential Task Force*** which had reported a) a decade of flat membership growth at UCV and at other Canadian and American UU congregations, b) a declining pattern of pledges and donations at UCV, c) periodic surges through special capital campaigns, d) bequests averaging \$13,000 annually, and e) uncertainty about Vancouver population changes other than the presence of a bulge in the Metro Vancouver population in the “boomer” generation and a second, smaller bulge 10-15 years younger. Membership of UCV came from a fairly broad range of communities in Metro Vancouver, the top twenty donors resided in 8 different postal code zones, and the top ten donors gave 20% of UCV donations. High costs of Vancouver housing, uncertainty in future employment prospects for Vancouver residents, global climate change, and uncertain global economics made projection of financial support for the congregation impossible to predict with confidence.

With this information in mind, the *Financial Sustainability Task Force* was mandated to examine all facets of UCV’s circumstances to help assess its financial sustainability over the future decades, with or without site development.

At the FSTF meeting on 21 Sep 2019, fifteen members of the task force agreed to take action in a range of areas to advance UCV financial sustainability. These action areas are listed on page 1 of this action plan document. On 27 October 2019 members of the Task Force presented a Forum for UCV members where options and issues were discussed with 29 participants. New ideas in the areas of risks and opportunities surfaced as part of this review and are reflected in the updated report. At a site development business plan review on 7 Nov 2019, suggestions were made to highlight benefits of a *new* Hewett Centre and outline community-building strategies for both a tenant association and a co-op.

Co-chairs Sheila Resels and Keith Wilkinson met in November 2019 to discuss next steps and agreed to call upon task force members to make progress on the action items that they agreed to undertake as outlined on page 1, and to report on this at a FSTF meeting in early February 2020 prior to compilation of a final report for the UCV Board. If feasible, another meeting will be scheduled in January 2020 to discuss work accomplished and to finalize a report to the UCV Board prior to disbanding the task force.

Task Force September 2019 participants and contributors: John Boyle, John Smith, John Taylor, Rob Taylor, Dianne Crosbie, Elliott Dainow, Leslie Hill, Michael Clague, Gordon Gram, Marg Fletcher, Cathy Sevcik, Mairy Beam, Melody Mason, Steven Epperson, Kiersten Moore, Lynn Armstrong, Eva Allen.

Other documents available: *UCV Demographic and Pledge Potential Report 20190308*; *UCV Investment Principles 20190920*; *Breeze Membership Management Software: An introduction 20191016*; *How we manage our money at UCV 20191026*; *Community Engagement Through Housing: Two models for UCV review 20191118*. (For copies contact: <mailto:keithwilkinsonconsulting@gmail.com>)

In faith,

Keith Wilkinson and Sheila Resels, Co-Chairs