



Cordova Bay United Church

Joint Needs Assessment Report

April 2013

Prepared by the Joint Needs Assessment Committee:

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Introduction

In June 2012, Beth Walker resigned her position as Cordova Bay United Church's Student Supply. Beth had been with CBUC for four years, working primarily in youth and family ministry.

Before a new ordered minister can be called or a lay minister hired, The United Church of Canada requires that Cordova Bay United Church complete a Joint Needs Assessment Report.

As a result, in November 2012 a Joint Needs Assessment Committee was established to prepare a Joint Needs Assessment Report. A key part of the joint needs process is to ensure that the congregation has greater clarity about its purpose and its call so that it can share more effectively and faithfully in God's mission—locally and globally.

The JNAC has spent the last five months studying the ministry personnel needs of Cordova Bay United Church and the community we serve. We have consulted with the congregation as a whole, in addition to committee chairs, church leaders and youth. We also held one-on-one interviews with Rev. Bill Cantelon and church staff.

It was clear from our consultations that people who attend Cordova Bay United Church are pleased with the way things are. When we asked what would improve their church experience, a common response was: "More of the same."

Our assessment report shows that those who attend Cordova Bay United Church live out their faith as a welcoming, active, inclusive community, and that they demonstrate caring and compassion for those in our church, our community and our world.

At the same time, there are areas in which we could improve, in particular the need to develop our relationship with children, youth and young adults. This was far and away the item most mentioned during our consultations. You will read more about that in the report.

The Joint Needs Assessment Report itself follows the structure laid out in The United Church of Canada's Handbook for Joint Needs Assessment Committees (Revised November 2007). It is divided into two main sections: Community and Resources Description; and Ministry Personnel Description.

The former describes the community in which Cordova Bay United Church is located, as well as the church itself and its relationship with the community. The latter describes the ministry position that will best meet the needs of Cordova Bay United Church.

Finally, I want to thank the Joint Needs Assessment Committee for all their hard work and valuable contributions to the future of Cordova Bay United Church. The congregation was indeed fortunate to have such a strong, dedicated team work on its behalf.

Sincerely,

Ron Norman
Chair

Conclusions

1. We have a great many strengths within our church community, as evidenced by the responses from our consultation with the congregation and interviews with staff, committees and leaders.
2. We are blessed with an exceptional minister and staff who are strongly supported by the congregation.
3. There is an urgent need to develop the children and youth ministry at Cordova Bay United Church.
4. There is an expressed need for the congregation to be externally focused by:
 - Being active in the community and being involved in helping meet the needs of children, youth and young adults.
 - Communicating with the community around us.
 - Recognizing that people outside our congregation have something to teach us about God, the holy and spiritual experience.
5. There is a need for strategic, long-term planning around community outreach for children and youth involving:
 - Creative and innovative community programming
 - Issues affecting children and youth, like bullying and drugs
 - Issues of interest to children and youth, like social justice, the environment, fair/ethical trade, and child poverty.
 - Connecting with other church youth for shared fun, education, and friendship.
6. There is a need for increased support from the congregation for children, youth, young adults and their families.
7. There is a need for the congregation to be prepared to include the voices of children, youth and young adults in worship, ministry and outreach.
8. There is a need to put in place measures to support the new team ministry and ensure its success.

Recommendations

1. Cordova Bay United Church hire a person (Order of Ministry or Designated Lay Minister) to minister to children, youth and young adults.
2. The position be .75 FTE (Full-time equivalent) with the potential to be 1.0 FTE.
3. The Minister for Children, Youth and Young Adults help the congregation focus on community outreach that includes:
 - Creative and innovative community programming for children, youth and young adults;
 - Issues that affect children and youth, like bullying and drugs;
 - Issues of interest to children and youth, like social justice, the environment, fair/ethical trade and child poverty.
4. The congregation establish a committee for children, youth and young adults. The committee's purpose is to:
 - Support the Minister for Children, Youth and Young Adults;
 - Help strategize over the short-, medium- and long-term;
 - Liaise with the congregation and other committees;
 - Promote the ministry of children, youth and young adults.
5. The committee be made up of:
 - Minister for Children, Youth and Young Adults
 - Youth leaders
 - Club D6:5 leaders
 - Congregational members, preferably with skills or expertise in social media, web design, demographics, and a knowledge of youth of the community.
 - The Lead Minister as an ex-officio member
6. Victoria Presbytery declare a vacancy at Cordova Bay United Church.
7. Victoria Presbytery and Cordova Bay United Church establish a Joint Search Committee (JSC) to fill the position referenced in Recommendation #1.
8. The job description for the Lead Minister be updated to be compatible with the new personnel description for the Minister for Children, Youth and Young Adults, including identifying that the Lead Minister has the primary responsibility for:

- Worship
 - Pastoral Care
 - Adult Christian Education
 - Administration
9. Measures be put in place to build a strong ministerial team, including:
- An initial team-building process with a ministerial advisor;
 - An ongoing program that will support and enhance the ministerial team. The M&P Committee will lead and be responsible for the program.
10. Upon approval of this report by the Cordova Bay United Church Council, Congregation and the Victoria Presbytery, the JNAC be disbanded.

Community and Resources Description

Community Profile

Where We Are

Cordova Bay United Church is located above the village of Cordova Bay in the beautiful Saanich Peninsula on the outskirts of Victoria, British Columbia, Canada. Our congregation is drawn from the local community, the greater Saanich Peninsula, and Greater Victoria.

Tourism Victoria (www.tourismvictoria.com) describes these areas as follows:

Greater Victoria (Area Population: 363,100)

Victoria, British Columbia is always in season! Victoria has the mildest climate in Canada, and is a place so green all year that flowers fall out of the sky and even the lampposts bloom. It is no wonder that it is called The Garden City! The wild beauty of the Pacific coast and the adventure of the great outdoors are within the city limits, and ocean and mountain vistas will follow you wherever you go.

James Douglas originally established Victoria, the capital city of British Columbia, in 1843 as a fort for the Hudson's Bay Company. Bastion Square marks the site where a portion of the fort once stood, although all that remains now are two iron rings set into the rocks at the foot of Fort Street, next to the old Customs House.

Victoria is a unique blend of old world charm and new world experiences. As an island destination, Victoria offers visitors an escape from the hurried world and beams with ambience. Boasting the mildest [climate](#) in Canada we are green and beautiful year-round. In fact, Vancouver Island, where Victoria is located, is rated the top island in the Continental U.S. and Canada and one of the top 10 islands in the world by the 2012 Travel+Leisure World's Best Awards.

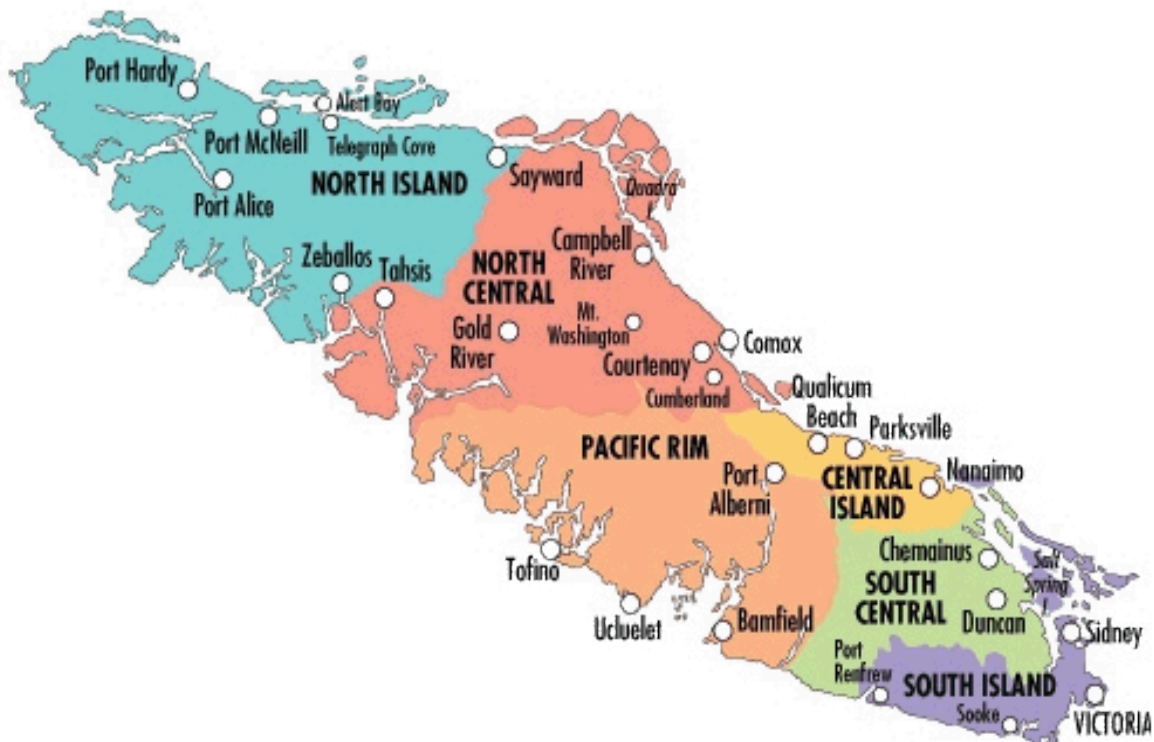
In Victoria, heritage architecture, colourful [gardens](#) and traditions like afternoon tea mix with a plethora of outdoor adventure, world-class [culinary](#) experiences and a vibrant [arts and culture](#) scene. This combined with the wild beauty of the Pacific Ocean and old-growth rainforests set against a backdrop of the Olympic Mountains makes Victoria the perfect getaway. We were even rated as the #1 destination to visit in Canada by the 2010 TripAdvisor Travelers' Choice Awards..

Saanich Peninsula (Area Population: Approx. 110,000)

The beautiful rolling landscape of the Saanich Peninsula is dotted with farms, communities, parks, forests, lakes, and ocean inlets. Two main routes run between Sidney and Greater Victoria: Highway 17, known as the Pat Bay Highway, and Highway 17A, also called West Saanich Road. Highway 17 is the most direct route to Victoria, while Highway 17A offers a more relaxed drive through the scenic rural areas of the Saanich Peninsula. Both routes are wonderfully scenic and lead to the Peninsula's many delightful sights and attractions.

Maps

Vancouver Island

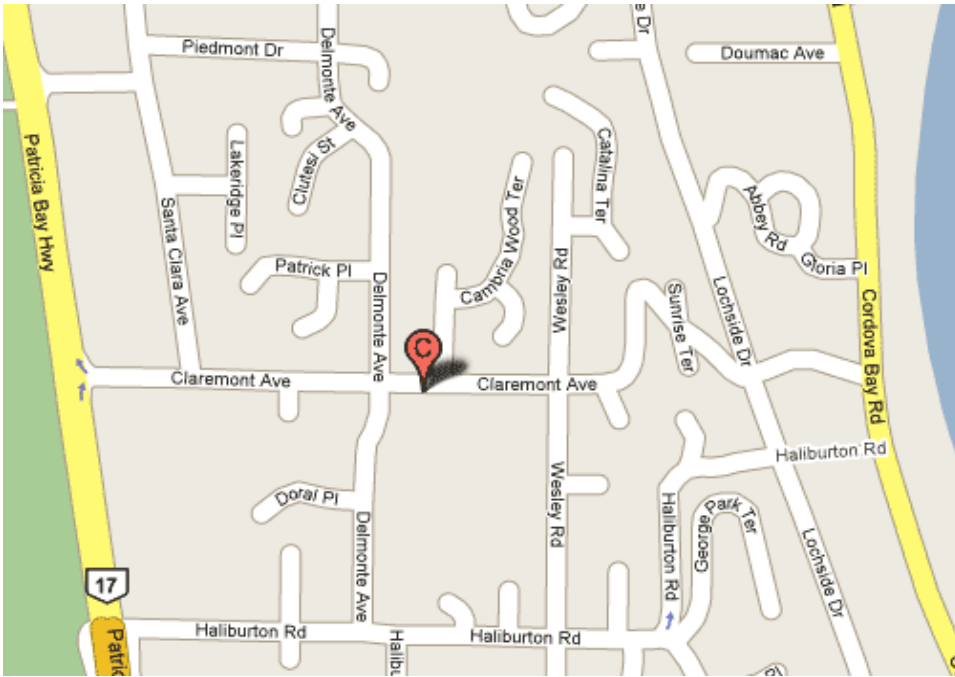


Greater Victoria

In the map below, Cordova Bay is located beside the lower marker for Highway 17 (Patricia Bay Highway). Cordova Bay United Church's catchment area extends from Victoria in the south to Swartz Bay in the north.



**Location of Cordova Bay United Church (c)
813 Claremont Avenue**



The beach at Cordova Bay



Community Statistics

Full census information for the area can be obtained at <http://www.statcan.gc.ca/>

Resources of Our Local Area

Recreation:

- Ocean Beaches
- Elk & Beaver Lake System (www.crd.bc.ca/parks/parkelk.htm)
- Saanich Commonwealth Place Pool & Recreation Centre (<http://www.saanich.ca/parkrec/recreation/commonwealth.html>)
- Mattick's Farm - 18-hole Cordova Bay Golf Club (www.cordovabaygolf.com)
- The Ridge 9-hole Golf Course

Senior Care residence facilities:

- The Lodge at Broadmead
- Berwick House on Elk Lake Drive

Shopping Centers:

- Royal Oak Shopping Centre
- The Broadmead Shopping Centre – Full Services
- The Cordova Bay Shopping Centre – Village Services
- Mattick's Farm – Specialty, Tourist & Offices
- Central Saanich (Saanichton and Brentwood Bay)
- The Town of Sidney

Hospitals:

- Victoria General
http://www.viha.ca/finding_care/facilities/victoria_general_hospital.htm
- Royal Jubilee
http://www.viha.ca/finding_care/facilities/royal_jubilee_hospital.htm
- Saanich Peninsula
http://www.viha.ca/finding_care/facilities/saanich_peninsula_hospital.htm

Community agencies, groups and services:

- The Cordova Bay Community Association <http://www.cbasn.com/>
- Scouts Canada <http://www.victoriascouts.ca/>
- Girl Guides of Canada <http://www.svgirlguides.bc.ca/>
- Cordova Bay Planning Committee <http://www.cbasn.com/planning.php>
- The Good News Choir
- Civic Orchestra
- Police liaison at Claremont, who would be able to point out social concerns affecting youth in our community

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- The Cordova Bay 55+ association <http://cordovabay55plus.org/>
- Tru Value grocery store on Cordova Bay Road
- Vancouver Island Health Authority <http://www.viha.ca/>
- Sports Groups <http://cordovabayfastball.ca/> <http://saanichfusionfc.ca/>
- Farming community (Haliburton Organic Farm Society)
www.haliburtonfarm.org
- Saanich council <http://www.saanich.ca/>
- Restorative Justice movement
- School Parent Advisory Councils <http://cbspac.wordpress.com/>

Schools:

- Our own Carrot Seed Preschool www.carrotseedpreschool.com
- Cordova Bay Elementary School <http://cordovabay.sd63.bc.ca/>
- Lochside Elementary <http://lochside.sd63.bc.ca/>
- Royal Oak Middle School <http://royaloak.sd63.bc.ca/>
- Claremont Secondary School – adjacent to the church (includes the Ridge Theatre) <http://claremont.sd63.bc.ca/>
- Lakeview School (Cordova Bay Road – off Santa Clara)
<http://www.lakeviewchristianschool.ca/>
- University of Victoria www.uvic.ca
- Camosun College www.camosun.bc.ca

Housing:

Check the Victoria Real Estate Board (www.vreb.org) website for the latest real estate information on the island.

Churches:

Besides Cordova Bay United Church, there are five other churches serving Cordova Bay: one Catholic, two Anglican, and two Baptist. There is an active ecumenical council in the community. Greater Victoria has 15 United churches and 18 within the Presbytery catchment area that includes Duncan, Cowichan Lake, Shawnigan Lake and the Gulf Islands.

Public Transportation:

BC Transit – Bus service throughout Greater Victoria

www.bctransit.com/regions/vic

BC Ferry Corporation – Service to Vancouver & the Gulf Islands

www.bcferries.com

Victoria International Airport – Services North America.

<http://www.victoriaairport.com/>

Blackball Transport Inc. – Service to the USA (Port Angeles)

www.cohoferry.com

Washington State Ferries – Service to San Juan Islands and Anacortes

www.wsdot.wa.gov/ferries

Community Challenges and Opportunities

Cordova Bay is a relatively prosperous, quiet, residential community situated far enough away from downtown Victoria to be removed from many of the city core's problems.

The community has many of the challenges of similar suburban communities, such as petty crime and graffiti.

Opportunities:

- The milder winter weather provides a great opportunity for people to spend time outdoors all year round.
- The low population and small land size makes it extremely easy to travel anywhere in the Greater Victoria area quickly. Most people would agree that you can be pretty much anywhere in 15 minutes.
- Church is located right beside a high school and near an elementary school.
- There is an active 55+ association.
- Exceptional recreational facilities are nearby for youth activities.

Challenges:

- connecting with children, youth, young adults and their families
- cost of living – housing in Greater Victoria, including Cordova Bay, is among the highest in Canada
- Even though there is public transit throughout Greater Victoria, public transit is inadequate in Cordova Bay, as it is in many of the areas outside of the Victoria core.

Pastoral Charge Profile

Church Family

Welcome to our friendly congregation, serving Cordova Bay, the Saanich Peninsula, and the wider Victoria area. Our worship is a celebration of our Creator and Creation through words and music. People will find many opportunities for spiritual growth and for relating Christian faith to daily life. We stress that all people are made in the image of God. Therefore, all individuals have great worth and we seek to affirm people in their life journey. We are committed to celebrating life and supporting one another, as we seek to live responsibly in God's creation. We care for one another and for our world.

We live in an age of spiritual longing but mistrust of religiosity, an age that respects the primacy of values and the importance of adopting a personal way of life. At Cordova Bay United we seek to live by, and offer, the way of life that is rooted in the Christ-centered values of compassion, forgiveness, and the oneness of humanity.

Through many of our members, we are also seeking to explore current trends in the United Church such as an evolutionary approach to theology, more contemporary doctrinal expressions using the *Song of Faith*, a wider understanding of other faith traditions, and an exploration of our own roots in the faith as seen through current understandings of Christian language and its early historical context.

At present, the membership comprises 256 people – 189 households under pastoral care – with an attendance at Sunday worship of about 150 people. The age-range of the membership is centered on the senior years, but includes all ages.

We are an established community. Some of us are long-time members coming from our earliest days as a congregation, most of us have joined during more recent years, and some have joined very recently because of the closure in 2012 of nearby Garden City United Church. We have a significant number of professional people in our congregation, both active and retired, and one of our strengths resides in the organizational and leadership ability shown in our lay people.

Mission Statement:

“We are an inclusive community of Christians called to know and serve God faithfully through love for the world and its people.”

Present Church Staff:

- Ordered Minister
- Choir Director/Organist
- Office Administrator (who also provides temporary Sunday School administrative assistance)
- Custodian
- Assistant for Youth
- Treasurer

Organizational Structure:

Appendix A describes in detail the composition of each committee and how the committees fall under the umbrella of our Church Council. This underlines the strength of the time and talents offered by our vibrant congregation.

History

Cordova Bay United Church began in the early 1950's as a group of interested people who met in the home of a retired minister in the Cordova Bay neighbourhood of Victoria. The first church building was opened in October 1952, with a seating capacity for about 90 people. A minister was called who shared the 2-point pastoral charge of Cordova Bay and Gordon Head. Substantial co-operation with a nearby Anglican church took place. As the Cordova Bay community grew, a full-time minister was hired in the mid-1970's. An attractive property was purchased on the top of the hill rising from Cordova Bay, and in 1988 a beautiful new church was opened, with a seating capacity of about 250 persons.

Spirituality

Worship

Sunday morning worship, with Nursery Care (under 3) and Sunday School (3 yrs. to 14-plus) is at 10 a.m. The choir actively leads music in worship regularly, and a congregational band provides the music one Sunday per month. PowerPoint is used during the service, which includes the ability to view videos on an overhead screen. Lay people assist in leading inspirational, life-oriented worship. Special worship services during the week are held during Lent and Advent.

Music

The Senior Choir sings at the Sunday morning service. We have a large mixed adult choir of over 25 members directed by our pianist/organist staff person. The majority of the musical presentations tend to be traditional in nature, but considerable contemporary music is also included. An 8-person Band comprising all ages is also a regular component of the worship music leadership. A Chime choir comprising 8 members provides special music once a month, and also provides quartet offerings or solos from time-to-time.

Healing Pathway

A spiritual practice in which a team of two people pray and act as instruments for Healing Touch is offered. Requests for this ministry are made through the church office.

Prayer Chain

The Prayer Chain is a group of 13 people from CBUC willing to pray for those who are sick, in distress or in need of some kind. In 2012 the Prayer chain responded to over 80 requests for prayers.

Prayer Shawl Ministry

For many years, members of the congregation have been knitting prayer shawls which are given to people on special occasions, such as baptisms, confirmations, major illness, bereavement or other loss, or long-time members relocating. Over 150 have been given out since the ministry began in 2007.

Women's Annual Retreat

The retreat is held mid-May at Camp Pringle. There is no theme, instead it is intended as a time of meditation, relaxation and fellowship.

Children and Youth

Sunday School

Sunday School, also known as Club D6:5 (Deuteronomy 6:5 Love the Lord Your God with all your heart, all your soul and all your mind.), is offered as part of the Sunday morning service. The beginning of the worship hour includes a faith exploration or faith conversation with a focus on and for the children and youth. Afterwards, the children and youth leave the service for a special program time. Average Sunday attendance for Club D6:5 is approximately 10 children and youth – with approximately 20 children registered. After a brief community time with all children and youth, we offer three different programs most Sundays; Little Wonders (Ages 7 and under with 3-4 participating), Grades 2-7 (4-5 participating), and Grades 7 and up (1-2 participating). The attendance from Sunday-to-Sunday is variable.

Leadership for the program reports to the Christian Development Committee. Currently the program is supported by the United Church approved curricula 'Seasons Fusion' and 'The Best of the Whole People of God'. The program is also enhanced with music, led by one of our leaders. There are approximately eight volunteers who share leadership for the Sunday program.

Confirmation

Confirmation classes have been offered every other year to youth and young adults exploring Christian faith.

Youth Groups

Our Youth Groups offer a safe environment where youth have fun, learn to build Community, share in service work (such as working with the Outreach/Stewardship Committee on the Food Drive for Our Place drop-in center for homeless people) and develop their Christian identity. Under the leadership of 3 volunteers we currently offer two groups; Grades 5-7 (Junior Youth) and Grades 8 and up (Senior Youth). Youth and children are also involved in worship services from time-to-time (welcoming, ushering, reading scripture, serving communion, etc.). For the past three years a successful secret pen pal program,

providing an opportunity for adults to get to know the children and youth of the congregation, has been coordinated in the spring running for approximately 6 weeks. Pen pals, one adult for each young person but with their identities unknown, write to each other weekly and then at the end of the 6 weeks meet in person during worship and visit together during a special pen pal tea following the service. This year 13 adults and 13 children/youth participated in the program.

During the last 10 years the children and youth membership has been declining, but the children and youth ministry has always been a valued part of the total ministry of Cordova Bay United church. During the same 10 years there has always been a Youth Minister and a youth leader for part of the time. We appreciate our youth's talents and enthusiasm — skits are welcomed and the musical leadership focused on youth is special to all.

Adult Education

Bible Study & Discussion Groups

Book or lectionary studies are offered by clergy at various times throughout the year, with some seasonal ones offered to coincide with Advent or Lent. They have been well attended and have included authors such as Karen Armstrong, Marcus Borg, and John Dominic Crossan. Victoria's First-Metropolitan United Church offers Epiphany Explorations annually in January, a nationally recognized event with a series of speakers and workshops drawing attendees from across Canada.

Library

The library includes a good collection of books, videotapes, and CD's for both children and adults and is staffed on Sunday mornings by a member of the Library committee. The Library is also available to members and staff during weekday church hours.

Serving Our Congregation

Congregational Care

Members of the Caring committee maintain contact by phoning or visiting members and adherents, paying particular attention to those in some special need such as shut-ins. Special events such as workshops and seminars are also held during the year with an emphasis on life transitions, e.g. *Helping Others Through Loss*, and *Caring for Elderly Parents*.

Congregational Fellowship

Coffee klatches, lunches following the Sunday morning worship service, special lunches for Senior shut-ins, and recognition of Graduates and Confirmands are organized by the Fellowship committee.

Women’s Afternoon Friendship Group

The group meets on the second Wednesday of each month at 1:30 pm for outings and fellowship. This was formerly officially called the United Church Women.

The Ethel Wilson Group

The “Ethel Wilson Group” (named after a respected member of the congregation who lived to the age of 107) is a women’s group that meets on the last Tuesday of each month at 7:30 pm for friendship, socializing, and service.

Unserious Coffee

This group gathers for fellowship on Wednesdays at 11 a.m. in the Friendship Room at the church. Everyone is welcome!

Men’s Breakfast Gathering

This group of about 25 men meets to enjoy a breakfast – prepared by members of the group – on the first and third Saturday of each month at 8:00 a.m. The meal is followed by a presentation with discussion – often from an outside speaker – on a current topic.

Soiree

The annual Soiree is an evening talent event at which congregation members sing, play a musical instrument, put on a short play, tell humorous stories, read poetry, and also raise funds for the congregation.

Book Club

The Club is organized by the Fellowship committee and meets monthly on the 3rd Friday, 10 am to noon. Interesting books are suggested by attendees and discussed at future meetings. It is well attended on a drop-in basis and is open to everyone.

Annual Country Fair and Fall Rummage Sale

The Fair is scheduled in early summer and the Rummage Sale in the fall. Both are annual events and are major fundraisers for the Church involving many members and the community.

Various Christmas events

The Angel Gift campaign (for the Our Place Society downtown) and the On The Ridge Christmas Craft Fair are two of many among fundraisers and community drives at this time of year.

Coffee, Tea, or Lunch after Church on Sunday

This is an opportunity to come and mingle awhile, and get to know some people. Occasionally, lunch is provided after the service as a fund-raiser and for fellowship. The Sundae Sunday is popular with all age groups.

Serving in the Region

The Carrot Seed Preschool

This preschool operates in a portion of the church basement and is a source of income for the church. In 2004, the Director received the Prime Minister's award for Excellency in early childhood education. The Board of Directors consists of members from the congregation.

Presbytery Representatives

There are two Presbytery Representatives each of whom regularly attends Presbytery meetings and who submit a written report at the following Sunday morning service.

The Lodge at Broadmead

The Minister leads worship services at The Lodge on the 3rd and 5th Tuesday of each month. Many people from the congregation assist by helping to bring residents to the meeting room and participating in the services.

Mount St. Mary Hospital

For many years a number of choir members have been leading the hospital residents in a sing-a-long twice a month.

Our Place Society

This is an outreach ministry in the inner city of Victoria. It began as a Victoria Presbytery ministry called the Open Door but later amalgamated with the Upper Room ministry to form the Open Door Society. Street people drop in, have coffee, receive food, and talk with helpful people. Congregation members serve by doing food pickups and drop-offs, stocking a buggy in the foyer each Sunday with much needed items advertised in the weekly church bulletin, fundraising, staffing the kitchen, providing Angel Gifts at Christmas and serving on the Board. See <http://www.ourplacesociety.com>

George Pringle Memorial Camp

Volunteers from the church serve on the Board of the camp. Bursary money is available from Christian Development to assist children/families to attend camp.

Gorge View Society

The Gorge View Society, as part of Victoria Presbytery, operates Chown Place, which has been meeting the need for basic, affordable housing for seniors—aged 55 years or older—living on fixed incomes. Members of our congregation serve as members of the Society.

Naramata Centre

Bursary money is available to assist with the cost of attending Naramata Centre.

Other Groups

The following use our facilities on a regular weekly basis: Good News Choir for rehearsals; Guides & Brownies; Scouts, Cubs, Beavers and Venturers; Mobile Adult Day-Care program. In addition, several other groups use the facilities from time-to-time, such as the Victoria Male-Voice Choir and South Island Distance Education.

Serving the World

Mission and Service Fund

Our church contributes through M&S to outreach ministries in Canada and overseas. We thus support inner city projects, housing, disaster aid, and education work in Third World countries. In 2013 about 10% of our Unified Budget was contributed to M&S.

Outreach Projects

At present Outreach activities are the responsibility of the Stewardship committee. In the past when there was a separate Outreach Committee it promoted interaction with our First Nations communities; was involved with Our Place; and promoted discussions on current social issues. Communication of present outreach activities and needs occurs through the weekly Announcements mailouts, and an Outreach Bulletin Board.

In 2003, the then existing Outreach committee sponsored the "Face to Face" visit of Dr. Wilson Mtebe, former General Secretary of the Christian Council of Tanzania, and his wife Usuli to our Cordova Bay community. As a result of this encounter, members of our congregation through the Outreach Committee conducted a follow-up visit to Tanzania in 2004, to assist with the building of a nursery school centre, and to provide much needed supplies and support. These members have gone on to form an independent society, entitled "[For the Love of Africa](#)", which maintains close ties with Cordova Bay United Church even though

most of its members now are not from our congregation. The Society has since conducted a number of similar ventures, and continues to do so on an ongoing basis.

Resources of the Pastoral Charge

Financial Overview

About 160 individuals and families contribute financially to Cordova Bay United Church. Our operating budget for 2013 totals just over \$309,000, down about \$22,000 from the 2012 budget, primarily as a result of reduced staffing costs.

The budget includes \$234,000 from congregational givings and \$35,000 from fundraising activities. The church has also budgeted about \$24,000 from the use of the church building, including \$10,000 from the Carrot Seed preschool, whose board of directors consists of members of the congregation.

The single largest expense in the 2013 budget is the church payroll at approximately \$200,000 (65% of the total budget). Payroll covers the minister, office administrator, music ministry, youth leader, custodian and treasurer. Cordova Bay's outreach work is the second-largest expense, totaling \$33,000 (11% of the total budget). It includes \$28,000 for the Mission and Service Fund and \$5,000 for outreach activities.

Cordova Bay United's balance sheet for 2013 totals more than \$100,000, including \$50,000 in a capital improvement fund. The fund is earmarked for a number of capital projects, such as a new church roof, a new carpet in the sanctuary and renovated washrooms. The capital improvement fund will not cover all of the anticipated costs of projects over the next five years, so the property committee will need to examine additional ways to meet expenses.

Cordova Bay United has recorded a modest budget surplus for a number of years and the forecast is strong for 2013 and beyond. While the church demographic is aging, Cordova Bay United still welcomes many new members every year, including young families. More than 20 new members joined the church in 2012, many of them from Garden City United, which had closed earlier in the year.

CORDOVA BAY UNITED CHURCH Budget 2013					
STATEMENT OF RECEIPTS & DISBURSEMENTS	2012 Budget	Dec 31/12	Yr to Date	%	Budget
RECEIPTS	2012	Dec 31/12	Yr to Date	BUDGET	2013
General Operating Giving	\$ 246,000.00	\$ 21,310.45	\$ 226,236.91	92%	\$ 233,676.00
Loose Offerings	\$ 5,520.00	\$ 2,107.37	\$ 5,308.35	96%	\$ 5,000.00
Bank Interest	\$ 778.00	\$ 33.44	\$ 737.96	95%	\$ 700.00
Sundry Offering Received	\$ 6,000.00	\$ 4,102.00	\$ 11,695.00	195%	\$ 8,000.00
Carrot Seed	\$ 6,000.00	\$ 500.00	\$ 6,000.00	100%	\$ 2,000.00
Carrot Seed -Insurance	\$ 2,000.00	-	\$ 2,000.00	100%	\$ 2,000.00
Carrot Seed Janitor	\$ 6,000.00	\$ 500.00	\$ 6,000.00	100%	\$ 6,000.00
Use Of Building	\$ 16,000.00	\$ 1,135.00	\$ 15,085.00	94%	\$ 14,000.00
H.S.T. Recovered	\$ 3,000.00		\$ 4,434.52	148%	\$ 3,000.00
Subtotal Receipts	\$ 291,298.00	\$ 29,688.26	\$ 277,497.74	95%	\$ 274,376.00
All Fundraisers	\$ 40,200.00	\$ 1,175.23	\$ 39,122.50	97%	\$ 35,000.00
TOTAL RECEIPTS	\$ 331,498.00	\$ 30,863.49	\$ 316,620.24	96%	\$ 309,376.00
DISBURSEMENTS					
<i>Committees & Ministries:</i>	Budget 2012	Dec 31/12	Yr to Date	% Budget	Budget 2013
Christian Development & Library	\$ 8,450.00	\$ 4,500.00	\$ 8,000.00	95%	\$ 3,950.00
Music Expenses	\$ 900.00			0%	\$ 900.00
Fellowship Committee	\$ 500.00		\$ 299.95	60%	\$ 500.00
Mission & Service Remittance	\$ 26,000.00		\$ 26,000.00	100%	\$ 28,000.00
Outreach	\$ 5,000.00	\$ 2,550.00	\$ 5,100.00	102%	\$ 5,000.00
Caring Ministry	\$ 300.00			0%	\$ 300.00
Victoria Presbytery	\$ 11,260.00	\$ 942.00	\$ 11,257.00	100%	\$ 12,507.00
Worship Committee	\$ 900.00	\$ 188.65	\$ 968.35	108%	\$ 1,300.00
Healing Ministry	\$ 500.00		\$ 75.37	15%	\$ 500.00
<i>Ministry & Education Expenses:</i>					
Stewardship Education	\$ 1,000.00		\$ 62.78	6%	\$ 1,000.00
Ministry & Personnel (M&P)	\$ 200.00		\$ 395.00	198%	\$ 200.00
<i>Building & Property Expenses:</i>					
Capital Improvement Fund	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	100%	\$ 5,000.00
GST/PST/HST Recoverable	\$ 1,500.00	\$ 115.66	\$ 1,952.23	130%	\$ 1,600.00
Insurance	\$ 7,300.00	-	\$ 7,263.00	99%	\$ 7,300.00
Maintenance and Repair	\$ 9,500.00	\$ 257.50	\$ 9,231.18	97%	\$ 9,500.00
(Organ & Piano Expenses)					
Utilities-Hydro	\$ 9,500.00	\$ 1,278.98	\$ 11,649.88	123%	\$ 12,000.00
Utilities-Other	\$ 4,000.00	\$ 218.55	\$ 4,699.47	117%	\$ 4,500.00
Sundry Expense	\$ 2,000.00	\$ 227.50	\$ 1,825.60	91%	\$ 2,000.00
Auditor	\$ 1,000.00		\$ 600.00	60%	\$ 1,000.00
<i>Office & Fundraising Expenses:</i>					
Advertising	\$ 850.00		\$ 1,078.10	127%	\$ 1,000.00
Computer	\$ 2,000.00	\$ 750.00	\$ 1,124.76	56%	\$ 2,000.00
Fundraiser Expenses	\$ 500.00		\$ 478.76	96%	\$ 500.00
Office Supplies	\$ 7,000.00	\$ 311.48	\$ 5,427.24	78%	\$ 7,000.00
Payroll	\$ 226,338.00	\$ 14,221.00	\$ 213,115.48	94%	\$ 201,819.00
TOTAL DISBURSEMENTS	\$ 331,498.00	\$ 30,561.32	\$ 315,604.15	95%	\$ 309,376.00
Net Surplus(Loss)		\$ 302.17	\$ 1,016.09		\$ -
					\$ 309,376.00

CORDOVA BAY UNITED CHURCH BALANCE SHEET December 31, 2012**ASSETS:**

BANK ACCOUNT		\$ 41,312.23		
Less other Designated Funds**See below		\$ (10,904.74)		
Sub Total			\$ 30,407.49	
Contingency Term Deposit			\$ 10,000.00	
Youth Fund Term Deposit			\$ 2,600.00	
Total Operating Assets			\$ 43,007.49	
Capital Improvement Term Deposits		\$ 49,996.26		
Total Capital Improvement Assets			\$ 49,996.26	
Other Designated Assets**			\$ 10,904.74	
Petty Cash Fund			\$ 50.00	
Total Assets			\$ 103,958.49	

DESIGNATED FUNDS				
Operating fund Jan 1/12		\$ 40,499.34		
Operating Net as of Dec 31/12		\$ 1,016.09		
Operating Funds at Dec 31/12			\$ 41,515.43	
Capital Fund Total			\$ 49,996.26	
Youth Fund Term Deposit			\$ 2,600.00	
Other Designated Funds below*			\$ 10,904.74	
Less Term Dep Accr Int included in TD			\$ (1,057.94)	
Total Designated Funds			\$ 103,958.49	

*Other DESIGNATED FUNDS as at December 31/12				
Capital Improvement Fund	\$ 5,000.00			
Caring Ministry Fund	\$ 90.28			
Deposit Building Use	\$ 500.00			
Ethel Wilson Group	\$ 50.00			
Healing Group	\$ 100.00			
Men's Breakfast	\$ 175.07			
Replacement Chair Fund	\$ 400.00			
Roof/Repairs Fund	\$ 527.31			
Special Gifts Fund	\$ 2,260.00			
ALL Term Deposit Int. Accrue	\$ 1,057.94	To be credited to Bank Interest on redemption		
Worship Travel Candles	\$ 268.98			
UCW (Friendship) Fund	\$ 475.16			
TOTAL	\$ 10,904.74			

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Designated Funds Activity Report 2012						
Friendship Fund(UCW)				Choir Music Fund		
Trsf from UCW ac to close		\$ 1,782.05		Dec 31/11		\$ 50.00
All donations		\$ 1,479.35		Donations		\$ 1,160.00
Expenses	\$ 160.32			Total		\$ 1,210.00
Vacuum head donation	\$ 400.92			transf to Choir	\$ 1,210.00	
M&S Donation	\$ 1,000.00			Dec 31/12		\$ -
CBU Outreach	\$ 300.00			Shumka Memorial M&S		
Victoria Presbyterial UCW	\$ 225.00			Donations		\$ 2,392.24
Camp Pringle donation	\$ 300.00			Remitted to UCCM&S		
Our Place donation	\$ 300.00				\$ 2,392.24	
Victoria Women's Transition	\$ 100.00			Dec 31/12		\$ -
Totals	\$ 2,786.24	\$ 3,261.40				
Dec 31 ,2012		\$ 475.16				
Healing Group						
Dec 31/11		\$ 435.27				
Prayer Shawl donations		\$ 190.00				
Wool exps	\$ 314.26					
Massage Table	\$ 211.01					
Totals	\$ 525.27	\$ 625.27				
Dec 31/12		\$ 100.00				
Our Place						
Donations rec'd		\$ 440.00				
Donations remitted	\$ 440.00					
Balance Dec 31/12		\$ -				
Men's Breakfast						
Dec 31/11		\$ 314.60				
wkly donations		\$ 998.25				
donation		\$ 170.00				
supplies	\$ 207.78					
Canadian Cancer Society	\$ 200.00					
Our Place	\$ 300.00					
Camp Pringle	\$ 300.00					
Chair Replacement Fund	\$ 300.00					
Totals	\$ 1,307.78	\$ 1,482.85				
Dec 31, 2012		\$ 175.07				
				Treasurer's Report Property 2012		
				Assets-Propert	Assessed Value	Insured Value
				Land	\$ 1,087,200.00	
				Buildings	\$ 1,162,000.00	\$ 2,508,602.00
				Content		\$ 451,207.00
				Commercial		\$ 3,000,000.00
				TOTAL	\$ 2,249,200.00	\$ 5,959,809.00



Building

Cordova Bay United Church is a large, spacious building built in 1988. It is wheelchair accessible and consists of two levels. On the main level is the sanctuary seating 250, with a balcony for 50; a choir loft; a meeting hall for 144; a well-appointed kitchen; washroom facilities; library; healing room; and friendship room. Three administration offices are on the main floor as well.

The bottom level, which is also accessible by elevator, has four large Sunday School rooms that are rented by our church preschool during the week. There is also a youth lounge, resource room, storage room, nursery, and washroom facilities on this level.

Outside the church we have a paved parking lot with 60 spaces and a fenced play yard. At the rear of the church is a Memorial Garden, which is a landscaped area with a Memorial Plaque where names can be entered, and a lawn where ashes can be interred.

Ministry Personnel Description

Position Description

.75 FTE (with potential to be 1.0 FTE) Minister for Children, Youth and Young Adults

The Joint Needs Assessment Committee has identified the need for a .75 FTE (with the potential to be 1.0 FTE) Minister for Children, Youth and Young Adults. The position is open to Order of Ministry or Designated Lay Ministry candidates.

Context

This leadership position works within the multi-generational congregation of Cordova Bay United Church and the surrounding community. It includes and has authority over all aspects of the ministry within the scope of this position.

Primary Responsibilities

- The faith development of the children, youth and young adults within the CBUC congregation.
- To facilitate community-based outreach for children, youth and young adults.
- Has sole responsibility and final decision-making in the area of children, youth and young adults, and is accountable to the congregation through the committee that the Church Council will set up for this ministry.

Secondary Responsibilities

- Participation in Sunday worship frequent enough to maintain high visibility. Leadership through the children and youth's faith conversation time, by integrating children and youth into the service, by coordinating youth-led services, and preaching occasionally (e.g. one in six weeks).
- The faith development of the families of children, youth and young adults (in cooperation with the lead minister).
- Participation as an active member of the Staff Team, which works together in a cooperative manner mainly to ensure good communication, and for which decision-making is accountable to the M&P Committee.
- Participation in Presbytery.

Scope of the Position

- Ongoing responsibility for overall ministry of children, youth and young adults.
- An active member of the Staff Team.
- Liaison with congregation and Presbytery.

Accountability

- To the Church Council through the Ministry and Personnel Committee, which is responsible for the supervision of the Staff Team.
- To the Congregation through the Children, Youth and Adults Committee.

Relationships

- Children, Youth and Young Adults and their families
- The Sunday School Coordinator and Teachers
- Assistant to the Youth
- Lead Minister and Staff Team
- The Children, Youth and Young Adults Committee
- The Congregation's Council and Executive
- The Ministry and Personnel Committee
- The Stewardship Committee (through Outreach)
- Christian Development Committee
- Other committees and groups as set out by the Congregation from time to time

Nature of Work

- Leads personally and through others all aspects of faith development and spiritual nurture of children, youth and young adults.
- Provides leadership and supervision for Sunday school and Youth programs.
- Supervises, trains and leads recruitment of Sunday School volunteers and Youth leaders.
- Facilitates community-based outreach for children, youth and young adults.
- Provides faith development and spiritual growth opportunities at times and in places that suit children, youth and young adults.
- Initiates, designs and implements long-range plan for children, youth and young adults.
- Provides leadership in recruiting and preparing children, youth and young adults for active participation in the life of the church (e.g. worship, music and outreach to the community).
- Authority to make decisions re: nature, tone and direction of ministry, in consultation with others (e.g. lead minister).
- Collaborates with other church youth groups.
- Participates in regular Sunday worship through the children and youth section of the service, and occasionally leads other sections of the service, including preaching.

Desired Skills, Attributes and Experience

1. Order of Ministry or Designated Lay Ministry (DLM) eligibility.
2. Able to be an educator, pastor and mentor to and with children, youth, young adults.
3. Experience with short and long range/strategic planning as it relates to youth/church in the community.
4. Able to facilitate a community-based outreach for children, youth and young adults.
5. Proven experience with successful youth programming.
6. Theological depth stated with simplicity and integrity.
7. Conversant with youth culture/issues.
8. Comfort with raising and engaging faith questions of youth.
9. Has the initiative to research other church youth programs and open minded enough to adopt what seems to be working.
10. Enthusiastic, warm, approachable and a sense of humour.
11. Demonstrated ability to understand lines of accountability, and work in an organization.
12. Demonstrated ability to listen well, to consult regularly and to work respectfully with a variety of team members.

Other attributes/skills/gifts hoped for in the successful candidate

- Being grounded in one's own leadership
- Digitally fluent (includes online communication, social media, etc.)
- Music leadership
- Audio visual (power point/playlist management/sound systems, etc.)
- Can create rituals and sacred practices
- Strong public speaker/communicator
- Writing
- Recruiter/Trainer

Terms and Conditions

Hours

.75 FTE is considered to be 30 hours per week (1.0 FTE is considered to be 40 hours per week).

Salary

Negotiable. Salary is equal to at least the minimum for increment category of appointee, based on the latest United Church of Canada Salary and Allowances Schedule.

Please see Appendix D for figures from the United Church of Canada: Minimum Salary and Allowances – Ministry Personnel.

Housing Allowance

Cordova Bay United Church provides a housing allowance specified by Presbytery. The current allowance for .75 FTE is \$16,500 per year (\$22,200 per year for 1.0 FTE).

Other Allowances

CBUC provides an amount for learning and education, travel and telephone.

Benefits

The following benefits are mandatory for this position: Pension Plan, Member Life Insurance, Dependent Life Insurance, Accidental Death and Dismemberment Insurance, Core Health and Dental Insurance, Short-term Disability Insurance, Employer Indemnity, Employee Assistance Program and Long-term Disability Insurance.

Leave

CBUC provides a vacation of one month within each pastoral year (July 1 to June 30); three weeks (including Sundays) study leave within each pastoral year; no less than three consecutive months of sabbatical leave after five consecutive years of service to the pastoral charge; one day per month sick leave, which may be banked to a total of 12 days per year; bereavement leave of four paid days off; compassionate leave as negotiated with the M&P Committee.

Administrative Support

CBUC's office administrator is a shared resource under the direction of the Lead Minister. She works 20 hours per week.

Appendices

Appendix A

Cordova Bay United Church Structural Organization

In Cordova Bay United Church, the **Church Council** consists of the minister(s), officers of the Council (chair, vice-chair and secretary), chairpersons of the standing committees, and representatives of special committees and positions.

Council meetings are held on the 4th Wednesday of each month except July, August and December, or at the call of the Chair, and a quorum is a minimum of 1/3 of the membership but not less than 3 people and in adherence to the by-laws presented in the UCC Manual.

The **Executive of the Church Council** comprises the chairperson, vice-chairperson, Council secretary, and the minister(s). The Executive's responsibilities are to attend to urgent matters related to the Council's duties and to prepare an agenda for the Council and congregational meetings.

The **Church Council operates** in accordance with the United Church Manual (section 215ff) in overseeing the spiritual, temporal and financial interests of the congregation. It also acts not just a reporting centre for the committees, but also as a sounding board for ideas and a forum in which any conflict or misunderstanding between committees can be resolved.

Council Committees Include as ex-officio members the ministers or ministerial staff members where responsibilities are included in their job description. Generally committees will elect their own officers, attend to their own responsibilities, communicate with church youth where appropriate, prepare budget estimations and maintain a quorum for decision making (1/3 of committee's membership or 3 people whichever is greater).

The **Standing Committees** are as follows:

1. **Caring Committee** which reaches out by phoning and visiting members of the congregation, with a focus on those who are sick, disabled, homebound, elderly, lonely, grieving, or those providing care-giving services for others. Contact is maintained and information provided to, and received from, the ministry staff concerning the needs of members. The committee also provides information about services, assistance to attend services, social opportunities during the year for those needing care, and helpful information that is available.

- 2. Christian Development & Worship Committee** which supports the life-giving journey of learning and exploration of faith for all age groups (e.g. supports the work of the minister or ministerial staff member responsible for youth programs and the Sunday school), help provide opportunities for Adult Education, help recruit volunteers for the children's and youth programs, both mid-week and Sunday morning, and provide leadership for those programs. In conjunction with the ministry staff, the committee is also a forum for all aspects of church worship services.
- 3. Fellowship Committee** which exercises leadership and responsibility for organizing ways for the congregation to get to know one another, including but not limited to congregational dinners, picnics, receptions for newcomers and year-end grads at Sunday coffee, etc., and provides a welcoming environment for visitors and potential new members
- 4. Healing Ministry Committee** which comprises the Prayer Chain, Healing Pathway and the Prayer Shawl Ministry and which, where necessary, helps coordinate and organize these individual ministries.
- 5. Ministry & Personnel Committee** which provides a consultative and supportive agency for the church staff and for the congregation, reviews working conditions and remuneration for church staff and makes appropriate recommendations to the Council, and works in partnership with appropriate committee(s) for the hiring of staff as required (see UCC Manual Sec. 244ff for a more complete description)
- 6. Nominating Committee** which works to have committees and the Council reflect the composition of the congregation, and which puts forward names of suitable persons in sufficient numbers as may be required or requested by the Church Council for appointment or for election at a congregational meeting
- 7. Property Committee** which is responsible for care and maintenance of the church building, grounds, equipment and technological systems, and for letting of the church facilities, security of the property, and submitting proposals for capital improvements that are beyond the committee's budget.
- 8. Stewardship & Outreach Committee** which educates and encourages the congregation to give generously of their time, talents, and money to God's mission through the work of the church in our community and around the world, and keeps the congregation aware of what their gifts are doing. The committee informs the congregation about the M&S Fund and is involved in other forms of mission education. It recently assumed

responsibility for Outreach and has appointed an Outreach liaison to coordinate and lead Outreach activities which are focused on Our Place Society, church youth who are involved in outreach projects, For The Love Of Africa Society, and the Didi Society. The committee is also responsible for church finances, and working with the treasurer who is a member of the committee and who maintains the bookkeeping and financial records of the congregation, it prepares monthly reports, budgets, and financial statements for the congregation. The committee oversees the counting, recording and depositing of the weekly financial contributions and the distribution of envelopes, the contributions made by PAR and the recording and issuing of receipts.

Special Committees and Positions are represented on Council as follows:

1. **Board of Trustees** which holds and administers upon the 'Trust of Model Deed' (Appendix II, Congregational Board of Trustees Handbook 2004) all the property of the congregation for the use and benefit of the congregation as part of the United Church of Canada. The Board also ensures that the facilities and the contents are adequately insured for replacement value, and that designated funds are managed prudently and independently of the church operating funds.
2. **Carrot Seed Preschool, which** is owned by Cordova Bay United Church and utilizes space on the church's lower floor but is operated independently from it. It is managed by an Executive Board that has representation on the church Council.
3. **Ethel Wilson Group** – a women's group that meets monthly.
4. **Memorial Committee** which manages all memorial funds, manages the Memorial Garden, in conjunction with the Property Committee, and maintains the Memorial Book
5. **Presbytery Representatives**
6. **Treasurer**

Appendix B

Joint Needs Assessment Committee Process (from the JNAC Handbook revised 2007)

1. Presbytery/district initiates a JNAC.
2. Presbytery/district (Pastoral Relations Committee) appoints two representatives to the Joint Needs Assessment Committee of the pastoral charge. Sections 052(a) i, 122(a), and 389(b) vi
3. Presbytery/district communicates with pastoral charge.
4. Official board/church board/church council or pastoral charge appoints representatives to the JNAC. Sections 052(a) ii, 122(a)
5. Pastoral charge or official board/church board/church council establishes a budget for the JNAC process.
6. Presbytery/district representative chairs the first meeting. Sections 052(b), 052(c), and 389(b) vi
7. JNAC determines the process for the JNAC.
8. JNAC reports to the pastoral charge.
9. JNAC consults with incumbent(s).
10. JNAC writes the Community and Resources Description. Section 052(c) i–iii
11. JNAC writes Ministry Personnel Description. Section 052(c) iv–vi
12. JNAC ensures a manse inspection is completed, if applicable. MEPS Form 436 MI
13. JNAC prepares a report. Section 052(c)
14. JNAC complete MEPS Form 403 JN.
15. JNAC circulates its report to all members of official board/church board/church council and to all ministry personnel in pastoral relationship with the pastoral charge, and gives notice of the board meeting at which the report will be presented. Section 052(e)
16. JNAC presents its report and recommendations to the official board/church board/church council. Section 052(f), (g) and MEPS Form 403 JN
17. Official board/church board/church council makes a decision regarding the JNAC recommendations. Section 053(a) and MEPS Form 403 JN
18. Official board/church board/church council notifies all ministry personnel in the pastoral charge of its decision. Section 053(b)
19. Official board/church board/church council gives due notice of meeting of pastoral charge to consider the JNAC report and recommendations and the board's decision. Sections 053(c) and 047(a) ii
20. Official board/church board/church council circulates the JNAC report and recommendations to members of the pastoral charge. Section 053(c)
21. Chair/convenor of the Pastoral Relations Committee or an appointee chairs the meeting of the pastoral charge at which the JNAC report and recommendations are presented. Sections 048 and 049

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22. Pastoral charge makes a decision in response to the recommendations of the official board/church board/church council. Section 053.1(a)
23. Pastoral charge immediately notifies all ministry personnel in the pastoral charge of its decision. Section 053.1(b)
24. Secretary of the board notifies presbytery/district of motions.
25. Presbytery/district Pastoral Relations Committee reviews the report and recommendations and motions of the pastoral charge and prepares its recommendation to presbytery/district.
26. Presbytery/district declares a vacancy or pursues another option.

Appendix C

Congregation Consultation Summary

The Joint Needs Assessment Committee consulted with the members of the congregation on a number of occasions. The JNAC met with committee chairs, the present chair and past chair of church council, church youth, Sunday School teachers, youth leaders, the minister and church staff. As well, JNAC led a facilitated consultation with more than 60 members of the congregation following the church's annual general meeting on Feb. 10, 2013. JNAC also issued invitations to the congregation to contact committee members to ensure their views were heard.

Following is a summary of the Feb. 10 consultation with the congregation.

Question 1: What in your experience of life at CBUC has enhanced your life, confirmed your best self and strengthened your resolve/values?

- Bill's sermons (mentioned most)
- The church as family and community – belonging, support, acceptance, caring, compassion, love (mentioned numerous times)
- Music – choir, band, chime choir (mentioned several times)
- Involvement of youth – intergenerational aspect (mentioned several times)
- Study under Bill's leadership (mentioned several times)
- Open and accepting of newcomers (mentioned a couple of times)
- Activities and social life of the church
- Sense of being part of a spiritual family
- Support given to our children and youth as they grow
- Inclusive of all
- Working together on projects helps create a feeling of community
- Emphasis on belonging and caring
- Receiving affirmation of what we should be doing with our lives
- Made aware of community needs
- A sense of caring beyond ourselves is nurtured
- Accessibility of church staff
- Diversity of church
- Being cared for/ spiritual nurturing by congregation and minister
- Made aware of community needs
- Being part of church groups like choir.
- Pride in our building and how it is managed

Question 2: What would make the experience you have just described even better?

There was an overwhelming response for the church to focus on doing more for children, youth and young families:

- Increase number of young families with children
- Creative ways to expand the middle generation
- Involve more young people in the services
- Examine how youth oriented our Sunday services are
- Have young people do more music – let them take control, listen to them
- Focus on attracting youth
- Perhaps offer a Friday or Saturday night youth service (early)
- Have an evening service with youth-related music and youth participation
- Look at what successful youth programs in other churches, such as Young Life and “Sing Your Joy” choir.
- Look at youth as an outreach project
- We need to fit into the youth’s ideas rather than have them fit into ours’
- Look at alternative venues for young people to be involved like volunteering for Mustard Seed
- Invite Claremont school choir to participate
- Encourage more youth programs
- Have a children and youth choir
- More contemporary music
- Need to look at why youth programming is in decline

Other responses:

- Minister to the wider community
- More of the same
- Increase membership
- Explore parish nurse idea (twice mentioned)
- A number of people indicated their opposition to a parish nurse
- Continue to strengthen and support Bill and his ministry
- Mission and outreach
- Pick a few outreach programs and do them well
- Results-oriented outreach
- How do we learn how to reach out to the wider community?
- Team ministry didn’t work
- Have Bible verse up on the big screen
- Shuffle the seating in the church from time to time
- Get Bill’s view on what we plan to do

Appendix D

2013 MINIMUM SALARY AND ALLOWANCES FOR MINISTRY PERSONNEL

MINIMUM SALARY SCHEDULES

All minimum salary figures are increased annually by a percentage equal to the average percentage rise in the cost of living within Canada for the year ending December 31 one year and one day prior to the effective date of the new salaries (i.e., the minimum salary rates that will take effect on January 1, 2013, reflect the average rise in the Canadian cost of living as of December 31, 2011).

For 2013, the minimum salaries reflect a 2.9% increase to the 2012 minimum salary levels. The United Church also encourages the practice of increasing salaries annually by an amount equal to or greater than the cost of living increase, even if the minister's salary is set above the category minimum. In situations where the salary in the pastoral relationship agreement specifies a percentage or amount above the minimum, the applicable amount below plus the agreed upon percentage/amount above the minimum will serve as the required minimum for 2013.

For ministry personnel not actively at work (i.e., Long Term Disability, Restorative Care Program and Maternity Leave), increases are to be effective the first day back to work.

The following chart provides the minimum salaries for ministry personnel, effective January 1, 2013.

2013 TYPE OF MINISTRY LEADERSHIP	YEARS OF ELIGIBLE SERVICE (INCREMENT CATEGORY)					
	1-2 (A)	3-4 (B)	5-7 (C)	8-10 (D)	11-13 (E)	14 + (F)
ORDER OF MINISTRY ¹	\$33,793	\$35,314	\$36,835	\$38,357	\$39,877	\$41,397
RECOGNIZED DESIGNATED LAY MINISTERS ²	\$32,705	\$34,176	\$35,650	\$37,120	\$38,592	\$40,062
DESIGNATED LAY MINISTERS ³	\$31,983	\$33,422	\$34,861	\$36,301	\$37,742	\$39,179
INTERN SUPPLY ⁴	\$32,705	\$34,176	\$35,650	\$37,120	\$38,592	\$40,062
CANDIDATE SUPPLY	\$32,705	\$34,176	\$35,650	\$37,120	\$38,592	\$40,062
STUDENT SUPPLY ⁵	\$31,983	\$33,422	\$34,861	\$36,301	\$37,742	\$39,179

1 Order of Ministry includes Diaconal and Ordained Ministers (including those appointed by Presbytery/District serving as Retired Supply, United Supply and Ordained/Diaconal Supply), and Order of Ministry serving as Interim Ministers.

2 Recognized Designated Lay Ministers includes Recognized Designated Lay Ministers serving as Interim Ministers.

3 Designated Lay Ministers includes former Staff Associates and Designated Lay Minister Applicants.

4 Service during an Intern Supply is considered part of the educational preparation and does not count as service for salary increment purposes.

5 Student Supply includes Minister in Training (Native Ministry).