

Across the Generations
In Concert, February 6, 2016, Unitarian Church of Vancouver

*Music that resonates across the years,
Three generations of musicians in this special place,
Grandfather Noel (cello), Daughter Pat (violin) and Granddaughter Fran (piano),
Performing together Haydn's Trio #5, Allegro 3 movement, to our community,
In **This House of Music** – The Armstrongs.*



Capping It Off! 2015-2016 Capital Campaign Report

The Sanctuary is open to the sky, as it is open to the trees and the nature of which we are a part – it reminds us of this fact. It is also the Temple of Light, of if you wish, Enlightenment of the Magic Flute. Some of you may know my great admiration of Mozart and the Magic Flute, and its temple created this image in my mind immediately.

- Wolfgang Gerson, Architect

The 49th and Oak Campus of the Unitarian Church of Vancouver opened in 1964. It was winner of the first (1965) Citation Buildings Competition, featured in *The New Spirit: Modern Architecture in Vancouver, 1938-1963*, was recognized as one of Vancouver's most attractive public buildings (1998), and proclaimed by the Mayor of Vancouver on its 50th anniversary in 2014 *as a heritage modernist landmark in our city, serving as a gathering place for all Vancouverites to pursue spiritual enquiry, to enjoy arts and culture and to bring dialogue and action to matters of social justice and the environment.* The campus is on the Canadian Register of Historic Places (2008) and on the City's Heritage "A" list.

CAPPING IT OFF! 2015-16 CAPITAL CAMPAIGN REPORT: MARCH 2016

Purpose

The purpose of the campaign was to raise sufficient funds to cover the major repairs, renewal and rehabilitation of the UCV campus at 49th and Oak, now in its 52nd year, for the next 10 years.

This was Phase Three, the final phase of capital fund-raising that followed the 2011 Capital Buildings and Grounds Plan.

Guiding Document: 2011 Capital Buildings and Grounds Plan

The guiding document was the 2011 Capital Buildings and Grounds plan. Many projects in the plan were initiated and completed from previously raised funds while the current campaign was underway. The campaign and buildings and grounds committees worked closely.

Campaign Guidelines

The campaign included the following guidelines:

- To use this as an opportunity to build community
- To be transparent and to provide information in a timely manner about all aspects: how much money is needed and for what; where it has gone.
- To not detract from the annual pledge drive for essential operating funds
- To assure members that this campaign will obviate the need to go to them repeatedly for major capital projects
- To acknowledge at all stages the work of volunteers and staff

Trajectory

Planning for the current campaign began in January 2015 with the formation of the committee. The campaign was launched on the weekend of September 19/20, 2015 and concluded February 29, 2016.

Communications/Promotion/Events: *Capping It Off!*

Two Themes:

1. The 50th anniversary of the UCV campus in 2014 signals a generational change that calls us to ensure the sustainability of this site for future generations.
2. This campus is a centre for spiritual, cultural, social activities and engagement in public affairs for Unitarians and the citizens of Vancouver – an incubator for learning, reflection, rejuvenation, and action.

This congregation is a beacon of possibilities, and the remarkable buildings an earlier generation of Unitarians bequeathed to us are its frame. Cole Harris.

Major Events

Major events included a ***Capping It Off!*** community celebration and fund-raising dinner (September 19), a **campus walk-about** to inspect active and proposed rehabilitation sites (September 20), and a **benefit concert** for the public as well as members (February 6), *This House of Music*.

Campaign Brochure

It was important for the campaign to be presented as a serious, well-organized undertaking. The *Capping It Off!* brochure was produced for the committee by a professional designer. Its contents summarized capital expenditures completed, underway and planned, the dollars raised and the funds still needed.

Member Contact

A mail out with the information brochure went to every member ahead of the launch dinner. Two individual mail-outs, personally addressed and signed, were sent in September and for the final call for donations, in February. These mail-outs went to members/adherents who contributed \$100 or more to the annual canvass. These members were also contacted by phone and by email. Signed thank you notes are going out to everyone as donations are received.

Every donor received a free UCV *Capping It Off!* cap.

From October to February member testimonials in support of the campaign were given at one service each month (and posted on the UCV web-site). Almost every Order of Service contained a reminder about the campaign and a donations table was operating most Sundays after the service.

General Public

A large sign at the corner of 49th and Oak heralded the *Capping It Off!* campaign to the thousands of drivers and transit passengers going through this intersection daily. We were delighted that the driver of one of the vehicles, a member of the Jewish synagogue Temple Shalom, who have used the UCV facilities, saw the sign and made a donation to the campaign.

The *This House of Music* concert was advertised and promoted through the media and through mailing lists.

Volunteers and Volunteering

Approximately 35 people contributed to the campaign through their voluntary efforts, representing 482 hours of personal time.

Campaign Results

The 2015/16 goal for Phase Three of the capital campaign was **\$319,000** of which **\$50,000** was for future contingencies. This was in addition to the \$322,000 previously raised for capital plan projects (including \$6,000 from the Heritage Legacy Fund of B.C. towards a new roof for Hewett Hall). The current campaign ended February 29th. As of this date a total of approximately **\$125,900** has been raised. It is anticipated that there may be additional donations in the coming

weeks. The concert raised \$5,510 of which \$600 were sponsorships from major groups that use the Sanctuary. While the final returns mean that not all of the projects in the campaign can be undertaken, the most important, particularly a new roof and skylights for the Sanctuary, can be (with some assistance from the Church's reserves).

In total, since the Capital Plan was approved in 2011 UCV members have raised over **\$447,210** to ensure the sustainability of this beautiful campus into the future. This is from a community of 345 members and 106 adherents who are also contributing annually to the pledge drive to support the essential operations of the church.

The total costs for 22 capital projects completed between 2011 and January 2016 is estimated to be **\$318,974** (see **Appendix "A"** for all projects). This leaves approximately **\$128,236** for the projects listed in Phase Three, the final phase of the capital campaign. Less the \$50,000 contingency these projects total \$269,000 which means if all were to be undertaken another **\$140,764** is needed (see **Appendix "B"** for these projects).

Other Priorities Beyond Phase 3.

There remain other important priorities (some dear to a number of members) where, as funds permit, their implementation will add to the attractiveness, comfort, accessibility and usability of the buildings (**Appendix B**). This will be for the Buildings and Grounds Committee, the board and the members to determine.

Analysis of The Campaign Returns

Planning for the capital campaign included consulting with David Marmorek, then chair of the annual pledge drive for operating funds. We learned that 22% of members generate about 60% of the returns of the canvass. The capital campaign therefore targeted members/adherents who gave \$100 or more to the canvass. Below are comparisons between the last canvass and this capital campaign:

Number of UCV Members = 345

Number of Member Pledging Units = 290

Note: Sometimes two members contribute through one cheque and are counted as a single pledging unit. At another time the two members may donate separately and then are counted as two separate pledging units. Thus the numbers of member pledging units (**MPU**) will vary year-to-year.

MPU's Contributing to Capital Campaign = 147 or 50%

MPU's Contributing to Last Canvass = 239 or 82%

MPU's Contributing \$100 or more to Capital Campaign = 137 or 93%

Number of UCV Adherents = 106
[Reported Below as Adherent Pledging Units: APU]
(figures below include an additional 9 people who are “contributors”)

APU Contributing to Capital Campaign = 23

APU Contributing to Last Canvass = 39

Appreciation

The 2015/16 *Capping It Off!* Capital Campaign Committee wishes to thank each and every person who has made this outcome possible. It has been a community-building experience.

- The campaign has benefited greatly from the wise and professional stewardship of the members of the buildings and grounds committee in costing, recommending and supervising the rehabilitation process, enabling projects to come in on budget. This has given the campaign credibility and comfort to members about the management of the funds.
- The 2011 Capital Plan, led by Elaine Spilos and up-dated by subsequent buildings and grounds committees provided the reliable foundation for priority-setting and costing the capital work needed for the UCV campus.
- Special thanks to Shirley Brunke and Betty Bronson and volunteers for organizing food and refreshments at major events and to Kathryn Aberle, Elliott Dainow, and Donna Brown and the Chalice Choir for the “barn-raising” of a concert. At all events every effort was made to present a program that was well-organized with nice “finishing-touch” features such as the attractive caps for donors designed by Catherine Stewart.
- Our “community” extends beyond our members and adherents; thank you to our tenants for writing letters of support to the Heritage Legacy Fund of BC, and to major long-term music renters of the Sanctuary who contributed financially to the successful *This House of Music* concert (Jean Lyons School of Music, West Coast Chamber Music, Vancouver Chinese Choir, Vancouver Women’s Musical Society).
- The back-bone for an operation like this is our capable office staff, Ravina Sangara and Hunter McNiven on whom we fully rely. Our minister, Steven Epperson has given unstintingly of his time, advice and enthusiasm for this essential work, inspiring us into the future as an engaged community of liberal religious thought and practice.
- This has been a campaign about the future. We thank Morgan Reid and Jen Rashleigh and our youth members in organizing and so ably guiding us during the Sunday campus Walk-About.
- And thanks to the Weather-god for producing a leaky roof during a Sunday Service.

Submitted to the UCV Board and Members

Michael Clague (chair), Dianne Crosbie, Geoff Gomery, Gordon Gram, Mike O'Neill, Rob Taylor, Patti Turner.

These buildings which we share allow us to create and sustain community.

Diane Brown

APPENDIX A: COMPLETED CAPITAL PROJECTS 2011-2016

Estimated Cost = \$318,974

Hewett Hall

1. Roof replacement
2. New Boiler
3. New tables
4. Hall, alcove and floor covering
5. Interior painting: central hall and corridors
6. Improved lighting: library and child care
7. Main hall: Lighting improvements
8. Kitchen floor
9. Re-stretched carpet board room and library
10. Painting of library and child care room
11. Alcove window coverings (French doors)
12. Replacement of coffee machine
13. Projector screen
14. Sound system (partially completed)
15. Hall kitchen drain-board
16. Women's Washroom: 4 new toilets (funded from maintenance but a capital improvement)

Other

17. Roof maintenance
18. Metal awning, administrator's office
19. Hard landscaping – pavers in courtyards (decorative labyrinth), and accessibility improvements including new parking curb access and ramp in courtyard
20. Re-keying locks (partially completed)
21. Exterior wood trim (partially completed)
22. Safety railings in Sanctuary loft

APPENDIX B: CAPITAL PROJECTS OUTSTANDING

Note: The 2011 capital plan has a list of additional projects that were not given priority in the 2015/16 capital campaign. They range from new flooring in the stairwells and storage area in the Hall , to lawns and garden beds rehabilitation to full or partial replacement of the pews with chairs, to access to the stage for people with physical disabilities. See the capital plan for the complete list (it has also been suggested that every-other pew be shortened by one seat to accommodate participants in wheel chairs – the need for which is expected to grow).

Below are items in the 2015/16 capital campaign that are outstanding and need to be re-prioritized. These total \$269,000 (without contingency allowance) of which \$108,236 has been raised (some additional contributions are still anticipated).

1. New furnaces for the administration building
2. New roof and skylights for the Sanctuary*
3. New flooring in Sanctuary stairways and storage areas
4. New carpets in the Sanctuary
5. Sanctuary pew seat cushions replaced and wood refinishing
6. Replace aging water pipes
7. Further disability access improvements
8. New dishwasher
9. New carpet for Fireside room and reupholstering the chairs
10. New roof for administration building*

It will be up to the Buildings and Grounds Committee, the board and the members to determine how to respond to these items.

*Sanctuary roof and skylights and a new roof for the administration building are being assessed and costed for replacement in 2016.

How the buildings and grounds of a property present themselves can speak volumes for the human relationships and activities they contain. For the first time visitor do they appear well-cared for and welcoming? This is the guiding question. It conveys what people can expect their reception to be upon entering.

Lessons

- The campaign was successful in informing and engaging people with special events (3), mail-outs (2), documentation (brochure and capital plan), telephone follow-up to \$100-plus annual pledge donors, announcements, testimonials and up-dates on progress.
- The campaign was successful as a community-building experience: fun, compelling, and serious.
- The campaign had a very high response rate from the \$100 plus pledge donors but more could have been done to emphasize the importance of every member donating no matter how small. This would have strengthened the evidence of commitment by the whole UCV community.
- Reaching people on a one-on-one basis remains one of the most effective tools.
- Having a credible reference document – the 2011 UCV Capital Plan (costed and prioritized) – meant that this was a “needs-based” campaign rather than “wish-list” campaign.
- It didn’t hurt to have a leak in the Sanctuary roof during a service.

Recommendations

1. The evident need to replace the Sanctuary roof and skylights no doubt gave added impetus to campaign donations. Members will want assurance that this will now be given priority (it is understood that a further assessment reports that it is the skylights that are the priority more than the roof, which has more years of life remaining, and that it is the roof of the administration building that is in urgent need of replacement – members will no doubt accept this adjustment when it is explained).

That the board report to members as soon as plans are complete that the leaks in the Sanctuary roof will be addressed and identify other urgent priorities that will require similar action, such as the administration roof.
2. This capital campaign, and previous campaigns, have made substantial progress in addressing the capital plan priorities. However capital priorities remain that cannot all be addressed with the \$108,236 raised in the current campaign. It is not wise to have frequent, ad hoc capital campaigns. Priorities need to be made between major capital expenditures and expenditures from a healthy maintenance budget.
 - a) *That UCV have an adequate repairs and maintenance budget so that capital fund-raising in future can focus on major projects rather than include those that are the result of accumulating lack of repair.*
 - b) *That the 2011 Capital Plan continue to be kept up-to-date to ensure there is a reliable information base for major capital campaigns as well as more regular maintenance.*
 - c) *That external funding sources be investigated where there is a possibility of dollars for special capital projects e.g. disabilities.*
 - d) *That, with the advice of the Buildings and Grounds Committee the board review and prioritize the 10 projects listed in Appendix B plus other items not on this list but in the Capital Plan for future capital fund-raising.**

*The additional items in the Capital Plan include: New flooring in the stairwells and storage area in the Hall; Lawns and garden beds rehabilitation; Full or partial replacement of the pews; Shorten alternating pews to accommodate people in wheelchairs (a recent suggestion); Access to the Sanctuary stage for people unable to use the stairs.

In my role as Vice-President of the Canadian Unitarian Council, I meet Unitarian Universalists from all across Canada who admire the beautiful, centrally-located, functional church site that we have. Many wish they could have one, too. Others say, "We're not interested in real estate, we're interested in living our faith," and I ask them, "From what base will you live your faith?" This site is sacred to us because we live our faith here. And if not here, where? And if not now, when? And if not me, whom?

- Keith Wilkinson