



A DAY OF VOICE AND CHOICE



COMMUNITY MEETING

29-AUGUST-15

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1. Participant List

1. Katja Burtis
2. Linda Atkinson
3. Andrew Jantzen
4. Angela Allen
5. Bob Childs
6. Dave Duffy
7. Lynne Duffy
8. Shirley Childs
9. gkisedtanamoogk
10. Bob Latimer
11. Brian Braganza
12. Janelle Frail
13. Sarah Wilbur
14. Paula Gallant
15. Barb Harris
16. Kathryn Anderson
17. Evertje MacCallum
18. Steve Law
19. Laura Swaine
20. Cathy Gerrior
21. Jackie McVicar
22. Sharon Nason
23. Vicky May
24. David Hewitt
25. Fay Cameron
26. Shawn Redden
27. Ivan Drouin
28. Charlie Kennedy
29. Janet Haynes
30. Mary Corbett
31. Kate Dempsey
32. Ian Fraser
33. Don MacDougall
34. Darren C. Brown
35. David Fletcher
36. Debbie Castle
37. Nanci Lee
38. Gwen Davies
39. Karen Fish
40. Yvette Michaud
41. Kenley MacNeill
42. Allan MacIntosh
43. David Stevenson
44. Grant MacDonald
45. G. Curtis MacDonald
46. Claudia Tugwell
47. Maurice Tugwell
48. Ron Kelly
49. Trudy Watts
50. Margaret & Ann
(Maggie) Plant
51. Keith Lyons
52. Beverley D. Lyons
53. Charlotte Campbell
54. Mac Campbell
55. Margaret Greene
56. Joan MacLeod
57. Marie Farrell
58. Lori Crocker
59. Karen MacNeill
60. Sandra Carruthers
61. Lennart Krogoll
62. Beth Johnston
63. Sandra Morrison
64. Rick Warren
65. Alice Rutherford
66. Rose Little
67. Joe Michael
68. Theresa Halfkenny
69. Jenn Graham
70. Daniele Hart
71. Wilf Bean
72. Michelle Ferris
73. Tessa Mendel
74. Roy Cheverie
75. Sheena Cameron
76. Joey Pittoello
77. Wyanne Sandler
78. Amanda Wildeman
79. Gail Clark
80. Jim Wicks
81. Myrna Wicks
82. Wayne Groszko
83. Emilie Coyle
84. Linnea Good
85. Nelly Marcoux
86. Sydney Bloom
87. Mark Schwartz
88. Tionda Cain
89. Amanda Reddick
90. Eric Tusz-King
91. Cynthia MacLean

2. Opening & Purpose

Co-Chairs of the Board of Directors, Jen Graham and Theresa Halfkenny welcomed everyone.

Facilitator Eric Tusz King introduced himself; he has a long history with the Centre.

Smudge was offered by Mik'maq elder and Peace & Friendship Co-ordinator Joe Michael.

Eric reviewed the purpose of the day:

1. Share information on the current situation & discuss decisions that have been made;
 2. Create space for people to express feelings, ideas, concerns, and hopes;
 3. Generate ideas, foster action and commitment for moving forward
- Eric indicated that the plan for the day was adjusted based on feedback to the planning team;
 - Eric checked in to see if the room was in agreement with the stated purposes of the day; the room was in agreement;
 - Eric checked in to see how many people had seen the Blog. About ½ - 2/3 of the room indicated they have seen the Blog;
 - Eric discussed expectations and what is realistic for the day: this is a consultation in the best sense of the term - a day for the Board to listen carefully to suggestions. While immediate and fiduciary decisions have to be made by the Board, decisions regarding the future are in the hands of this community. Therefore, this day/this group can really influence the long-term.
 - Eric then introduced different segments of community. Those present included:
 - > Board;
 - > Committee members and volunteers (Archives, Planning Committee for today, Financial Sustainability Task Group);
 - > Staff, PRG (Program Resource Group members) and program leaders;
 - > Members of local community;
 - > Members of the ACTC Society;
 - > Peace & Friendship Advisory committee;
 - > BTS (Breaking the Silence members);
 - > Common Life members;
 - > Atlantic Jubilee program leadership and Atlantic Jubilee Associates (alumni);
 - > United Church of Canada members;
 - > Black Leadership Advisory Committee members;
 - > Social Justice Youth Camp Advisory Committee members;
 - > Fundraising – Big 6-0 Campaign members;
 - > Partner Organizations (Heartwood, Ecology Action Centre, Just Us, Atlantic Centre for International Cooperation, Dorje Denma Ling);
 - > Indigenous partners and elders;
 - > Program participants
 - Eric then provided the group with time for personal reflection: “What has TC meant to you?”

3. Community Standards

Community standards/group norms/guidelines were set by the room. Everyone was invited to write down what they most needed from the room in order to be able to participate. There was time for sharing of these in small groups. Everyone was then invited to post their sticky note on the flip chart at the front and Eric shared some. From the Post-It Notes:

- Share the talking space
- Listen to understand
- Listen deeply to voice within and to what others are expressing
- Respect, Listen, Pray
- Listen Carefully
- Open Heart, Open Ears
- Listening with an Open Heart; Letting go of fear & attachments
- If it's been said already, don't re-state
- Hearing difficult things openly
- Be patient & loving; time to be on the same page
- Speak truth & honesty to understand
- Give honest answers, especially to difficult questions
- Respect; Open to pain
- No interrupting
- Meet people where they are
- Openness, grace, honest questions, grief is OK, Wild ideas, soften expectations
- Listen, don't interrupt; Don't judge other people's contribution; Be sure everyone who wants to speak has a chance; Keep it brief & succinct; Don't repeat what has already been said
- Ask questions, clarify; Listen without weighing it against own framework; Soften expectations
- "Critica Amorosa" Loving critique/feedback
- Talk only when you have something to add
- Compassion
- Grief OK / Celebration Required / Wild Visions Encouraged
- Be Kind
- Respect for: each other; time of day
- Use "I" (rather than "you" or "we") statements; don't listen with your own answer cocked
- Learning from past; not blaming or judgement
- All perspectives contain truth to uphold
- Free to be a "lone" voice
- Honesty
- Confidentiality: no sharing someone else's story without permission
- Time limit for speaking
- Listen while others are speaking; speak what is in you to say; attend to inner voice for going forward

- Listen Wise Speech
- Respectful conversations; Open listening; Holding the diversity; Time sharing
- Deep Listening ; Respect (willingness to hear diverse opinions/ideas)
- “I statements” Do not presume to speak someone else’s experience. Share your own.
- Respect limited time available – speak from the heart “haiku style” – while leaving space for others to do the same
- Laugh when we can (or whatever we need)
- Holy Listening / Holy Speaking
- Everyone has a different way of communicating – not only loudest voices heard; Quiet is OK
- Use “I” statements → no royal “we”
- Speak with “I” not “we” or “you”
- Honouring each other’s wisdom
- Listening with calm and open hearts
- Speaking only when we really do have something to say
- Reaching out to people in explaining their and awareness
- One speaker at a time
- Respect the Spirit in our midst
- One step removed (Not Defensive!)
- Allow space for unrepresented voices
- Appreciate diversity, opposing views; discomfort for change
- Questions are more important than answers
- Respect
- Respect & Dignity
- Respect for Everyone’s contributions
- Hold space for “complexity” and a third way to emerge
- Listen, look forward, No blaming
- Polite
- Honesty
- Feel free to have a break/snack/water (quietly) when you need to
- Listen and speak but don’t monopolize
- Listen carefully to what others are saying
- Views put forward by anyone & everyone are listened to and respected
- No remarks or comments are without merit as long as they are respectful of all present

Eric then asked if all in the room were in essential agreement? A couple more were spoken from the floor. And then the room was in essential agreement.

4. Background & Financial Information

Karen MacNeill provided the history on behalf of the Board:

- Oct/Nov 2014: normal time for budget planning for 2015; Board wanted a frank and honest budget, a “realistic” budget, not glossy budget. When the draft budget was presented it showed a significant deficit. What was not included were some of the revenue possibilities (projects that may or may not take place, dollars that were possibilities but not guaranteed).
- A task group was formed to look more closely at the budget, there was not time to do anything radical with budget (such as significant cuts), and it looked like the Board would have to approve a deficit budget. The Board accepted that this was a possibility and agreed that it would only be willing to pass a deficit budget in conjunction with having a plan for financial sustainability for the Centre. At that time a call went out to the community to ask for volunteers, and this task group formed with representation from Board, ELT (Executive Leadership Team), and wider community. This group met several times over the winter and spring and presented its work to the AGM in June. Most of the ideas were long range.
- Meanwhile as that group got started the budget itself was further refined, and we used a percentage basis to include *a portion* of the possible but not guaranteed revenue. When this was done, we actually ended up passing a budget in February that had a small surplus.
- Also in Feb 2015 we had our first conversation with auditor, and found out how big our deficit was for 2014 – the largest ever; \$113,000 on top of \$36,000 from previous year.
- The Board met with the Auditor in camera to gain more understanding of the situation. From this the Board determined that it did not presently have the range and scope of financial information necessary to make informed decisions. In the weeks that followed discussions took place around the need for a cash flow projection for remainder of year, and in June 2015, the Board initiated communication with Angus Bonnyman, a Chartered Accountant, to complete the cash flow analysis for the Centre, the results of which would be available in July (after the AGM). Maritime Conference generously provided the funds to hire Angus.
- Through the winter and spring we were also in the final stages of a new business plan for hosting; in 2013 staff had identified the need to revitalize the hosting side of the Centre’s revenue stream and applied for and received funding to hire consultants to assist with this. The development of the plan took place in 2014-2015, and the final draft of the plan was presented and approved at the April 2015 Board meeting.
- In March 2015, with further effort to review operations (and get a handle on expenses that were exceeding revenues), Board and staff initiated a review of the way we staff, fund, and deliver programs at the Centre. A task group was formed for a Program Review, and research and meetings took place March through June. A draft report from this group was in place by the end of June. The report contains great raw data, but the conclusions were made in June; and are therefore out of date, but it is a starting place.
- On May 23 the Board approved the Management Letter from the Auditor.
- Continuing to seek further information and clarity on the Centre’s operations, the Board asked the Finance Director and was advised that \$75,000 in revenue is required every month in order to cover

operational expenses. The ELT was also asked to provide an analysis on revenue and expenses for July and August and from this it was determined the Centre would lose another \$20,000 for each month of operation.

- At the AGM in June: The Board informed the community of the Centre's deficit for 2014, and that revenues for the first quarter of 2015 were also reduced significantly. The Board informed the community of the actions that had been taken so far to respond to the situation, and also that significant changes were in store, including to staffing. The Board informed the community of the engagement with Angus Bonnyman and that all decisions would be contingent on the results of the financial analysis he would provide in July.
- On July 8 the Board met with Angus Bonnyman to receive the results of the financial analysis, at which time he indicated that the Centre's anticipated accumulated debt by the end of 2015 would be \$380,000, which included the projection of another significant operating deficit for the Centre in 2015. As the Centre does not have that much credit available to it, Board members knew we could not continue to operate as is. The Board was informed by Angus Bonnyman that the Centre was insolvent, and that specific legal obligations were now in effect. Insolvency affects both the Centre's and Board members' personal liability. The Board went into emergency mode to act to limit liability.

Financial Detail:

- The Centre's Line of Credit is \$150,000, it is secured against Stevens House. It provides a buffer for our cash flow. It is linked to our bank account so as money is deposited the amount owing is reduced and as bills are paid the amount owing is increased. The Centre is basically in the red all the time now, to the point at which we are, of late, regularly within a couple thousand dollars of the maximum credit available. This has begun to create problems with meeting payroll and paying suppliers on time.
- The Centre also has investments, which are endowments. Endowments are restricted funds because they are created for specific purposes. There is the **To Seek Justice Fund** (TSJF) (\$70,000) and **Anniversary Fund** (\$21,157). TSJF was created by the Centre's major Development Campaign of 2000s. It is to be used for bursaries, to reduce program costs, and to develop leading edge programs. The Anniversary Fund was established at the 25th anniversary, and has trustees and specific conditions for use. These investments are intended to be Capital funds (interest only to be used).
- BTS: is its own project, has its own organizational structure, and does its own fundraising, but Tata Centre is the umbrella organization for it. We provide our Charitable number and administrative support.
- Deferred Revenue: these are funds we have raised for specific programs/projects, which we have received in advance, with the programs/projects to be delivered at a future date. Because these dollars can only be spent for the stated purpose they are a liability to the Centre, we have to deliver the project/program or return the money. We account/track this information very well so that is not the problem, the problem is that these dollars have gone to cover our current deficit operations and we do not now have a pool of money sitting aside to deliver these projects/programs.

- As mentioned above, the Centre is increasingly in the situation of not having enough dollars on hand to make payroll. This resulted in the situation in April 2015 in which we had to borrow \$15,000 from our investments to make payroll. The Board passed a motion to pay this back within this fiscal year.
- In May we asked the bank to increase our Line of Credit. This request was declined, and this has put us into more of an emergency situation because we do not want to be in a situation in which we cannot pay staff for work they have already completed.

It has been 7 weeks since Board received the results of the financial analysis. Below is an accounting of significant actions that have taken place since July 8, 2015:

- On July 11 the Board met with ELT, who were then apprised of the results of the financial analysis. The ELT was informed of the intention to lay off staff.
- Some Board members met with lawyers around lay off of staff, and received legal advice.
- Some Board members met about the Centre's financial status and reviewed the risks to the Centre's charitable status that is caused by insolvency and by not using funds for that which they were intended.
- The Board discovered that it had to assume financial responsibility for the Centre once it was informed of the insolvency. This was necessary in order to protect staff and to limit personal liability of Board members, which they are currently facing.
- The Board initiated appraisals of Stevens House and Reid House. (Note: It is better to sell the house or other property and potentially realize a gain, rather than have the bank foreclose and lose Stevens House for \$150,000, which is less than it is worth.) The sale of these properties is complicated by the fact that the Centre currently has two wells that supply water to all the buildings, one of these is at Reid House and one is at Saswsig Lodge. Either a well agreement or drilling a new well will be a requirement for any potential sale. This Centre property is held in trust for the United Church – so we can only sell with their authorization, and we have been in communication with Maritime Conference from the outset.
- The Board notified the trustees that it had borrowed \$15,000 from the Anniversary Fund to make payroll in April.
- Board members met with Scotiabank to inform them of the situation and change the signing officers.
- The Board held conversations with BTS to notify them of the situation and attempt to remedy it. As a result, the Centre has established a separate bank account for BTS so that their dollars are held separately from the Centre's operations account. The Centre is committing to repaying the dollars we owe them, and will do so as soon as funds are available. The Centre charges BTS an annual Admin fee of 8.5% - BTS has asked that this fee be waived for 2015, and Board has agreed.
- There have been two meetings with staff:
 - The Board met with staff to inform them of the situation and likelihood of lay-off, this was a difficult meeting for everyone.
 - Board members came in person to deliver lay-off notices to staff and met one-on-one with staff. Staff were given 9-weeks notice of lay-off, more than the minimum required. The legal minimum for staff who worked more than 10 years is 8 weeks. If laying off more than 10 staff the minimum is also 8 weeks. The Board wanted to treat all staff the same – we took the

required time for notice and increased it. Who we didn't layoff: Housekeeping and Kitchen as they were already on layoff. Staff that wasn't ours (BTS, Peace & Friendship). Summer students were also not laid off because they would be finished their work before the notice period. Who was laid off: ELT, PDT, and office staff. The Board made no decisions re: staffing after Sep 30.

- The Board has met at least weekly or twice a week (sometimes more as required).
- Information communiqués: detailed information was prepared and sent out to the community to notify everyone of the situation. Email updates have also been sent to staff to keep them informed on activities. The Board has also sent individual responses to any correspondence that was received.
- The Board has responded to several media inquiries.
- A Blog was created.
- A planning team was put into place to plan for this meeting.
- As the Centre is trying to run programs in order to “work-off” its deferred revenue (eg., Peace & Friendship), the Board asked Angus to perform an analysis of what should run through the fall and was advised that the Centre should use its normal criteria for running/cancelling programs.
- In terms of donations, the Board wanted to exercise extreme caution. The example of Naramata was given in which \$.5m was fundraised to “save the Centre” but in the end the Board determined it did not have a viable way to operate and so the donations had to be given back. Our Board was aware of this and very concerned about what our Centre was saying to donors – the Board wanted to ensure that it was very clear that donor gifts are for our day to day operations, not some future vision of the Centre. Letters were sent to PAR donations, and our website was updated. All donations in the past 8 weeks have been used to keep the Centre open.
- Specified Procedures Review: Mar Conf has agreed to take over bookkeeping for the Centre but required that the Centre deliver a clean set of books, so the Board has initiated a Specified Procedures Review by our audit firm.
- The Centre requested and received emergency funding of \$60,000 from General Council of the United Church. This was requested on the basis of our situation, and that Five Oaks our sister Centre in Ontario was recently given this same support on a similar basis. We have received \$55,000 so far and these dollars are helping to pay for the Specified Procedures Review and payroll.

Questions:

- What is deferred revenue? Anything that has to be held until spent for its specific purpose.
- Why did the deficit grow so quickly? We do not know all the factors contributing to that, this was part of the reason we initiated the Program Review. In 2014 we had 1,000 less participant days than 2013 and our revenue shrank by \$100,000 when compared to several preceding years. At the start of 2015 the weather was very tough on programs. In the first quarter revenue shrank by another \$50,000 compared to preceding years.
- Will Joe Michael will get his salary? Karen responded that yes Joe Michael will get his salary, however, she was not fully aware of all the sources of revenue for Joe Michael's salary and will seek clarity on this and will follow up with those involved.
- Peace & Friendship – should it have a separate account too (like BTS)/Why is it treated differently than BTS?: **Answer amended:** The Board's answer is that Peace & Friendship is a

program of the Centre, BTS is a ~~separate organization~~ semi-autonomous program that raises its own funds, which are held in trust by the Centre.

- What is the average monthly income and donations for the Centre? On average we're only getting about \$1 for every \$4 that is being spent
- What was taken from investments in April: \$15,000 (this was taken from capital investment, not interest)
- The monthly expenses of \$75,000, how does this change?: If more programs run then expenses increase; some operational costs change with the season and things like how severe the winter is, eg., fuel costs.
- How much for the Specified Procedures Review?: \$4,000, the rest of the dollars from General Council have gone to pay-roll and also to pay for last year's audit.
- How much interest do you receive on the capital investments? Approx 4-5% on average. The total in the fund is approximately \$80,000.
- What is the model we use for programs, have we explored other models, or looked at other organizations who deliver programs?: We have looked at other models in our program review. We have two approaches to how we develop our programs: We develop our own programs through the PDT (Program Development Team) assessing community needs, the other is that people approach us to develop a program or who want to lead a program they have in mind. We have our own Education Model (experiential). When others lead programs at the Centre, we have a PRG resource person paired with them, the PRG help ensure our education model is respected, they have been trained in it. PRG receives honorarium. (PRG = Program Resource Group).
- Have the programs been successful?: 70% of the programs run, on other factors we feel our programs are successful
- Need to clarify our language re: deficit vs. debt: we believe that we have clarified this information in the presentation of financial information above. We encourage anyone with further questions on the specifics of finances to contact the Board, via the secretary Daniele Hart, d.laumann.hart2@gmail.com.
- Is any of the deficit/debt forgivable?: No
- How much does the Board need right now to pay the operating expense for September?: There's about \$15,000 on hand, so \$60,000 is what we'll need.

Before the lunch break Linnea Good offered greetings from Naramata Centre, she is here to be a witness and presence from Naramata. Cathy Martin offered a song, The Feast Chant

12:20: Break for lunch

Reconvened at 1pm

5. Create space for people to express feelings, ideas, concerns, and hopes

There was small group break out discussions for this section of the day. Eight groups were formed and a ninth formed spontaneously: Ron Kelly, Brian Braganza, Gkisedtanamoogk, Cathy Martin, Debbie Castle, Wilf Bean, Darren Brown, Kate Dempsey, Amanda Reddick

The questions for the group discussion were:

What feelings, concerns, and hopes are you holding?

What would be helpful to share with the whole group?

Below is a summary of the responses offered from each group:

Debbie:

- Thankfulness, concern, sadness, hope, pain; ability in coming here to push pain & anger to another place
- For BTS some of the info didn't clearly represent the huge financial contribution it brings to the Centre
- Great acknowledgement of role of staff & Board – staff with layoff notices still doing work
- Two clear metaphors – ecological cycle of plant that dies to be reborn; 2nd ship that is sinking, how to keep the ship afloat/get it to safe harbour – are we realistic in understanding the situation?
- Rift, conflict between board & staff – a healing circle will be necessary part of moving forward
- Thankfulness of core values - no wrong-doing in getting to where we are.
- Culture of NGO sector – may need to revisit this to ensure we don't lose our core values, and not get caught in understanding this as a business decision, we might need a different structure in how we're organized to recognize that.

Ron:

- Good rich session – feelings of heaviness, balanced by feeling of gratitude for the Centre. Feeling of surprise, overwhelmed/perhaps insurmountable?. Feelings of hope; confusion; anger; sadness, apprehension, bit stuck in despair, frustration, not knowing what to do, feeling of helplessness.
- Resounding there needs to be clarity brought re: money and also re: plan of moving forward – too much confusion
- Times change, but recognize historical dimension – always have been financial crises at Centres
- Concern to learn as much as possible from other Centres
- Concern that BTS and Centre staff be paid – not either or

Darren:

- “Gobsmacked”; despair, hopelessness, anger, sadness
- Also hope – look at the turnout today, and what they represent – there's potential. This group could move a mountain.

- Balancing act between of programming and material assets, what can we leverage? The situation is complex, and all that doesn't get revealed in a morning
- Gratitude to current Board & staff for taking this on
- Sharing – perhaps senior leadership could use a financial advisory committee - eg. help to do risk analysis

Gkisedtanamoogk

- Profundity and sacredness of this place. The great energy and staff that this place holds. A place of great importance to the Mi'kmaw people. Concern there was no support for the staff – reconciliation and healing needed.
- Change happens!
- This place is my home too – love the staff; what is future role? Incredible gains have been made in Peace & Friendship relations; what can be key role of First Nations in the future of this place, as treaty partners? A treaty/covenant relationship. Build on our love, trust, and high regard for one another.

Cathy

- People have come to this place (moved here) because of Tata Centre.
- There needs to be more clarity (around finance). People won't contribute if it's throwing good money after bad.
- Optimism, this is the time of greatest opportunity for the Centre.
- What is the market out there, are there things we need to do for immediate short-term measures; and we need to be open to what that could look like.
- Chaos leadership, how do we move forward without those leaders?
- It's not the end of the world; it's just the end of what we thought we were certain of.

Brian:

- Recognition of our humanity (as the Centre, and as individuals). Honour our gifts and our failings.
- Transformation is inevitable. It's here, it's now. We are called to step into that. We can't be afraid to be open about the money situation.
- To learn from other org's.
- Alternate sources of funding; public options? Other org's like BTS we could build a relationship with?

Amanda:

- Grief because the way forward is not going to be the same. How important it is to unpack that grief. Acceptance of inevitable change. Uncertainty. For some, this is the first time and only space we have in the province to be heard. And we were heard, and it mattered, and it showed up in programs.
- The impact of the work is profound, and it is around peace-building, and that needs to continue. Anxiety that work that will have to be set aside and how that feels to those of us who have been marginalized.

- Language that was used this morning is not a language that all of us can use or understand or grasp. The entire morning was spent in that language. And we had only a half an hour for the heart language.
- The Centre is about relationships (need to be recognized and honoured), and people. Feeling conflicted, and anger.
- Fears that the Centre may not be what it was in spirit. Moving forward needs to be connected to grief we feel.

Kate:

- Imagery of a raft going down the river and it's falling apart, so what do you hold on to and what do you let go of?
- Do we have time to slow down for careful planning or do we not have that time.
- Fear if we raise money but don't have a sustainable plan for the long-term.
- How can we take a lot of the good things that come out of Tatamagouche Centre and preserve them/keep - very important.
- Connections between UCC and Centre – changes are happening in both, is this a new opportunity?
- Relief in know what is happening. It gives us a place to move from, and hopefully ideas of what we can move towards.

Wilf:

- Sense of confidence; if we have a vision for the Centre then raising \$.5m is not a very hard thing to do in this world.
- Anger and pain, challenge is to take this and move it into constructive action.
- We need a new business model, but that isn't antithetical to being a social justice Centre.
- We need to be skilful in how we develop our plans.
- The people present here today are a foundation upon which we can build.

6. Generate ideas, foster action and commitment for moving forward

- Presentation by Kenley: Phoenix, dies, rises up out of the ashes. The Centre has done this before. Big 6-0 campaign launched at AGM. Then new info came in July. People that hadn't been at the AGM were shocked, people that were here were more prepared. Those I've spoken to are very committed to the Centre's importance and are responding with creativity; eg., some reached out to others who could give (Sharon Unsworth approached the Eyking Family Foundation). Some people have given shares. Two people have come forward independently and given. We need to know what we're about – what was the original intention of the United Church when it set up the Centre: to have well-educated lay leadership of the Church. We moved to sharing this training with other people in the community. We need to challenge others to make a commitment in money; it can be a long term commitment.

There was going to be a presentation by Wilf Bean & Trudy Watts, but there was some desire from the floor to allow more time and space for people who feel like they need to spend more time with their feelings of grief. Cathy Martin volunteered to lead a circle for anyone who wasn't yet ready to move on to the topic at hand. Two other groups moved into discussion circles for generating ideas/solutions.

Names in red are people who will commit/volunteer to develop these ideas.

Flip Chart Notes Group 1:

- Co-Housing Community – Intentional Community? – premised on understanding Centre needs \$ and is looking at selling assets. ---- **Trudy, Nanci, Charlotte, Wilf, Keith, Ron**
 - “dignified sufficiency” – small, modest, private units with common spaces
 - We could raise \$ eg. 40 people @ \$5000 each = \$200,000
 - This would give Centre \$ and create some capital to start project
 - Intended to be cmtly driven – there is a small group of us willing to be core leadership to start, but want others to join
 - This would clear the Centre’s Line of Credit and keep the property in Centre-friendly hands
 - Perhaps 10 – 15 units to be constructed. Stevens would be central gathering place
- Land Trust – Holding the land for the Common Good, rather than allow privatization
 - A way of avoiding “sell-off” or developer coming in
 - Space for various social enterprises within larger framework/purpose
- 80 ppl here today – would you help / join group to raise \$6000 each?
- Leverage property for \$500,000 loan to clear debts. Contingent on having a viable operating plan
- Could we find 10 ppl willing to loan \$ directly and take it out of hands of the Bank (eg. Hampton Kredls Corner Market)
- CIL (Centre for Inter-Cultural Learning)
- Partnership eg. Five Oaks ---- **Karen**
- Partner with First Nations (Part of our sustainability plan – copies available on Blog) --- **David Fletcher; Trudy; gk**
 - Shared use of space; treaty/covenant
- Other ways to use Housing to generate revenue? Seniors
- Concern about volunteers – can they carry out this work on their own without paid staff???
- Sell everything & carry work forward without physical assets
- Renewable energy partnership – Clean NS
- Why Doesn’t Atlantic School of Theology (AST) relocate here? They are looking for opportunities too.
- Local Community: who is out there we can work with? Dorje Denma Ling, Creamery, etc. interdependently

- Common Life – Five Principles – Build community on these principles; personal challenge to give \$ and grow community --- **Curtis MacDonald**
- Spiritual Centre: Beyond UCC; Wellness
- Remove Buildings (eg. Stewart Hall)
- Real Food Connections – commercial kitchen, open space to farmers for value-added opportunities
- Fundraising: give today so we receive a gift tomorrow. Make no apologies!
- Direct Partnership: TC & JustUs!?
- Hold the good work that has been done – institutional knowledge; let's not lose that
- Directive: Board work with staff about how to carry work forward --- **TW**

Flip Chart Notes Group 2:

- Co-op model / worker / consensus model; Developing a co-op model so that the workers/consumer will have ownership, rather than staff/board model ---- **Trudy**
- Community Land Trust
 - Housing / Retreat / Agriculture
 - *Mid-long*
- Crowd Sourcing – appeal to the “Heart Money”
- CEDIF
- Training for the “Changing Church”
- Property and other Assets
 - Immediate cash
 - Developing co-housing
 - Shared & individual accommodations
 - “Stevens” property
 - New entity would buy the property
 - Mid-Long
- Naramata “Modern Monastic Community”
- Diversity of revenue – various sources of income. Lots of different enterprises within the one enterprise ---- **gk**
- LAND & Buildings – importance to Mi'kmaq --- **gk, Brian Braganza, Trudy**
 - New relationship between Mi'kmaq & churches in sharing land
- Mortgage vs. Line of Credit --- **David Fletcher, Charlie Kennedy**
- Equity Housing Coops – you can take your equity out when you leave
 - Seniors
 - Life Lease
- Annuities – through UCC
- Someone @ Centre needs to ask what the United Church's expectations of ongoing relationship

- Other non-profit orgs who have expenses --- **Trudy**
- Keep communication among groups --- **gk**
- Provincial / Municipal funding – town
- Educational needs of present & new communities
- Phoenix rising – separate debt from new initiatives, bankruptcy?
- There needs to be core funding for Tata Centre, not just project funding --- **gk**
- Financial Resource Group

7. Board Commitments & Responsibilities

Jen Graham presented how the Board sees its responsibilities. Notes from flip chart.

Board	Staff	Community
<ul style="list-style-type: none"> - Ensure staff paid - Repay funds - Pay suppliers - Investigate assets - Updates on Centre Blog & website - Record of today shared - Mid-year audit shared - Community meeting again in November 	<p>Figure out October →</p>	<ul style="list-style-type: none"> - Short term \$ - Nomination Cmte → Bd Members (we need two Board members who are UCC members) - Investigate assets → Cmty help with implementation <p>Process for healing</p> 

Transition Team: Include Board – Community – Staff --- **Beth Johnston; David Fletcher (only after Jan 1, 2016); Don MacDougall**

A closing circle and song was led by Cathy Martin and Gkisedtanamoogk.

The day adjourned at 5pm.