

Q1 2026 Board Meeting – March 17, 2026, Canada

Corporation Board for Community of Christ in Canada

Attendees

Board Members Present: Ron Rowbottom (Board Chair), Wim Van Klinken (Vice Chair), Ron Harmon, Sandra Hunter, Cheryl Brooks, Braden Shepeherdson, Caitlin Ball.

Staff and Advisors, Sam Smalldon (Executive Director/CEO), Shannon McAdam (Apostle), Heather Huffman (Administrative Support/Co-host), Joan Thompson (Governance Officer/Minutes), Vonda DenBoer (Camping Director), Lanette Vawter (Leadership and Development Director), Troy (IT and Technical Support).

Regrets, Lachlan Mackay (Apostle – overseas), Julie and Meredith from Australia (attempted to join).

Opening Prayer by Shannon McAdam

Prayer Text: St. Patrick's Breastplate

"Christ with me, Christ before me, Christ behind me, Christ in me. Christ beneath me, Christ above me. Christ on my right, Christ on my left. Christ when I lie down. Christ when I sit down. Christ when I arise. Christ in the heart of everyone who thinks of me. Christ in the mouth of everyone who speaks of me. Christ in every eye that sees me. Christ in every ear that hears me. I arise today through God's strength. Amen."

Shannon McAdam provided reports on the following:

Strategic Plan Update

Canada Mission Center Organizing Conference held online January 17, 2026, with broad participation across Canada. **Special Attendees:** Janné Grover (First Presidency representative), Lachlan Mackay (Apostle), Shannon McAdam (Apostle).

Conference Outcomes: There was strong support for all matters presented with meaningful worship and reflection moments. The conference successfully brought people together as a new unified entity. As a result of the conference, the Leadership team has immediately begun implementation.

Strategic Planning Alignment; Overall Strategy: Alignment between Canadian strategic planning and Aurora Belt Field mission strategy (overseen by Apostles Lachlan and Shannon).

Key Strategic Approach: Encourage mission center leaders to create locally relevant strategic plans with Canadian leaders already actively engaged in this process. Apostolic support was provided through Shannon's attendance at the Canadian Leadership Retreat.

Canadian Leadership Retreat: February 2026, held in Toronto with Canadian Directors to support strategic planning efforts, providing a wonderful time of engagement and team building.

The following reports were presented to the Board.

Report 1: Strategic Planning Update

Emphasizes alignment between Canadian strategic planning and the Aurora Belt Field mission strategy, and the encouragement of locally relevant strategic plans. Documents apostolic support through leadership retreat attendance.

Report 2: Leadership Team Draft Charter

Outlines the area of focus for each director's role and shows alignment with the strategic plan by establishing clear roles and accountability.

Report 3: Mission Center Council Draft Charter

Demonstrates engagement with a variety of perspectives from across Canada and ensures inclusivity in forming the new mission center by providing accountability to the membership.

Agency Agreement Reports, Shannon presented six reports detailing how Canadian endowments and worldwide mission tithes funded various ministries in 2025.

1. Communication Initiatives Report

Major 2025 Project: Movement of all worship resources onto online platforms.

Communication Team Achievements: Successfully hosted "In The Know" series, helped people understand how to find and access online worship resources, continuously seeking new ways to engage church members, and highlighted specific Herald articles.

2. Worldwide Mission Report - Minister: Patrick (Africa).

Shannon's Personal Connection: Met Patrick at the International Resource Summit in the Philippines.

Patrick's Characteristics:

He is a Dynamic and deeply thoughtful minister with a hope-filled, clear vision. Patrick is investing in future African church leadership while bringing people in need into support of the community, and he is an Important emerging voice in the worldwide Community of Christ.

Shannon's Assessment: "Patrick and I had deeply meaningful conversations during our time together, and I'm convinced he's a very important voice that you will hear more from in the future in our church."

Investment Impact:

Growing the church in Africa, developing future leaders of the Community of Christ worldwide, and supporting community development initiatives.

3. Worldwide Mission Report - Minister: Mary Lou (Philippines)

Role: Mission Center Financial Officer.

Shannon's Personal Connection: Met Mary Lou at the International Resource Summit in the Philippines.

Mary Lou's Characteristics:

Mary is a Pillar of support and generosity, being incredibly thoughtful and practical. She is a deeply committed bishop who visits rural areas via dirt roads and is committed to empowering ministries.

Shannon's Reflection: "As I read these reports of the places she visits and the people she supports, I pictured the dirt roads and rural landscapes that I saw when visiting those places myself recently."

Ministry Impact:

Creative and empowering ministries in the Philippines, bringing liberation to oppressed people, ensuring a bright future for Philippine ministries, and supporting rural and underserved communities.

4. Translation Team Report

Shannon's Emphasis: "I cannot sing the praises of this team enough."

Team's Critical Role:

Ensuring inclusion and diversity remain at the heart of everything the church does and is essential to worldwide participation in the church. Makes resources available in multiple languages and supports Shannon's multilingual field ministry.

Shannon's Experience: "I cannot tell you how many times, now that I serve a multilingual field, that I've asked, 'Is this resource available in other languages? And this is the team that makes sure the answer is yes to that question.'"

5. Report Canadian Temple Endowment

Wim noted the agency agreement report for Q4 for the temple was available, but apparently not picked up by some recipients. Will be addressed at the next board meeting.

Purpose: Detailed accounting of how funds support temple operations.

Temple Mission:

Remains an ensign of peace, providing a space for reconciliation, healing of the spirit, pursuit of justice, being physically maintained and ready for sacred purposes.

Special Note from Ron Harmon.

A recent major maintenance was required to replace the thirty-year-old grill running up and down the temple organ pipes, as they had become torn, ripped and disintegrating over time and needed to be replaced to prevent dust, etc. from gathering inside the console and pipes.

The project was overseen by Jan Kraybill, temple organ specialist, for \$40,000 USD.

6. Report on Samish Island Campground, Washington State.

Location: Samish Island (accessible to members of British Columbia).

Usage: Many BC church members attend camps and retreats.

Funding: Partially supported by donations from Canada.

The report details how 2025 Canadian donations were utilized for campground operations.

2025 Q4 Financial Reports; Sam Smalldon presented the financial reports. Note draft reports subject to audit completion, currently underway with expected completion before the June 2026 Board meeting.

Worldwide Mission Tithes (Summary and Detailed)

Metric	2024	2025
Net Position	+\$544,000 surplus	-\$345,000 deficit
Budget Achievement	N/A	69% of budget target
Two-Year View	Combined results show balanced position	

Key Factors Explaining 2025 Deficit:

1. Investment Return Recording Adjustment

A \$2.3 million transfer was made from operating investments to the Canadian Mission Endowment. Transfer used to establish risk management reserve for insurance loss

deductibles at the Canada Church level. It should have been recorded in two entries rather than one, and a correction was made in 2025 that affected year-end results.

2. Declining Worldwide Mission Tithes Giving

Multi-year trend of declining contributions, with 2025 achieving only 69% of the budget target. The budget target for 2025 was unrealistically high and was not adjusted before approval.

2026 Budget Correction:

Budget reduced to a more realistic target to balance the account and maintain a positive position in the future, with the expectation that the balance should be achieved in future years.

Sam's Recommendation: "I'd really like you to consider the 2 years together" when evaluating financial performance.

Canadian Endowments

Endowment Type	Details
Temple Endowment	Part of ~\$20 million total, 10% growth in 2025
Communications Endowment	Part of ~\$20 million total, 10% growth in 2025
Canadian Mission Endowment	Part of ~\$20 million total, 10% growth in 2025
Combined Total	Approximately \$20 million
2025 Growth	~10% increase from investment returns

Investment Report Details

Content: Detailed breakdown of investment account entries

Entry Types: Realized earnings, Unrealized earnings, Investment fees, Beginning balances, Ending balances.

Overall Performance: All three endowments increased by roughly 10% from the beginning to the end of 2025.

Report: Canadian Mission Strategies (CMS) Budget

Budget Allocated	\$750,000
Amount Used	\$499,000
Unused Amount	\$251,000 (~\$250,000)
Carryforward	Available for 2026-2027

Budget Nature:

One-time strategic investment funding to initiate strategic plan investments for a unified Canadian mission, and is not part of the mission budget - part of the board budget as a strategic project. Provided by a Canadian corporation.

Future Funding Strategy:

2026-2027 efforts focused on securing ongoing funding sources to transition from one-time to sustainable funding, helping cover future strategic expenses.

Report: Annual Financial Statements (Draft) Currently being audited. Expected Completion:

Statement of Financial Position:

Metric	Beginning 2025	End 2025
Total Assets & Equity	\$48,143,000	\$50,702,000
Net Increase	\$2,559,000	

Primary Growth Sources:

Endowments placed into investments, Net proceeds from church property sales, with over \$6 million received in net proceeds from church sales in 2024-2025 combined.

Board Chair Report presented by Ron Rowbottom

This is the first formal board chair report to allow the board more direct involvement in CEO activities related to staff functions and to formalize governance roles.

Recap of Past Two Years' Achievements

1. Board Membership Revamp

The Board now has more Canadian-based board members, with improved representation across Canada.

2. Meeting Frequency Increase

Moved to quarterly board meetings with one annual general meeting of membership to allow more regular engagement and oversight.

3. Governance Officer Role

Joan Thompson has agreed to, and is now serving in the role of reviewing minutes and various documents to provide governance oversight.

4. Business Services Committee Structure

Standing committee terms of reference were established, and the committee is authorized to write policies and programs and to work on initiatives identified by the board.

5. Board Policy Standardization

Policies are being standardized to ensure Canadian regulatory compliance and to meet the church's operational requirements in Canada, aligned with World Church policies.

6. Meeting Transparency

Quarterly board meetings are now open to church member observers to foster greater transparency and relevance by allowing members to observe discussions and decisions.

7. Enhanced Web Access

The Church webpage has been enhanced for public member access by including Board-approved policies available online, making reports and meeting minutes accessible to support the transparency initiative.

Future Considerations for Board

8. Bylaw Changes Impact

The new Canadian bylaws are being finalized for the March Board meeting, which will initiate potential changes to board makeup and structure and may require operational changes when the bylaws are approved. The Board must be prepared to adapt.

Duties and Responsibilities Documentation

Need a standardized document outlining board member duties, a written reference for new board members, resources for existing board members and clarified expectations and responsibilities.

Formal Training Program

Establish formal training for new board members to familiarize them with operations and responsibilities, using available nonprofit training programs to ensure compliance with Canadian not-for-profit regulations and to keep board members current with regulatory requirements.

Executive Director Reports

Regular reports on staffing, corporate operations updates, and decisions undertaken by the Executive Director are a standard part of meetings.

Executive Director Report presented by Sam Smalldon

Key Messages - Major Focus Areas

1. Board and Mission Organizing

The first quarter of 2026 focused on organizational development. Organizational work required significant efforts with the dual focus on board and mission development.

2. Canadian Mission Unification

Canada East and Canada West have merged into a single Canadian mission and are moving forward as a unified entity, a process that has required substantial coordination and integration.

3. Board Development and Governance

This is an ongoing board development in Canada, with governance improvements continuing, as reflected in the Chair's reports on governance achievements.

4. Mission Center Leadership Structure

Working with the Mission Center President leadership team in collaboration with the Mission Center Council, preparing for the first mission conference in November 2026.

5. Strategic Planning Implementation

Active strategic planning is underway, with a focus on maintaining smooth, regular programming by balancing organizational change with operational continuity.

Business Services Committee report presented by Ron.

● Program / Activity Leaders (PAL)

PAL (Program Activities Leaders) policy reviewed and updated to remove PAL in Training heading and replace the age for PAL from 17 to the age of majority to accommodate provincial background check requirements, and approved by the board.

Confirmed PAL training materials are fully developed, with Stage 2 delivery beginning.

Learning Management System (LMS) demonstration scheduled for the current week, starting March 30th, with Lanette, Vonda, Sam, and Troy. The LMS system will belong to the Community of Christ Canada and can be adapted for other training programs.

Vonda is working on forms packages for abuse reporting and standardized camping program forms.

The Train the Trainers program starts at the end of March/early April, with 9 trainers across east and west, serving approximately 120 camp counsellors and staff who need training before the camping season, and will primarily be delivered virtually.

- **2025 Canadian insurance**

Policies set for 2026, resulting in a 1.3% to 1.5% total premium increase with a better allocation methodology. The property insurer has provided premiums for each congregation and campground based on property risk. Sam is working with outside property assessors on updated tangible capital asset valuations for campgrounds, with the campgrounds currently completed.

- **Annual Community of Christ in Canada report.**

Sam is developing an annual corporate report format for the Community of Christ in Canada. Lew Shepherdson and Dawn Dawson have volunteered to assist with the annual corporate report initiative.

The need for improved records management was identified. Heather and Janine McCully are advising Lou Shepherdson on this initiative.

Business Services Committee report approved.

Policy tracker review

Ron presented the board policy tracker, which shows the status of all board policies.

- **Details**

Policy tracker is a visual representation of board policy progress and shows that policies BP000 through BP009 have been adopted and posted on the website; 10 additional board policies are still under development by various BSC members. The Policy Tracker provides a clear overview of completed and in-progress policies and serves as a useful governance tool.

Board calendar and next meeting planning.

Sam reviewed the board calendar and outlined agenda items for the June 2, 2026, meeting.

- Confirmed next meeting scheduled for Tuesday, June 2, 2026, at 7:30 PM.

- Noted: the meeting will include both the Annual General Meeting of members and the regular board meeting.
- Typical AGM activities include the election of ordinary members and four directors for one-year terms (June 2026 to June 2027), and the election of corporate officers (executive director, secretary, treasurer).
- The June meeting typically approves board direction on budget assumptions for developing 2027 budgets, with budget preparation over the summer for fall 2026 consideration before the January 2027 fiscal year start.

Ron adjourned the meeting and thanked participants.