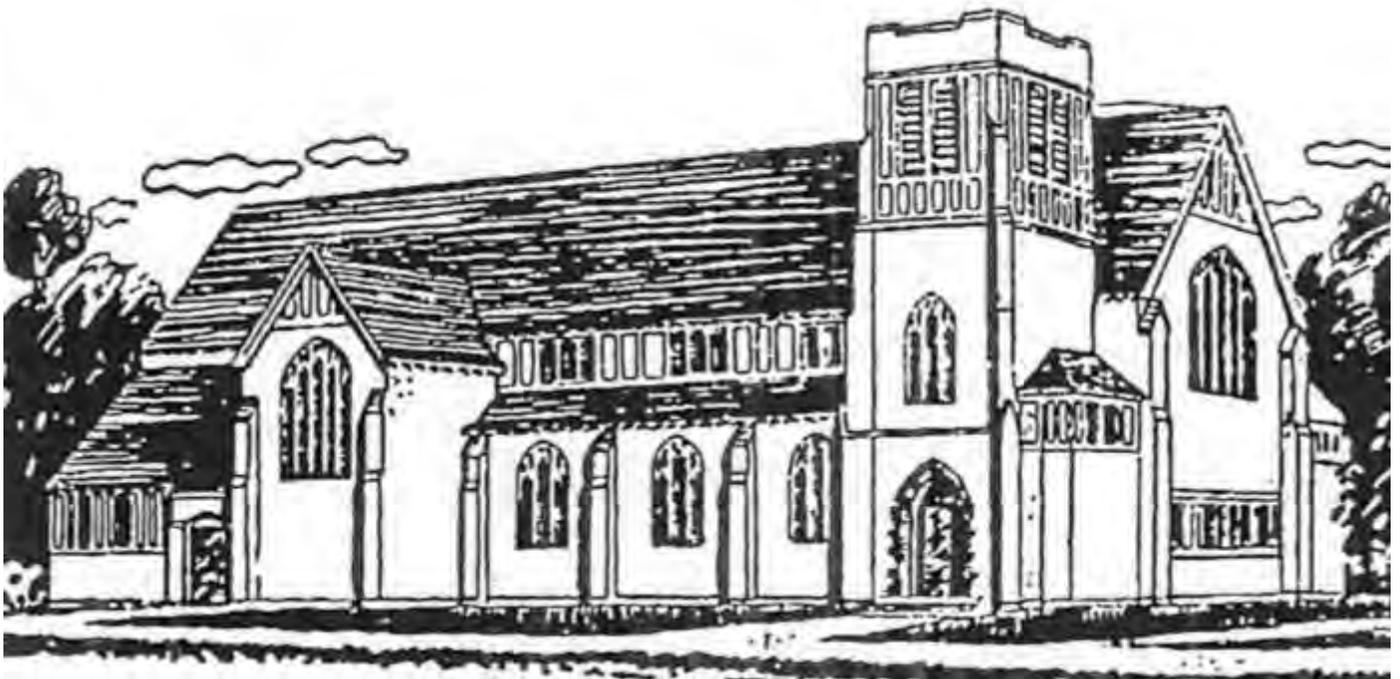


KNOX UNITED CHURCH



2025 ANNUAL REPORT

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KNOX UNITED CHURCH

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Knox's Strategic Plan & Goals

Knox's Strategic Plan GOALS - 2024 to 2026

1. Making Space(s)

- Tend to the building project, as needed
- Become more creative and efficient in how we use our sanctuary building and land

2. Financial Comfort

- Find accord on the concepts of spending and saving
- Continue to refine and upgrade our financial processes
- Address the deficit



Knox's Strategic Plan GOALS - 2024 to 2026

3. Become Partner Ready

Reach out to potential partners

- Governance & staff model reviews
- Policies & efficiencies

4. "Inreach"

Foster a vibrant and cared-for congregation.

5. Expand our Web Ministry

A web ministry with clear objectives, that resonates with vision content:

- Neighbourhood
- The Arts
- Connection



Knox Minister's Annual Report 2025

Theme "Embracing the Shift"

2025 was a year of intentional discernment at Knox. Guided by the theme "**Embracing the Shift,**" the congregation was invited to face change with trust, patience, and faith, attending carefully to what God might be forming among us.

Worship & Spiritual Life

Worship remained the grounding centre of congregational life. Early in the year, a worship series on **Legacy** helped prepare the congregation for anticipated change, inviting reflection on what we carry forward and what we release. In the fall, a **three-month congregational worship and music survey**, following the resignation of our organist, provided a shared listening process that will guide future direction for worship music.

Seasonal worship, Summer Spirit services, bilingual bulletins, and online offerings reflected both continuity and openness to new expressions.

Pastoral Care & Community

Pastoral care continued steadily throughout the year. With increased memorial services and ongoing health concerns among members, the ministry of presence—visitation, prayer, and accompaniment—remained central. All Saints' Sunday and regular care for shut-ins affirmed Knox as a compassionate and connected community.

Stewardship & Partnerships

Knox continued to steward its resources carefully while remaining open to collaboration and future possibilities. Community programs, outreach, and ongoing conversations with neighboring congregations reflected a commitment to sustainability and faithful ministry.

Looking Ahead: Leadership & 2026

2025 also marked the beginning of **intentional leadership transition planning**. With the lead minister anticipating retirement and a future reduction of hours, early steps have been taken to support continuity, shared leadership, and long-term congregational health.

The stewardship theme for 2026, "**Faithful Today, Growing for Tomorrow,**" grows naturally from this year's discernment. Having named legacy and embraced necessary shifts, Knox moves forward with clarity and hope.

This year reminded us that faithfulness is shaped not by certainty, but by attentiveness and trust. I am grateful for the resilience, generosity, and leadership of Knox congregation.

With gratitude,

Rev. Richard Chung

Minister, Knox United Church

Message from the Chair of the Board

Looking back, 2025 has been a year of significant change. This type of change isn't new for Knox, though. Since the pandemic, our congregation, staff, and leaders have been working in an environment of accelerated change – driven by societal pressures, the average age of our congregation, the thwarted building project, and much more. Given the number of challenges we've experienced in recent years, we can anticipate the same in 2026. However, we've also been working steadily to underpin our administration, operations, and church life, growing in resilience and preparing us for a more dynamic future.

Throughout 2025, the Knox Board worked on Knox's strategic goals, which we first confirmed in 2023. These goals have sparked much of Knox's activity this year. From my own perspective, I see daily how the plan keeps us working together, guiding our decisions and moving in the same direction. The following is not meant to be a comprehensive list, but to touch briefly on each of our goals.

Making Space(s):

At the start of 2025, we agreed as a congregation to end our long-term dream of having a new fellowship centre. A small team was struck to work with legal counsel on a proposal for ending the project. And while there's been a deep loss around this, we've also demonstrated that we can use the sanctuary building to support a vibrant life. From church gatherings to community events and renters to concerts, we've been able to rest gently with our sanctuary building in limbo. This goal will continue to guide future decisions about our property and building.

Becoming Partner Ready:

This goal addresses our need to “tidy up” our administrative life and develop partners in the community. Without the confines of typical amalgamation plans, we began a relationship with University Hill United. We've shared worship, music, and bible study opportunities, and a working group has been struck to look at other ways in which we might partner in 2026. The congregation has just approved a new job description and role for an appointed Associate Minister. The incumbent will support Knox's growth and partnership strategies as well as oversee Knox's administrative and operational needs in the future.

Financial Comfort:

As we heard from Pacific Mountain Region last year, ours is a prosperous congregation compared to many United Churches. This is causing a big shift in how we think about our money. And because we've been empowered to think more holistically about our finances, you'll see that our 2026 Budget continues to evolve. With support from Sharon B and David W in the office, this year's budget reflects our Strategic Plan even more solidly than in 2025. It also continues to reframe the concept of “deficit” — so we can think of our finances with more comfort, even as our expenses rise.

In-Reach:

Over the last decade, we've experienced how outreach is challenging for a small group of people past retirement age. This led to the development of the "inreach" concept. What do we want and need as a group of seniors? Are there others in the community who might also need these things? In 2024, we introduced new weekly and monthly programs such as Monday Afternoon Socials, Fitness (Stretch, Strength & Balance), and Sunday Meals. And we reintroduced programs like Healing Touch and Bible Studies. Now we are seeing that these programs indeed allow us to support not only ourselves, but our neighbours – on a scale of operation we can manage.

Expanding our Web Ministry:

Even as I write this message, we are grieving the loss of our trail-blazing and intrepid webminder Debra. It's hard to know what change might lie ahead for our web ministry in 2026, but we will be working with Alex on whatever lies ahead. Our web ministry and social media platforms led to meaningful boosts in 2025. Apart from live-streamed and recorded weekly worship, Rev. Richard records video content in the form of meditations or mini-sermons. Kevin uses these, along with "snippets" from Sunday worship to post on social media. And while it's Boots the Cat who usually garners the most views, we know that hundreds more people are now viewing Knox content every week.

As always, please find time to review the annual report before the ACM. Please also join me in giving thanks for our Knox family — volunteers, musicians, staff, teams, leaders, and congregation. They give their time, energy, treasure, and hearts to God's work every day, and we are deeply grateful.

Respectfully submitted on behalf of the Knox Board by Susan McAlpine, Chair



Even though Boots moved further from Knox in 2025, we're overjoyed by his regular visits to (and participation in!) Sunday morning worship.

Worship Reports

Worship Team

For the first half of 2025 the Worship Team members remained the same as in 2024: Dave Cass, Gloria Bender, Mary-Ellen Flynn, Mary Graham, Colleen Coulter, Madelene Klassen, Rev. Richard Chung.

In June, after many years as our organist, Madelene retired. She was celebrated with a high tea reception and gifts. Madelene contributed greatly to our music life. We will miss her as a friend and musician and are very grateful for her time with us.

Some 2025 Fun Facts and Figures over ten months plus three SummerSpirit Sundays:

- # of communion glasses filled (and later washed) – 640
- # of pulpit guests – 7
- # of combined years on the team of the 4 current members – 37
 - plus 8 for Richard and
 - an infinite # for Colleen.
- # of different instruments played (some multiple times) – 9; can you name them??
- # of greeters – 50 plus
- # of daffodils placed in the Easter cross – 132
- # of bulletins printed – approx. 2550
- # of scripture readers – approx. 48
- # of Christmas pageant participants – 10; can you name them??

A few happenings of note:

We hosted a student on VST Sunday in January; enjoyed chimes before the service in March; welcomed UHill to Knox for a service in May; Richard and Rev. Aaron Miller exchanged pulpits in June; and we held three SummerSpirit services at Knox.

On Welcome Sunday in September, we introduced a new set of name tags to the congregation. We asked that they be worn on each Sunday through the fall and perhaps at least once a month following that. Many thanks to Colleen for preparing all the new tags.

We started the fall without an organist as the Board wished to form a small working group to conduct a Worship Music Survey of the congregation. The Worship Team provided input to the Board prior to the formation of the working group and again in January 2026, once the surveys were completed and tabulated. In the interim, Colleen was able to find organ coverage for some Sundays and she also played the piano for preludes, postludes and hymns at other times. Many new instrumental and choral offerings enriched the services from September to December.

*(**Survey results were reported to the congregation in February 2026. Information was given, re: needed upgrades to the organ, before a new organist is hired. A new job description will be written for the position.)*

Our All Saints' service marked the passing of many members of our Knox family. Twelve names were added to the Cloud of Witness banners; fifteen candles were lit by family and friends; one was lit for those in our hearts and prayers and another for those who have died in war and violence.

The Worship Team again hosted the annual Christmas Sing Along. Colleen prepared new song sheets and Aiden Miller, from UHill, played the piano while Colleen acted as MC and music director. The Worship Team provided and served refreshments. There was a beautiful Christmas Eve service with an updated version of the Christmas story as our pageant. We had new candle holders this year and a clear night to be outside singing Silent Night.

We are very grateful to the many folks who volunteer to help with communion service, greeting, scripture reading, sanctuary decorating, advent wreath lighting, pageant, daffodil cross decorating and so, so much more. A very special thank you to the choir for your ministry of music, to musicians who shared their gifts, to soloists and ensemble members who brought beauty to us and to Colleen who works many hours to make all this happen!! Thank you to Sharon Bliss, Anne MacKenna, Kevin Wong and Debra and Alex Danny for all your assistance. You are appreciated!!

Rev. Richard, thank you for your leadership, your ministry to all and your guidance to our team.

Thank you to Mary-Ellen, who will be leaving the team this year. Her wise input at our meetings and her preparation of the communion elements has been invaluable. I, too, am stepping away from the Worship Team after twelve years of involvement. It has been an honour and an adventure!!
THANK YOU!

Respectfully submitted: Mary Graham, Chair

Refugee Family Update

It was very exciting to gather together with members of our Westside Churches Sponsorship team, at YVR, to welcome five members of the Haqiqi family who arrived on July 24th, 2025. We undertook this joint sponsorship with family members already living in Surrey so we were part of a family reunion at the airport. The family are doing well.



Pastoral Care

Pastoral Care remained a central ministry at Knox throughout 2025, shaped by increased needs related to aging, illness, and loss within the congregation.

Members of the Pastoral Care Team and the minister provided regular phone calls and visits to those who were hospitalized, living in care homes, shut-in, or nearing the end of life. Accompaniment of individuals and families during times of serious illness and bereavement became a significant focus of the year, alongside ongoing attention to the congregational prayer list.

With a growing number of deaths in the congregation, memorial and end-of-life care required particular care and coordination. The Pastoral Care Team supported families before and after memorial services and worked with staff and the worship team to prepare All Saints' Sunday, ensuring those who had died were remembered with dignity and care.

Simple expressions of connection—cards, seasonal flowers, and personal check-ins—continued to offer encouragement to those unable to attend worship regularly. These gestures remained an important part of sustaining connection within the community.

This year also required sensitivity to the capacity of the Pastoral Care Team itself. Members served faithfully while balancing their own changing circumstances, and their compassion and dedication are deeply appreciated.

Pastoral care continues to be at the heart of Knox's identity as a caring and faithful community.

*Submitted on behalf of the
Knox Pastoral Care Team*

Life Events of 2025

Celebration of Life events celebrated at Knox

Pamela June Marsh (31 Jan 2025)
William (Bill) Francis Herzer (1 Feb 2025)
Lorraine Marie McCarlie (11 Feb 2025)
Mary (May) Hunter (21 Feb 2025)
Gordon John (Jack) Adams (2 May 2025)
William (Bill) Goodsir (15 Jun 2025)

We honour those who passed, but did not have a service at Knox in 2025

Pamela Anderton (1 Feb 2025)
Gordon William Spratt (10 Mar 2025)
Norman Nai-Man Kwong (21 Mar 2025)
Ronald Ray Hill (24 Mar 2025)
John Hawthorne (22 Apr 2025)
Geoffrey Clay-Smith (17 Oct 2025)
Florence Elizabeth Humphries (22 Dec 2025)

Strategy: Financial Comfort

Treasurer's Report

We have been working on a significant update to how we code Knox's data in QuickBooks so that, when preparing our Operating Reports and Budgets, the data is easily accessible. The reports are simpler to prepare because, all items of importance now have a designated code. In 2025, we hired a new bookkeeper, David, who is working closely with Sharon B. and myself. Sharon has quickly stepped in and revamped the whole office including all financial files, etc. Thank you very much Sharon, this work has been needed for a long time.

Having easily accessible information is important, since our pledges, offerings, special appeals, events income, and rental income have not kept up with the expenses incurred with personnel and maintenance of the church. It is important our reports are timely, which allows us to determine if our operations account needs an injection of money from the Knox Trustees. Fortunately, we have also been able to access any growth in our investments, as well as dividends throughout the year. The income shortfall was covered, as in previous years, by investment returns from the funds which our Trustees administer for Knox. The trustees transferred to Knox operations a combination of dividends, capital gains, and some Capital Trust money, to make-up this income shortfall.

Rental of our facilities increased over 2025, with special events and including weddings and memorials. Many renters have joined or stuck with us, and we are thankful to them. Most of the events and programs were very well attended. Susan and Sharon review new groups wanting to rent any spaces we have.

This year our pledges and unpledged offerings were only a bit lower that we had budgeted at the beginning of the year. Online giving via our website and Tithe.ly has still been slow to attract donations, but it is still a simple and direct way for the congregation to support Knox. Please visit our website at knoxvan.com and look for the "Donations" button, prominent on every page.

This report accompanies the 2026 Budget, with 2025 year-end operating data, showing how the funds were raised as income and spent on expenses.

I would like to thank Sharon Bliss and Susan McAlpine for helping me when my health slowed me down, keeping the office finances in order, thank you ladies!

Even though the buildings have been much quieter, work still must get done, services continue, maintenance continues, and bills are paid.

As I have said before: with enthusiasm and commitment by us, the congregation, good investments by the Trustees and team support, we will prevail and hopefully continue to thrive.

Submitted by Larry Tench, Treasurer

Trustees' Report

In 2025, the Board of Trustees continued its role as the legal and financial stewards of Knox United Church, with a focus on stability, oversight, and readiness for the future.

Throughout the year, Trustees monitored Knox's financial position closely, ensuring operating needs were met while safeguarding long-term assets. Investments and GICs were reviewed regularly, with decisions guided by prudence, liquidity, and changing market conditions.

With the building project effectively concluded, Trustees managed remaining legal and professional obligations carefully. At the same time, Trustees and the Knox Board began shared conversations around financial sustainability—clarifying how resources might best support both present ministry and future direction.

Trustees also reviewed insurance coverage and approved steps toward property reappraisal to ensure appropriate protection and risk management.

As Knox prepares for leadership transition and explores future possibilities, the Trustees remain committed to faithful stewardship marked by care, transparency, and long-term vision. The Board of Trustees thanks the congregation for its trust and support.

Submitted on behalf of the Board of Trustees

Investment Report

The year 2025 was a positive one for equity markets in North America and it was the same for the Knox Investment Portfolio. The value of the portfolio increased from \$4,138m on Dec. 31, 2024 to \$4,43m at year-end 2025. This is in spite of monthly withdrawals made by Knox to meet incurred expenses.

The markets have been strong despite a number of armed conflicts, the uncertainties from political decisions emanating from our southern neighbour, and the Canadian economy showing little or no gain. Corporate earnings have remained strong, however, and if this continues it could mean another positive year for equity markets.

Strategy: Year-End Financials

Knox United Church		
Year End Operating Statement 2025		
	2025	
	Actual	Budget
INCOME		
Pledges and Offerings		
Total Pledged	95,658	100,000
Total Unpledged	55,977	60,000
Total Pledged and Unpledged Offerings	151,634	160,000
Total Community/Congregation Donations	7,489	7,000
Rentals	9,345	14,844
Memorials / Weddings	10,546	
Outside Choir Rentals	5,877	
Total HTK Reimbursement	70,156	70,156
Total Facility Use	95,924	85,000
TOTAL INCOME	255,047	252,000
OPERATING EXPENSES		
UCC Assessment	25,961	25,961
Personnel Compensation	294,393	348,770
Facilities and Property Management	71,131	76,000
Worship Expenses	647	800
Music Expenses	3,795	4,400
Congregation Development	1,243	1,500
Congregational Expenses	10,392	5,000
Total Congregational Life	16,076	11,700
Total Community Development	4,758	3,300
Total Networking Expenses	0	1,000
Total Office Expenses	9,415	11,500
Total Administration	9,415	11,500
Total Operating Expenses	421,734	478,231
Knox Gross Profit / Loss	166,687	226,231
Transferred from Trustees	180,000	240,000
Net Profit / Loss after Transfers	13,313	13,769

Strategy: In-Reach

Sunday Fellowship Coffee

Our Church Officer completes the set up in the Narthex each week in preparation for our socialization after church service. A rotation of four are assigned for supply of fresh milk & cream and clean-up. Mary Graham, Larry Tench, Robin O'Brien and the Bliss Family share responsibility on a weekly basis each month. Thank you to those who helped in recent years, namely: Cynthia and Charles Hou, Alan MacKenna and Ed Williams, as we transitioned after COVID.

More Sunday morning coffee volunteers would be most welcome!

Supply of coffee, tea, sugar, sweetener, cookies, juice boxes, bottled water, hot drink cups etc. and new/replacement equipment is the responsibility of the convenor. There is a designated budget that covers all expenses.

Tax-deductible donations may be made to this fund at any time.

Card tables arranged to sit eight are working well, facilitating a meaningful part of our social and business gatherings on Sunday mornings following worship.

Making all of this possible is Anne MacKenna, our Church Officer, who co-ordinates set-up and use of the space in our Sanctuary. We are truly indebted to her.

*Respectfully submitted,
Mary Bliss, Convenor*

Monday Afternoon Socials (Arts & Cards)

The Monday Afternoon Socials continue to be a welcoming and creative gathering space. Each week, participants meet in the sanctuary to make art, play card games such as bridge and canasta, work on puzzles, and enjoy lively conversation. Coffee, tea, and treats are provided.

This year, we were pleased to welcome a total of 180 visits: 57 from Knox United Church members and 123 from the wider community. Participants generously donated \$346.70 toward the cost of coffee and goodies. We look forward to continuing to offer this opportunity for friendship, creativity, and outreach in the coming year.

*Submitted by:
Robin O'Brien*

Healing Touch Report

We have resumed Healing Touch. Hands-On-Healing is an energy based approach to healing which can effect changes. These changes can be experienced on a physical, mental, emotional and/or spiritual level. The goal is to restore balance and harmony to the body, mind and spirit.

Healing Touch promotes relaxation, strengthening the immune system, increasing a sense of well-being, reducing pain, increasing management of stress and increasing healing time to tissue and bone.

We meet in the Narthex the first Tuesday of each month, except for summer vacation. Sessions are arranged ahead of time according to a person's availability. Each session lasts thirty minutes.

We are grateful to be able to continue this ministry.

Submitted by Joanne Tench and Robin O'Brien

Senior's Fitness: Stretch, Strength and Balance

The back of the church comes alive on Thursday afternoons as friends, neighbours and Knox members begin to arrive for the weekly exercise program. There is great camaraderie as we catch up with each other and welcome new members before the official class begins at 1:45 pm sharp. It is an opportunity to meet new folks as there is a larger number of neighbours than Knox members.

The instructor, Kate Maliha has her master's in human kinetics. She is the founder of "Love Your Age Fitness Inc.," which offers online, as well as in-person, classes. We feel most fortunate that she has agreed to conduct these classes at Knox each Thursday afternoon for an hour. The music is lively and known to most of us. We stand behind a chair as we move and groove and use the chair for support if needed but then finish the session by slowing down. These fun exercises are designed to improve our balance and muscle strength. Kate varies the program from week to week and designs the program so that everyone can go at their own pace.

The venue is very relaxing, calming and welcomed by many. Knox offers this as a drop-in class, with a small charge of \$10.00 per session. Attendance averages between 12-15 people, men and women.

Do consider joining us between 1:45pm to 2:45pm each Thursday, except for any announced holidays.

All are welcome.

*Respectfully submitted by
Anne Earthy & Robin O'Brien*



Kate Maliha

The Knox Friendship Group

The Knox Friendship Group is still meeting and doing activities at the church. We now only meet 3-4 times a year, as our members are more scattered around the Lower Mainland and travel is becoming more challenging. However, we still treasure our time together, sharing stories about family, adventures, and happy moments.

Most of us come to the church decorating event every December and remember the days when our group first started the event. Back then we still made all the boughs from fresh tree branches and even had boughs going up around the six windows in the church. What a job! Of course, those decades ago, we were more able to climb ladders! We still enjoy the event and are glad we now use artificial boughs!

Many of our members contribute to the church individually, using their talents to bake for teatime, provide Healing Touch, organize the Stretch, Strength and Balance classes, and generally try to contribute as much as each person can do. We are proud to be members of the caring and sharing community at Knox.

Thank you, The Knox Friendship Group

Strategy: Making Spaces

Facilities and Property Maintenance

This past year, routine safety checks, such as Fire Equipment were completed, and church lighting maintenance required hiring outside help.

Garden and grass got help from Joanne Tench (Thank You!) and a contract with Neighbourhood Lawn Care for routine fertilization. The garden equipment shed had to be moved eastward to provide a location for a new Fortis BC gas meter to be installed in 2026.

Moss growth on the Sanctuary roof is an issue that may reduce the life of the roof. Two companies have provided quotes for cleaning the roof and covered eavestroughs, with work to commence in 2026.

Many thanks to volunteers who help when needed.

Respectfully Submitted, Richard Dunsterville

Expanding Our Web Ministry

Web Ministry Report

KnoxVan.com continues to enjoy growth in site visitors and building outreach opportunities for Knox. The thread of spiritual participation gathers many from those outside the congregation. The website, available 24/7/365, consistently supports the Knox congregation's immediate needs and supports them when they are unable to attend events in person. There is an increased request to livestream Celebration of Life events to reach a family and friends.

The delivery of KnoxVan messaging faced significant technological changes over the last couple of years. The end of COVID revealed them, as has AI's impact, all requiring upgrades ... some of which were completed this year. Similar to buildings, websites require a solid foundation. KnoxVan.com saw its foundation (i.e. hardware and Linux operating system) move from end-of-life to current standards. The structural upgrades to current standards are ongoing. This summer it is expected adequate staff and information will be available to allow this next phase:

- structural changes for correct delivery of video, audio and text
- interior design (appearance and content changes tuned to current keywords, user expectations and Knox abilities.)

The result is expected to focus on the content size currently in play, avoiding extra charges for excessive storage, as well as remove delays for content that has earned ranking over the years. Retaining search ranking separates KnoxVan from cookie cutter or "pretty" websites that requires a phone call, to find more engagement. KnoxVan alternately, generated 324,839 visits resulting in over 32,000 minutes of engagement in 2025.

By the numbers: KnoxVan.com has 821 results pages, of which 141 rank. It uses: 3,562 images, 1,221 videos, 214 documents and 26 audio files to deliver its messages. Other websites also download and use KnoxVan content. It is an extension of Knox and sharing with the outside community.

KnoxVan has adapted and pivoted as reality changes our outside community interactions. Pressures from the cost of living, available time, loneliness even with all the folks around us, and AI rearranging the job landscape, appear stronger than ever. Our outreach participation continues, as does our thanks to all those who have visited, shared, encouraged and supported KnoxVan.com this last year.

It remains a privilege to serve as we listen to, refine and broadcast to our outside community, in ways that are meaningful to them and to Knox.

Respectfully submitted by your Knox Webminder



Knox United Church 2025 Annual Congregational Meeting Minutes – FINAL

Date: March 30, 2025 11:30 AM – 1:00 PM

Location: Knox Sanctuary

Present: Susan McAlpine, Congregational Meeting Chair, Michelle McMaster Congregational Meeting Secretary, Rev. Richard Chung, and congregation: 45 attendees in total

Item #	Opening & Preparation
1.	Call to Order and Opening Prayer at 11:49 am. <i>Rev Richard Chung</i>
2.	<p>Quorum, attendance and voting practise:</p> <p>Quorum confirmed by show of hands: over 20 full members, as required for quorum.</p> <p>Votes are counted by show of hands For, Against, and then Abstain for each vote.</p> <p>Attendance is recorded using sign-in sheets. Upon review after meeting the following count is made: Total attendees: 45; comprised of 37 full members, 7 adherents and 1 guest.</p>
3.	MOTION: Mary Graham moves and Helena Ho seconds to elect Susan McAlpine as Chair & Michelle McMaster as Secretary for congregational meetings in 2025. Full member vote. CARRIED unanimously.
4.	MOTION: Sharon Copeman moves and Sharon Bliss seconds to approve the Agenda. Full member vote. CARRIED unanimously.
5.	MOTION: Adrienne Burton moves and Mary Bliss seconds that Adherents be allowed voting privileges. Full member vote. CARRIED unanimously.
6.	MOTION: Sandra Adams moves and Phil King seconds to approve Extraordinary Congregational Meeting minutes of January 26,2025. CARRIED unanimously.
Main Agenda:	
7.	MOTION: Sharon Bliss moves and Gloria Bender seconds to receive Knox United Church 2024 Annual Report. CARRIED unanimously. Thanks to those worked on it, in particular Sharon Bliss.
8.	<p>Board Report and Updates – <i>Susan McAlpine</i></p> <p>a. In Memoriam We remember with love the members of our Knox family who we lost in 2024 – Mary Evans, Yum Kin Godin, Joyce Schueck, Don Evans and David Boyd.</p> <p>b. Strategic Plan updates Updates by goal:</p> <p>i. Making Spaces – This goal is about the building project and how to function in only one building (without a fellowship centre). In January the congregation voted to negotiate a settlement with Hon Towers, rather than wait indefinitely for construction of a new fellowship center. Since then the Settlement Team has been established: John Scott, Lori Marzin, Mike Marzin, Richard Dunsterville, and Larry Tench. The team, with Susan McAlpine, met with 3 negotiations lawyers, but have yet to hire. Lawyer comments included advice that every good settlement is buttressed by the framework of litigation, and that 98% of cases settle before going to court. The team has begun compiling a comprehensive list of what we’ve lost by not having a fellowship centre. Congregation members are encouraged to email Larry Tench with your ideas about what we’ve lost, and what we need looking forward.</p> <p>ii. Financial Comfort – This goal is about becoming more at ease with our financial situation and seeing Knox as a ‘wealthy’ congregation. Pacific Mountain Region (PMR) sees us this way and encourages us to do the same. We don’t have to scrimp, we can invest in our neighbourhood, and our selves. This goal is also about getting our financial books in order. Jeannie Calloway resigned, and we’ve hired a new bookkeeper, very recently,</p>

David Wallace. He is also the Bookkeeper for St Stephen's and Marpole United Churches, was a chartered accountant during his career, and is looking like a great addition for us.

- iii. Becoming Partner Ready – This goal is about establishing working relationships with non-profits and churches in the community who share our Vision and Values, and who might want to partner with us on events and other possibilities. Recent discussions with University Hill United Church are looking promising, but we are in early stages and want possibilities to develop organically – where we might share energy or common goal. Knox and U Hill are having an unstructured leaders lunch meeting April 13th, towards this goal.
- iv. InReach – This goal is about developing supports for congregation in our senior years, which may also reach beyond our congregation to meet neighbourhood needs. We can celebrate our efforts over the last year: Fitness, Monday Social, Healing Touch. We will see what else might be coming.
- v. Expanding our Web Ministry – serve the community as well as ourselves via web and social media. Kevin Wong has added hours to update our Facebook and YouTube pages regularly. We intend more focus on this ministry goal this year.

Thoughts about Knox's future – for growth and legacy. Rev. Richard Chung's Lent sermon series has been exploring legacy. It is challenging to know what a small aging urban church can do in Vancouver now and in future. Are we ready for change? How ready? Change happens anyway. Who wants to work with us? What do our neighbours need now, and in future? What is our Legacy in this neighbourhood?

c. Governance & Staff Model

A non-profit governance model framework formally outlines leadership accountabilities, and describes how leaders, staff, and volunteers interact. Non-profits develop unique governance models that suit their leadership structure, volunteer capacity and vision.

Knox's last Governance Model was developed in May 2015. A lot had changed since then. It has devolved slowly. A lot of teams no longer function, and the teams that do have very few participant changes. Over the last year the Board has talked about the way we are doing work – almost a 'survival mode' thing. It is hardly reflected in the structure we approved 10 years ago.

- i. A new model is needed. The Board brought the conversation to our Pacific Mountain Region minister, Shauna Getz, whose guidance is: make your structure reflect your reality for the next 3 years. Likely will shift again by then, because our strategic plan is working, or because we've found a partnership, so we change it then. The only thing we need to preserve is that Trustees and Board should not combine. So, this is what follows.
- ii. Proposed Governance Model presented is how things are being run at the church since pandemic. The Model clarifies lines of accountability, which in the past has been murky and somewhat of a free for all.

- 1 Leadership overview: Vision Mission & Congregation guide the Board. Board has oversight of Finance, M&P, Stewardship functions, and the pursuit of Strategic Plan goals. The Minister and Operations Manager report to the Board. Trustees report to the Board, as does the temporary Settlement Team.
- 2 Faith Life: The Minister holds basic M&P responsibilities for oversight of their employees' tasks, responsibilities and performance. These teams are: Worship - servers & greeters reporting to this team; Music Director - organist, section leaders and choir reporting to this role; Audio Visual Tech; Webminder Service; and two new roles: Partnership Coordinator, and Growth Animator.

Both new roles to be permanent part-time, under 13 hours per week. Formal job descriptions to be developed. Both will likely work closely with each other.

- a. Growth Animator leads church growth efforts, and is faith focused. An evangelist role. Uses Knox's vision to assess neighbourhood faith needs, emerging worship and faith opportunities, recommends worship and programming opportunities to drive growth, and organizes growth initiatives, supporting InReach becoming outreach initiatives.

	<p>b. Partnerships Coordinator leads partnership efforts, and is more secular focused. The Board is leading these efforts now. Through Knox’s vision & mission, seeks formal and informal partnership and resource sharing opportunities. Nurtures relationships to organize and promote partnership and InReach events and activities, and identifying neighbourhood needs that Knox can support financially or by providing space. Organizes InReach activities that have outreach possibilities, and supports growth initiatives.</p> <p>3 Church Operations: The Operations Manager holds basic M&P responsibilities for their employees’ tasks, responsibilities, and performance. These roles are: Office Administrator, Bookkeeper, Facilities & Property Maintenance with maintenance services reporting to them, and Church Officer with custodial function, with temporary church officers reporting to them. There is some responsibilities to coordinate between roles under Minister and roles under Operations Manager.</p> <p>4 Working Groups: Are not part of the Governance Model. They are fluid to the changing needs of church and neighbourhood, although some may be permanent, or caused to be formed by new initiatives. They report to Minister and Operations Manager. Groups at this time include: Healing Touch, Fitness, Monday Socials, Pastoral Care (oversight by Minister), Advent Peace Box, Second Sunday Meals, and more.</p> <p>Our Operations Manager, Christopher Cliff has been on medical leave for over a year, with many of his tasks being done by Susan McAlpine instead. He very recently notified the Board of his resignation. Since we must hire to replace him, we have an opportunity to rework the Operations Manager’s role in relation to the Office Administrator’s role.</p> <p>iii. Discussion –</p> <ol style="list-style-type: none"> 1 <i>David Cass</i> – are Governance Model handouts available right now? - No, but will be made available. 2 <i>Mary Bliss</i> – coffee service: where does it fit? - It is another Working group reporting to Minister and Operations Manager. 3 <i>Larry Tench</i> – go to Mary Bliss if you want to volunteer. Saturday afternoon and Sunday morning 4 <i>Mary Graham</i> – pastoral care listed as a working group, but this seems a critical role to place here. Response from Susan: oversight for this working group is given by Minister. If the group diminishes, the Minister still oversees the function. 5 <i>Ben Bouguerra</i> – what is the timeline for these new roles? - We need to fill 4 roles, a big job, so we will be working out timeline once approved. First try to fill internally. 6 <i>Sharon Copeman</i> – about new roles, we should advertise beyond ourselves. It brings new people into our midst. <p>MOTION: Wendy Trant moves Sandra Trueman seconds to approve the Governance & Staff Model proposed. CARRIED. 2 abstentions.</p> <p><i>Susan McAlpine</i> - We will continue to report back re next steps.</p>
<p>9.</p>	<p>Finance Report and Updates –</p> <ol style="list-style-type: none"> a. 2024 Fiscal Year highlights – to be discussed with 2025 budget. b. 2025 Budget <ol style="list-style-type: none"> i. Income – used to be pledges and unpledged donations. Since 2023 it has been climbing, hoping for \$160,000. Sponsored events – eg. fitness, pie day, ice concerts, etc. - \$6000 last year, hoping for \$7000 this year. Use of facilities – \$108,000 last year (2 films) without them it would be \$85000, which is what we are budgeting for in 2025. Includes rentals: ICE, Alanon Acting Up, memorials and weddings; Hon Towers paying us for loss of rentals and cost of storage. Trustees Transfers this year included in income, but will be shown as transfer after income and expenses subtotal in future. Total income big change to \$493,200, from actuals last year of \$452,076.

ii. Expenses – Personnel is the biggest cost, and is going up this year from \$313,533 actual to \$348,770 budget. Increase is due to: Section leaders were under Congregational Life under worship, but are now included in Personnel as this pilot project moves into normalized activity. Chris Cliff had been budgeted for, and those funds will go to new Operations Manager. New roles Growth Animator & Partnerships Coordinator are included in budget. F&PM has not changed. Congregational Life bumps up a little to \$14000. Community Development – expect similar to last year. Total Administration has not changed. Total expenses were \$483,000 in 2023, dropped in 2024 to \$433,821. Budget 2025 is for \$480,431.

This puts income greater than expenses. Trustees’ transfers make a positive budget.

Questions

- 1 *Wendy Trant* – Transfer from trustees – what is budget for 2025? - \$240,000. Dividends haven’t changed.
- 2 *Wendy Trant* - We need to change the carpet in the sanctuary, it’s getting dangerous. – We haven’t heard this concern mentioned before but will include it in considerations.
- 3 *Mary Graham* – why \$240,000, are we expecting markets to be that good? - Nothing to do with market. To achieve income minus expenses this amount makes it positive balance. Is that realistic? Investments were up to \$4,500,000, so \$225,000 was taken out for Operating. - As long as realistic. - It is higher than what we need to balance this budget. We have the money. This is why we are rich.
- 4 - Legal fees: outside of our budget? – They are not part of operating budget, but are part of Building Budget which we established years ago. Trustees would transfer into Building Budget if needed. Shouldn’t need to do this.

MOTION: Wendy Trant moves Frances Herzer seconds to approve the 2025 Budget.

Discussion:

- 5 *David Cass* – Our general financial statement makes David Cass think we owe money, that we have debts. Doesn’t make sense to be adopting PMR philosophy, that we are wealthy. - We have \$4 million and the building budget to spend. PMR has said come to them with a great plan and you can have the money if its needed. They want us to take big bold steps - go for our Vision. We don’t want to shut the doors, we have to spend money to succeed. Trustees’ money is like taking money from our savings account – it’s not a deficit, because our total wealth far exceeds our operating costs.
- 6 *Wendy Trant* – concern what settlement will be from Hon Towers. \$10 million or more expected? We are being frugal, cautious. Do we want to be cautious? What do we need to build a new building? *Larry Tench* - We need about \$200,000 from the Trustees every year to run. Four million dollars would last more than 20 years. *Susan McAlpine* - By settling, we are not going to get a new building. We aren’t constructing a building because we don’t have anyone in this congregation to do it, and PMR does not want any more buildings. We may look at portables or other solutions.
- 7 *Judy Langdon* – new potential staff budgeted?– Yes, already in budget.

Call the Question: CARRIED. 2 abstentions.

10. Other business

- a. *David Cass* – sees need for kitchen. - Too early to solve, because we don’t know what settlement will come in at. Portable, rental of space, partnerships. - *Larry Tench* – installation of permanent portables will be governed by City. - *Michelle McMaster* – Congregational thought is needed on how we might Make Spaces for ourselves – what needs are not being met, what existing spaces might be underutilized, what concerns we have with no new fellowship hall coming. **Email these questions and thoughts to Larry Tench**, who will take them to the Settlement Team.
- b. *Sharon Copeman* – appreciation for all the work that many people have done on our behalf Susan McAlpine and Richard Chung. Thank you thank you thank you!
- c. *Susan McAlpine* – I feel like we are coming unstuck. The building project going has lightened so many things.
- d. *John Carr* – Will the memorial garden get full eventually? - No.

11.	<p>Concluding discussion</p> <p>Congregation, thank you. Susan McAlpine, Larry Tench, Michelle McMaster, thank you! Susan has done the work on governance structure. We give thanks to God for Susan, and thanks to Susan!</p>
11.	Closing prayer - <i>Richard Chung</i>
12.	MOTION: Ben Bouguerra moves to adjourn at 1:04 pm. CARRIED.

Susan McAlpine, ACM Chair

Michelle McMaster, ACM Secretary



Knox United Church Extraordinary Congregational Meeting Minutes – FINAL

Date: February 22, 2026 10:50 AM – 12:00 PM

Location: Knox Sanctuary

Present: Bruce Herzer Congregational Meeting Chair, Michelle McMaster Congregational Meeting Secretary, Susan McAlpine Board Chair, Rev. Richard Chung, and congregation.

Item #	Opening & Preparation
3.	Call to Order and Opening Prayer at 10:50 am. <i>Rev Richard Chung</i>
4.	<p>Quorum, attendance and voting practise:</p> <p>Quorum confirmed by show of hands: over 20 full members, as required for quorum.</p> <p>Votes are counted by show of hands For, Against, and then Abstain for each vote.</p> <p>Attendance is recorded using sign-in sheets. Upon review after meeting the following count is made: Total attendees: 34, comprised of 29 full members, 5 adherents.</p>
4.	MOTION: Richard Chung moves and Sharon Bliss seconds to elect Bruce Herzer as Chair of this meeting. CARRIED unanimously.
12.	MOTION: Sharon Bliss moves and Joanne Melville seconds to approve the Agenda. CARRIED unanimously.
13.	MOTION: Mary Graham moves and Sandra Trueman seconds that Adherents be allowed voting privileges. CARRIED unanimously.
	Main Agenda:
7.	<p>Approval of the Job Description and an appointed role for a new Associate Minister at Knox.</p> <p>MOTION: Sharon Bliss moves and Gloria Bender seconds that Knox Congregation approve the Job Description and an appointed role for a new Associate Minister at Knox United Church.</p> <p>Discussion: Susan McAlpine reported that the Board has been working on job description for several months and has been to Pacific Mountain Region for feedback. This job description is firmly grounded in vision and mission and strategic goal of Becoming Partner Ready – the primary focuses being to help Knox grow in the future and to provide administrative and operational oversight.</p> <p>No questions from the congregation and no further discussion was initiated. Anne Earthey asked for the vote.</p> <p>Call the vote: Motion CARRIED unanimously.</p>
8.	Congregation, thank you. Bruce Herzer, Susan McAlpine, Richard Chung, Michelle McMaster, thank you!
13.	Closing prayer - <i>Richard Chung</i>
14.	MOTION: Sandra Adams moves to adjourn at 10:57am.

Bruce Herzer, ExOCM Chair

Michelle McMaster, ExOCM Secretary