



St. Thomas United Church Joint Needs Assessment Report

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'Open Hands, Open Hearts, Open Minds'

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Introduction

In June of 2016, Rev. Dr. Bob Fillier announced to the congregation of St. Thomas United Church that he had accepted a call in Prince George, B.C. effective Oct 1, 2016. This move reunites him with family already living in Prince George. Bob had been in team ministry at St. Thomas for 4 years at the time of the announcement. We were disappointed to face another transition but wish Bob well in his new position. Rev. Tracy Robertson was Bob's ministry partner and remains at St. Thomas which has provided us with some continuity.

St. Thomas has a long history of being a strong community of faith where the ministry teams and staff have walked with us to support the achievement of the congregation's goals and vision. Our congregation defines itself by a strong sense of fellowship and its open and liberal theology. We became an affirming congregation in 2011. We offer strong programs for children and youth, faith development opportunities for all ages, music programs for all ages of singers and instrumentalists, and strong pastoral care programs. Through our mission and outreach programs, we strive to have an impact on the wider community locally, nationally and internationally. We believe that life requires a lively sense of humour.

We seek to capitalize upon our strengths, recognize our weaknesses, and to grow in faith, numbers and influence. We look forward to continuing on the journey of being affirming and are open to moving beyond the traditional means of praising God and doing God's work. We look forward to working with a rebuilt ministry team to implement a vision of St. Thomas for the future. To determine what ministerial leadership our membership was seeking, a Joint Needs Assessment Committee (JNAC) was formed in July of 2016.

The JNAC took several steps to meet its mandate which included one-on-one interviews with the ministry team and staff, discussions with each standing committee of the congregation and an in-depth survey providing the opportunity for all congregants to voice their opinions. All of this information was analyzed and the results are presented in this report.

We hope that this JNAC report provides a complete and balanced understanding of St. Thomas United Church including its strengths and challenges. Those who attend St. Thomas are enthusiastic about the work they feel called to do and the community to which they belong. We are pleased to give some insight into this community and we look forward to our journey together in the future.

Sincerely,

Elaine Taylor-Kerr
JNAC Chair

Recommendations

MINISTRY PERSONNEL

The JNAC recommends that:

- Calgary Presbytery declare a vacancy for a full-time Ordered Ministry Personnel for the position of Minister of Preaching and Administration to be filled through call.
- Calgary Presbytery approve changes to the terms of the existing relationship with Rev. Tracy Robertson due to a change in the position description of Minister of Nurture, Education and Outreach.
- Calgary Presbytery disband the JNAC with thanks and approve a Joint Search Committee.

OTHER RECOMMENDATIONS

The JNAC Recommends that:

- Executive Council continue with one-to-three Youth Workers sharing 16 hours per week and one full-time Office Manager.
- Executive Council consider re-introducing the role of a Congregational Appointed position for ministry with children and families
- Executive Council further review the need for adding a paid position of Volunteer Coordinator, if an unpaid position can't be filled.
- Executive Council further review the need for adding a paid position of Communications Coordinator, if an unpaid position can't be filled. This could be on a short term contract basis to establish a plan.

A Brief History of St. Thomas United Church

St. Thomas United Church has a vibrant history, having begun as many churches do in homes, community halls, and schools. In 1977, there were 39 families attending St. Thomas United Church at the gymnasium of H.D. Cartwright School; by 1982, the congregation had grown to more than 200 families, becoming a program-sized church, and met at the Dalhousie Community Centre, under the leadership of Rev. Ron Barnum. In 1986, we made the exciting decision to construct our church building; it was completed in 1988, and we have been at our Hawkwood location ever since. The Rev. Geoff Carr provided excellent leadership during this time of growth and change with a strong pastoral care influence.

We continued to grow, and in 1996 undertook a major addition of program space, including a large Sunday school area and the aptly named Mountainview Hall. This ambitious project was budgeted at \$700,000; the Imagine Tomorrow campaign was launched to pay for it, and 75% of it was raised over four years with the balance funded through a mortgage that was fully paid over about eight years.

In the early 2000s, St. Thomas received a wake-up call in its responsibility to care for one of its most valuable resources: its ministers. The congregation called a period of intentional interim ministry to take responsibility for its actions and to explore its theology. Stemming from this period was a vow to provide support by adding a full-time position and additional benefits such as sabbaticals (before they became part of the United Church employment package).

Following this period, in which St Thomas grew in its understanding of its responsibilities as a congregation, there was a period of stability under the ministry of Rev. Roslyn Campbell, Rev. Deborah Lannon and Pat Shier. St Thomas developed a firm foundation on which to grow and develop. It was during this time that we added a 16 hour-per-week youth worker position, which is currently shared among three young adults.

Rev. Dr. Bob Fillier and Rev. Victoria Andrews-Fillier joined St. Thomas in 2012, and helped us define and take ownership of our vision for the future. At the end of June, 2014, Victoria left to begin a call in northern British Columbia, while Bob remained at St. Thomas. Rev. Tracy Robertson was called to fill the vacancy left by Victoria and remains committed to serving St. Thomas.

Throughout St. Thomas' history, our congregation has been characterized by an exceptionally strong music program, and dedication to mission and outreach. We have developed an extremely sturdy foundation of excellent preaching, worship, pastoral care, and outreach. It is upon this base that we are ready to continue living out our full Christian potential, and grow in faith, action, and numbers.

Ministry Personnel Description

THE MINISTRY POSITIONS

The JNAC recommends St. Thomas continue with a ministry team: two full time ordered ministry personnel

Not surprisingly, the vast majority of people polled who attend St. Thomas indicated that quality worship services were the top priority for the church, followed by music, fellowship and welcoming, programs and ministries, and outreach. Ours is a congregation that places a great deal of importance on gathering as a group to share experiences and support each other; having the right team that understands this dynamic and is willing to work in partnership with the congregation and its committees is of utmost importance to St. Thomas' continued stability and growth.

We are seeking a balance between consistently strong worship services and commitments to outreach, especially in the area of social justice, and the development of youth and children's ministries. The JNAC recommends the combination of two ordered ministry personnel to form the ministry team of equals.

TEAM RESPONSIBILITIES

The ordered ministers will be accountable to the congregation through the Ministry & Personnel Committee and Executive Council. The two ordered ministers will collectively have the following responsibilities:

- Preaching and worship for one or more weekly services. The congregation has expressed interest in adding an alternative service time/format.
- Development and implementation of education and faith development programs
- Facilitating the congregational visioning, planning, and implementation process, especially with regard to growth
- Helping the congregation to evolve and grow using effective change management strategies that respect the wishes and traditions of the congregation
- Leadership for ongoing congregational stewardship
- Pastoral care program leadership
- Leadership for mission, outreach, and social justice action
- Leadership in developing and fostering youth ministry and supporting the youth leaders
- Reaching out to the wider surrounding community
- Follow-up with newcomers
- Participation in recruitment, development, inspiration, and guidance of lay leaders
- Acting as a resource for Executive Council and committees

- Liaison, coordination, support, and guidance for other staff. Regular staff meetings are strongly recommended
- Encouragement for music programs
- Acting as a theological resource as required
- Funerals, weddings, and baptisms
- Other ministries as needs are identified

It is essential that our ministers continue to plan for the future. Our visioning and long-range planning, with facilitation by the ministry team, will eventually lead us to explore possibilities for new church development.

INDIVIDUAL ROLES AND RESPONSIBILITIES

To leverage the strengths of both members of the ministry team to their full advantage, it is vital that each have primary responsibilities in certain areas, while providing support in others.

The following are the designated responsibilities for the two positions:

Position 1 - Primary areas of responsibility include worship planning, preaching, facilitation in congregational visioning, including both planning and implementation, and leadership for ongoing congregational stewardship.

Position 2 - Primary areas of responsibility include faith formation, pastoral care program leadership, children's and youth ministries, mission and outreach leadership, social justice leadership, follow-up with newcomers, recruitment and development of lay leaders, and coordination with the other staff.

The remaining ministry responsibilities would be shared. Weddings and funerals would be divided between the two ministers, unless the family expressed a preference.

Some flexibility may be afforded in consultation with and approval from the Ministry and Personnel Committee.

SKILLS

There's no formula for the right team, but certain skills are essential to meet our needs.

St. Thomas will be best served by a ministry team that can:

- Present relevant, stimulating and challenging Sunday services
- Work well as a team of equals
- Foster a sense of fellowship and community within the church
- Care for and counsel individuals
- Encourage and appreciate volunteers;
- Empower and engage the laity and develop lay leadership
- Facilitate the visioning process and the implementation of that vision
- Be flexible, energetic, patient, and authentic
- Exude a great sense of humour

MINISTRY PRIORITIES

Preaching

- Is articulate and has an engaging presence
- Is knowledgeable and experienced in various forms of preaching
- Is current in understanding the most recent developments in theological thinking and biblical research
- Is able to relate theological and biblical concepts to personal and societal issues, including the political and the global in a modern context
- Is familiar with developments in scientific, sociological, and psychological research, and can integrate these with basic biblical and theological concepts
- Can incorporate pastoral concerns without losing sight of the larger theological and mission context
- Is original, inspiring, and relevant to our contemporary context
- Can reach a range of generations in the same service, incorporating humour

Faith Development

- Is familiar with adult, children, and youth learning principles and processes
- Has engaged adults, children, and youth in a variety of learning experiences
- Has a facility for enabling people to identify their educational needs and the principal questions they seek to explore
- Through basic and continuing education, is well versed in current thought and methodologies and resources so as to provide what is necessary for the educational experiences that may be needed
- Is prepared to challenge and support individuals and groups through the turmoil and confusion that are necessary for spiritual growth and development
- Recognizes that all education must be carried on in the context in which people live out their daily lives
- Sees education as involving both action and reflection
- Would see one goal as developing the kind of lay leadership that can share in the educational tasks, especially with regard to children's programming

Visioning and Long Range Planning

- Is committed to the visioning process and its essential nature for the mission of the congregation
- Is able to lead beyond the visioning process - execution of agreed-upon actions is critical
- Has experience in working with a congregation or agency in the visioning process
- Is familiar with current literature (or is willing to pursue it through continuing education)
- Has a personal orientation toward the future and an interest in the tools and skills being developed in the secular world that may be useful to the congregation as it seeks to know and embrace its particular setting
- Is able to engage the energy, imagination, and talents of others in the process
- Can recognize the position St. Thomas is in for potential growth, and can take advantage of it

Stewardship

- Has previous experience as a resource for stewardship programs in a local congregation
- Is familiar with current stewardship literature
- Has some specific training in stewardship development for the local congregation
- Is able to relate biblical and theological fundamentals to a broad understanding of stewardship
- Is willing and able to assist the congregation in developing an on-going and basic commitment to the concept of stewardship, in contrast to project-related fundraising
- Can integrate stewardship with the process of visioning

Pastoral Care

- Is a non-anxious presence when dealing with high levels of anxiety, sickness, or crisis in the lives of others
- Has basic training in Clinical Pastoral Education or equivalent
- Is able to identify what is not verbalized in pastoral care contacts
- Has a high respect for confidentiality
- Can recognize when referral is appropriate
- Has the capacity to appropriately manage the time demands of pastoral care contacts
- Understands the implications for pastoral care of the "Tender Trust" guidelines
- Is familiar with current literature relating to pastoral care and spiritual development
- Enjoys visiting and building relationships of trust with individuals of all ages and interests
- Is committed to support the work of the pastoral care committee and its sub-committees with resources and training.

Mission, Outreach, and Social Justice

- To serve as a resource and support to the Mission and Outreach committee
- To promote the United Church of Canada Mission and Service Fund
- To contribute ideas and support to St. Thomas mission and outreach projects, which help to address immediate societal issues
 - Locally (e.g. Veterans Food Bank, Christmas hampers, Avenue 15, Habitat for Humanity, refugee family support)
 - Nationally
 - Globally
- To encourage the congregation to explore and help address more permanent solutions to societal issues (such as homelessness) through promoting social justice.

COMPENSATION

Our congregation's commitment to high-quality ministry is reflected in our generous compensation package, to be negotiated in accordance with qualifications, experience, and United Church guidelines.

COMPLETE JOB DESCRIPTIONS FOLLOW

Job Descriptions

MINISTER FOR NURTURE, EDUCATION, AND OUTREACH

St. Thomas United Church

Open Hands. Open Hearts. Open Minds.

Note: the Position Descriptions identify lead and support roles, recognizing that the Ministry Team will work together as a team of equals to support each other in the achievement of their missions.

I. PURPOSE

To support and facilitate the mission and ministry of St Thomas by:

- Being a member of, and working in co-operation with, the Staff Team to support and facilitate the ministry of the congregation;
- assisting the congregation in living out its mission through giving support to the congregation, its committees, and small groups by providing primary leadership in the areas of Pastoral Care, Faith Formation, and Outreach to the community and the world;
- supporting the Staff Team in assisting the congregation to both define the mission to which they believe God has called them and develop strategies to live out that call;
- acting as a staff resource available to the congregation and its committees and small groups on matters related to the implementation of their defined mission;
- acting as a liaison between the congregation, Presbytery, Conference, and General Council.
- Enabling and empowering laity

II. ACCOUNTABILITY

- To the congregation through Executive Council via the Ministry and Personnel Committee.
- To the Ministry and Personnel Committee, which is responsible for the supervision and co-ordination of the Staff Team.
- To Calgary Presbytery.

III. RELATIONSHIPS

- St. Thomas Unified Board and Executive Council
- Staff Team
- Ministry and Personnel Committee
- Committees and groups as set out by the congregation from time to time including Pastoral Care and Affirming Ministry, Faith Formation, Community Formation groups, Youth Advisory Committee, Duty of Care (Tender Trust), Worship, and Mission and Outreach.
- Presbytery
- Conference
- General Council, as appropriate

IV. RESPONSIBILITIES

A. As a Minister of the Congregation:

- To work with the Staff Team and lay leaders in providing ministry with the congregation that enhances Christian faith while deepening a relationship with God and with one another.
- To engage in active study, prayer, and witness in order to support the ministry and mission of the people of St Thomas.
- To participate in regular staff meetings and team building programs.
- To assist in identifying program and Christian faith development needs and opportunities for the congregation and advising appropriate priorities for action and implementation.
- To promote the use of United Church of Canada resources and periodicals and other resources suitable for the congregation in fulfilling its mission.
- To be committed to applying affirming principles in all areas of ministry.
- To engage in an annual priority setting for the position description, in consultation with the Ministry and Personnel Committee and the Staff Team, to allow for particular emphases in any given church year. If this entails dropping any of the responsibilities indicated in this position description during the year, then it would be determined whether (a) those responsibilities would go unfulfilled for a period of time during that year or (b) other members of the Staff Team would agree to assume those responsibilities for a specified period during that year. In the case of (b), members of the Staff Team, in consultation with the Ministry and Personnel Committee, would decide the most suitable arrangements for re-distributing other responsibilities during the time period in question.
- To act as a resource along with other members of the Staff Team to the Executive Council and to respond to requests from the council, its committees, and small groups for advice and assistance in planning and implementing of programs with special attention to the recruitment, training, and development of lay leadership.
- To be available to the congregation's various committees and small groups for consultation in matters that relate to the implementation of their defined mission, including the development of their mission plans and the application of appropriate church polity and policies relating to these matters.

- To share in worship preparation, leadership and administration of the sacraments with the Minister for Preaching and Administration, the congregation, and related committees.
- To share along with the Minister for Preaching and Administration, and related committees, in providing pastoral care to the members and adherents of the congregation.
- To share equally with the Minister for Preaching and Administration responsibility for weddings and funerals, respecting family preferences wherever practical.

B. As Minister for Nurture, Education, and Outreach:

- Take lead responsibility for pastoral care initiatives, and provide leadership, support, and training for the Pastoral Care Committee.
- Take lead ministry staff role in providing pastoral care for people of all ages in the congregation in coordination with the Ministry Team and Pastoral Care Committee.
- Take lead ministry responsibility for affirming ministry initiatives and provide leadership, support and training for the Affirming Group.
- Take the lead role in supporting the implementation of a Duty of Care policy covering all aspects of the congregation's ministry and annual training related to this policy.
- Advise and support the Youth Leader(s) and Youth Advisory Committee, including meeting regularly with the Youth Leader(s).
- Take the lead ministry role in developing and implementing faith development programs, in consultation with the Faith Formation Committee.
- In regard to liaising with the Faith Formation Committee: take a lead role on matters relating to children, youth, family, and adult education.
- Act as lead minister for outreach initiatives and social justice initiatives in consultation with the Mission & Outreach committee and other committees as appropriate.
- Work with the Staff Team and Lay Leaders in enhancing relationships within the congregation. Take the lead ministry role in supporting the Community Formation groups with support from the Minister for Preaching and Administration.
- Support the congregation in the area of congregational growth.
- Share in worship leadership and preaching.
- Preach 25% of the time.
- Coordinate with the Minister for Preaching and Administration on the worship leadership and preaching schedule, in conjunction with the Worship Committee.
- Coordinate with the Minister for Preaching and Administration on the involvement of children and youth in worship.
- Assist Sunday School teachers and co-ordinators with recruiting, training, and curriculum.
- Take a lead role in providing any training required for teachers and ensuring teachers and supply co-ordinators receive the lesson plans and supply lists with sufficient lead time. Maintains an accurate weekly attendance report and adjusts number of classes as appropriate.

MINISTER FOR PREACHING AND ADMINISTRATION

St. Thomas United Church

Open Hands. Open Hearts. Open Minds.

Note: the Position Descriptions identify lead and support roles, recognizing that the Ministry Team will work together as a team of equals to support each other in the achievement of their missions.

I. PURPOSE

To support and facilitate the mission and ministry of St Thomas by:

- Being a member of, and working in co-operation with, the Staff Team to support and facilitate the ministry of the congregation;
- assisting the congregation in living out its mission through giving support to the congregation, its committees, and small groups by providing primary leadership in the areas of preaching, worship, sacraments, administration, stewardship, and wider community engagement;
- supporting the Staff Team in assisting the congregation to both define the mission to which they believe God has called them and develop strategies to live out that call;
- acting as a staff resource available to the congregation and its committees and small groups on matters related to the implementation of their defined mission;
- acting as a liaison between the congregation, Presbytery, Conference, and General Council.
- Enabling and empowering laity

II. ACCOUNTABILITY

- To the congregation through Executive Council via the Ministry and Personnel Committee.
- To the Ministry and Personnel Committee, which is responsible for the supervision and co-ordination of the Staff Team.
- To Calgary Presbytery.

III. RELATIONSHIPS

- St. Thomas Unified Board and Executive Council
- Staff Team
- Ministry and Personnel Committee
- Committees and groups as set out by the congregation from time to time including Worship, Stewardship, Trustees, Building and Property, Finance, and Communications
- Presbytery
- Conference
- General Council, as appropriate

IV. RESPONSIBILITIES

A. As a Minister of the Congregation:

- To work with the Staff Team and lay leaders in providing ministry with the congregation that enhances Christian faith while deepening a relationship with God and with one another.
- To engage in active study, prayer, and witness in order to support the ministry and mission of the people of St Thomas.
- To participate in regular staff meetings and team building programs.
- To assist in identifying program and Christian faith development needs and opportunities for the congregation and advising appropriate priorities for action and implementation.
- To promote the use of United Church of Canada resources and periodicals and other resources suitable for the congregation in fulfilling its mission.
- To be committed to applying affirming principles in all areas of ministry.
- To engage in an annual priority setting for the position description, in consultation with the Ministry and Personnel Committee and the Staff Team, to allow for particular emphases in any given church year. If this entails dropping any of the responsibilities indicated in this position description during the year, then it would be determined whether (a) those responsibilities would go unfulfilled for a period of time during that year or (b) other members of the Staff Team would agree to assume those responsibilities for a specified period during that year. In the case of (b), members of the Staff Team, in consultation with the Ministry and Personnel Committee, would decide the most suitable arrangements for re-distributing other responsibilities during the time period in question.
- To act as a resource along with other members of the Staff Team to the Executive Council and to respond to requests from the council, its committees, and small groups for advice and assistance in planning and implementing of programs with special attention to the recruitment, training, and development of lay leadership.
- To be available to the congregation's various committees and small groups for consultation in matters that relate to the implementation of their defined mission, including the development of their mission plans and the application of appropriate church polity and policies relating to these matters.
- To share in worship preparation, leadership and administration of the sacraments with the Minister for Nurture, Education, and Outreach, the congregation, and related committees.
- To share along with the Minister for Nurture, Education, and Outreach, and related committees, in providing pastoral care to the members and adherents of the congregation.
- To share equally with the Minister for Nurture, Education, and Outreach responsibility for weddings and funerals, respecting family preferences where ever practical.

B. As Minister for Preaching and Administration:

- Take lead responsibility for preaching and worship planning and development in consultation with the Minister for Nurture, Education, and Outreach, and related committees.
- Preach 75% of the time
- Act as facilitator to the congregation and its various committees and small groups in the areas of visioning, planning, implementation, and evaluating of the various programs undertaken to develop and support the congregation's vision, mission, and core values.
- Provide lead ministry staffing assistance to the congregation's Stewardship Committee, in the process of setting priorities, planning, implementing, and evaluating the annual stewardship mission plan for the congregation.
- Provide leadership to the congregation in the area of congregational growth and wider community engagement.
- Provide lead ministry staffing assistance to the administrative committees and groups of the congregation including Building and Property, Finance, the Trustees, and Worship.
- Support the Minister for Nurture, Education, and Outreach through offering sessions in adult faith development throughout the year.
- Support the Minister for Nurture, Education, and Outreach in providing pastoral care for the people of the congregation.
- Support the Minister for Nurture, Education and Outreach in supporting the Community Formation groups
- Coordinate with the Minister for Nurture, Education, and Outreach on the worship leadership and preaching schedule, in conjunction with the Worship Committee.
- Coordinate with the Minister for Nurture, Education, and Outreach on the involvement of children and youth in worship.
- Support the Minister for Nurture, Education, and Outreach in moving St. Thomas United Church forward in its affirming ministry.

St. Thomas' Community

OUR CITY

Calgary is a great city in which to live. So close to the mountains, yet blessed with several Chinooks each winter that can drive temperatures up to t-shirt weather, ours is a contemporary urban metropolis that hasn't forgotten its ranch-and-rodeo roots.

The City of Calgary, though not the capital, is Alberta's largest city with a population of 1.23 million (2015 census). During the period between mid 2013 and mid 2015 when the provincial economy was strong, Calgary grew at an astonishing rate adding over 74,000 residents. Situated in a river valley at the juncture of the Elbow and Bow rivers, and only an hour's drive from the Rocky Mountains, Calgary boasts a unique landscape that contrasts the wide vistas of the prairies with a tree-lined, mountainous horizon; the opportunities for those interested in outdoor pursuits - camping, skiing, biking, fishing, and so on - are extensive. Its large urban area covers 825 square kilometers; people in Calgary like to drive.

For many, Calgary's most well-known attraction is the annual Calgary Exhibition and Stampede: for ten days each July, our population nearly doubles with visitors from around the globe, business people go to work in cowboy hats and boots, and a free pancake breakfast - hosted by anyone from a local radio station to the Prime Minister - is never hard to find. Handing out more than \$2 million in prizes over ten days, the Calgary Stampede is one of the world's richest rodeos, and is a source of great pride for our city. Still, "upwardly mobile" perhaps best describes our city for the other 355 days of the year, as Calgary is a major centre for the global energy industry and our downtown core boasts more corporate head offices than anywhere else in Canada.

In 2012, Calgary was named the Culture Capital of Canada by the federal government, while Maclean's magazine gave the city a similar title two years in a row. It is home to a wealth of professional arts organizations, including the Calgary Philharmonic Orchestra, Theatre Calgary, Calgary Opera, and the nationally renowned Alberta Ballet. The city's arts facilities include the EPCOR Centre for the Performing Arts, the Jack Singer Hall, the recently renovated Jubilee Auditorium, and museums such as the Glenbow and Military Museum (the Maclean's survey found that nearly 50 percent of Calgarians spend money on museums annually). Large scale touring performances such as *Cirque du Soleil*, *The Lion King*, and *Mamma Mia* regularly play here, as do any number of popular musical acts and stand-up comedians. For families, each year brings the International Children's Festival, the International Folk Festival, and cultural celebrations like Carifest and Expo Latino.

This fine city and its surrounding areas have proven a draw for filmmakers, serving as the backdrop for *Legends of the Fall*, starring Brad Pitt and Anthony Hopkins, Kevin Costner's *Open Range*, and the Paul Gross war film *Passchendaele*. Minutes away is the internationally recognized equestrian facility Spruce Meadows, while within city limits you can find Calgary Olympic Park: a

proud reminder of the 1988 Olympic Winter Games, COP offers bobsled and luge rides, mountain biking, skiing and snowboarding, and is the home of a multi-rink facility and the Olympic Hall of Fame & Museum. The Calgary Zoo is home to more than 1000 animals, including a number of endangered species, and those with a historical bent can lose themselves in Heritage Park, western Canada's largest living historical village.

There are five hospitals in Calgary, including a state-of-the-art Children's Hospital, as well as various specialized care centres and associations. The Calgary Health Region operates a 24-hour hotline staffed with registered nurses who can answer medical questions and advise whether professional treatment is needed, and hosts an online directory of family physicians accepting new patients. All family doctors in Calgary participate in a program that allows patients to book urgent appointments after hours, rather than have to wait in line at a walk-in clinic.

Calgary has two separate, publicly funded boards of education - the Calgary Board of Education and the Calgary Catholic School District - as well as a publicly supported charter school system, responsible for elementary (kindergarten-grade 6), junior high (Grades 7-9), and high school (grades 10-12). French immersion programs are available in many of these schools, as is French as a second language; some high schools also offer Spanish, German, Mandarin, Cantonese, and Japanese courses. Calgary is home to several accredited post secondary institutions, including: the University of Calgary, Mount Royal University, the Southern Alberta Institute of Technology (SAIT), and Alberta College of Art and Design (ACAD).

OUR SURROUNDING COMMUNITIES

Northwest Calgary is a highly desirable quadrant, largely suburban and with access to several main thoroughfares. While the northern part of the city may receive a bit more snow than elsewhere, it's a great area to raise a family.

Nestled in the northwest community of Hawkwood, St. Thomas serves more than 14 adjacent and nearby districts with a total population of over 125,000, including some of the fastest growing in the city. A third of households have four or more members, and the same amount are first generation immigrants. More than half of the residents are families with at least one child, headed by individuals 45-54 years of age.

Members of our congregation have voiced concern about the relatively homogeneous composition of attendees for Sunday worship (the vast majority of whom are Caucasian) given the proportion of immigrant families in our surrounding communities. One element of future visioning exercises should include identifying ways to attract a more culturally diverse membership, better serving our community.

OUR CHURCH FAMILY

Our church family consists of a diversity of people from varying walks of life, most of whom are middle aged and well educated. Our 'Open Hands, Open Hearts, and Open Minds' vision is one in which our affirming belief is lived out and all are warmly welcomed and included into the community. All are valued members of the St. Thomas family and we believe there is a place for everyone to feel both safe and able to contribute to the life and work of the church.

We have one service each Sunday at 10:00 a.m. Our average weekly attendance over the past two and a half years has been about 135 adults. This number does not include children and youth. As with most congregations, attendance varies seasonally with attendance being lower during the summer months.

Congregants of St. Thomas subscribe to a liberal, progressive theology, and put a high premium on community and fellowship. In the JNAC survey, respondents cited inclusiveness as a major element of our church's theology. It has been noted that our community of faith is especially effective at solving our own problems rather than having to rely on the ministry team to sort out disagreements. Indeed, in meeting with the JNAC, many committee members stressed the importance of a ministry team that works with committees to determine and achieve goals, leading from within as it were, as opposed to a top down-type hierarchy. St. Thomas responds best to ministerial leadership that empowers, enables, and encourages the congregation to take ownership for and act on its mission and direction.

Our congregation hosts a large number and wide variety of activities; it is rare for our church's parking lot to be empty on any given evening. Some congregants have indicated that they would like to see more free or low-cost activities aimed at young families.

One of our hallmarks is our vibrant music program that invites congregants of all ages to participate. We are proud of our well-organized, award winning Children's Choir, Youth Choir, and Adult Choir, the St. Thomas Strummers, a 15-piece orchestra, and the numerous soloists who grace our services with their gifts. We believe music is a vital part of worship, a sincere form of prayer, and always a lot of fun.

Young people are a vivacious source of energy at St. Thomas, regularly participating in activities including Sunday School, Junior Youth Group and the Youth Group, along with taking advantage of our nursery.

In February 2011, St. Thomas United Church became an affirming congregation after participating in a yearlong educational program. All members were invited to vote, in confidence, on the motion to become affirming - officially opening our doors to all people, regardless of age, gender identity, health, race, sexual orientation, differing abilities, religious or ethnic background, or economic circumstance. Affirm United passed our request to become affirming extremely quickly, which is a testament to the dedication and professionalism of our committee that completed the application. JNAC received comments that we could better promote and leverage our affirming status to increase membership in the church.

Many congregants would like to see St. Thomas grow in many forms: numbers, influence and digital ministry. Growth is a common theme. Our community is full of thriving people that are engaged, involved and welcoming. Our Pastoral Care Committee initiated a welcoming & integrating newcomers program several years ago which has resulted in us consciously reminding ourselves to always be open and welcoming. We actively support each other in times of crisis and celebrate each others' successes. We believe St. Thomas is the best kept secret in North West Calgary. We believe the right ministry team will be able to walk with us to keep St. Thomas the thriving faith community that we know it to be.

St. Thomas' Ministry

FAITH STATEMENT

Open Hands. Open Hearts. Open Minds.

We go out into the world to live out our full Christian potential.

St. Thomas United Church is committed to learning and living the faith taught by Jesus. At St. Thomas, we take the Bible seriously but not literally. We use its teachings to take us deeper into faith and action. We are a celebratory community. We believe life is a sacrament. We believe faith is a journey.

We strive to accept each other as we are and welcome the ministry and participation of all persons regardless of age, gender identity, health, race, sexual orientation, differing abilities, religious or ethnic background, or economic circumstance.

Our fundamental value is love; flowing from this are our core values of respect, cooperation, participation, hospitality, reaching out, sharing, caring, good humour, honesty, forgiveness, and openness - to people, in all aspects of life, to questions and new learning, to new ideas, to the world around us, to differing expressions of faith.

God is our great teacher. Jesus is our example. The Holy Spirit is our companion.

Through **open hands** we seek to:

- Work towards justice for all
- Serve with the gifts we have received
- Create a welcoming and hospitable community of faith
- Live out our faith in the world
- Accept love and care from others

Through **open hearts** we seek to:

- Create a strong sense of community
- Accept and appreciate our similarities and differences
- Honour our common humanity in a caring, forgiving and non-judgmental manner
- Open ourselves to being touched by God in our daily living and develop a deeper relationship with God

Through **open minds** we seek to:

- Explore our faith through progressive theology
- Recognize we all make mistakes

- Learn from our life experiences
- Recognize God is always with us
- Value and respect the contributions of all our members regardless of age, race, gender, ability, or involvement in the congregation
- Balance the needs of individuals, the congregation and the community at large

MISSION & OUTREACH

St. Thomas prides itself as a force of positive change at both global and local levels; our congregation gives roughly \$50,000 annually to the mission and service fund of the United Church of Canada and global projects.

Our global projects include:

- Raising funds to initiate projects in Roan, Zambia, helping its inhabitants achieve self-sufficiency, through Canadians Assisting Roan, Zambia (CARZ). Money raised went toward building & stocking chicken coops, starting an agricultural co-operative to purchase land, seed, & tools to plant food crops, & building a school for the local children
- A youth exposure tour to Zambia in conjunction with 3 other congregations is in the planning stages for the summer of 2017
- Supporting a foster child in Guinea, Africa
- Raising awareness of the value of creating clean drinking water in developing countries through contact with Centre for Affordable Water & Sanitation Technology (CAWST), an organization that works to train people in the construction of water filtration systems
- 2016 Exposure tour to Uganda took bio filter technology learned from CAWST to Uganda and trained local people on its use.

Our locally targeted efforts include:

- Avenue 15
- Veteran's Food Bank
- Adopting families transitioning from homelessness into stable housing, and providing ongoing support through All Roads Lead Home
- supporting a refugee family from Iraq in partnership with another congregation
- Adopting several families at Christmastime, providing food, grocery store gift cards, and gifts
- Participating in Habitat for Humanity initiatives

STANDING COMMITTEES

St. Thomas has a variety of standing committees that minister to the congregation and the greater community.

Our volunteer committees include Finance, Stewardship, Worship, Music, Building & Property, Communications, Ministry & Personnel, Mission & Outreach, Pastoral Care (with its Affirming and Ask Me Host sub-groups) , Faith Formation, Youth Advisory, United Church Women (UCW), Men of St. Thomas (MOST), and Trustees.

Our committees seek guidance and support from the ministry team to varying degrees, and appreciate flexibility when it comes to introducing changes or challenging long-held traditions.

The ministry team is in a unique position at the hub of the church, and as such they are expected to assist the varying committees in improving communication to limit overlap and use resources more efficiently. That said, our committees operate more independently than what may be found in other churches, with many setting their own mandate based on feedback from the congregation and the ministry team. Working in partnership with these groups is an essential challenge to meet.

As is typical, we have a pool of congregants who tend to volunteer to assist with a disproportionate number of committees and activities; part of the ministry team's charge will be to develop lay leadership such that this pool of talent grows. Lack of volunteers, or volunteer burn-out among those who do participate, has become a serious challenge at St. Thomas.

PLEASE SEE APPENDIX A FOR DESCRIPTIONS AND MANDATES.

Resources

STAFF

In addition to the two ministers, the staff of St. Thomas includes a full-time Office Manager and three part-time (16 hours per week, currently shared) Youth Workers. Together, this ministry team offers necessary leadership to our large, multi-aged congregation.

The position of Minister for Nurture, Education and Outreach is currently filled by Rev. Tracy Robertson, and we recommend that she continue in this position.

The position of Office Manager is currently filled by Sandra Dusoswa, and we recommend that she continue in this position.

The JNAC identified subsequent needs of the church that require staff additions to satisfy. We are recommending Executive Council consider the addition of a staff member responsible for volunteer coordination. Our congregation's volunteer base is not as vibrant as we remember it to be; therefore, a volunteer coordinator who can find and motivate people with time and talents to share would help sustain St. Thomas' energetic drive. We also recommend looking at the addition of a communications person who would be instrumental in getting our message out to surrounding communities through various mediums, increasing our membership and adding impact to our presence at events like Calgary's Pride Parade. This could be on a short term contract basis to establish a plan for volunteers to carry forward. Finally, consideration should be given to the re-introduction of the congregational appointed position for Ministry with Children and Families, if growing our congregation with special attention to young families is truly a priority, as has been indicated in past visioning sessions.

St. Thomas' staff also includes seven paid positions relating to music programs, serving a fundamental and most appreciated role in worship and beyond.

FINANCES

St. Thomas administers its finances through the following funds: Operating, Mission & Service, Building & Mortgage, and Memorial. The following discussion is based on financial data for the year 2015 as well as year-to-date to September 30, 2016.

Operating Fund receipts for 2015 were \$406,252. Primarily this came from local offerings (\$303,069) and facility cost recovery (\$98,535), with other contributions from pastoral care, faith formation, music, fundraising and investment income. The major annual expenses charged to this fund are summarized as follows for a total of \$416,255:

Salaries & Benefits	\$287,926
Office administration	\$8,167
Insurance	\$5,868
Presbytery/conference assessments	\$20,906
Building & Property (utilities and maintenance)	\$71,997
Committee Expenses	\$21,391

In 2015 St. Thomas reported an Operating Fund deficit of \$10,003, which compared with a surplus of \$4,477 in 2014.

Receipts to the Building and Mortgage Fund totaled \$31,211 for 2015. Expenses from this fund for 2015 totaled \$12,000 in Calgary Presbytery loan repayments and \$14,292 for capital additions and major building repairs funded from this fund. St. Thomas became mortgage free in 2011 and the church's only remaining long term liability is an interest free loan from Calgary Presbytery that was issued when our structure was built in the late 1980s. This loan is currently being repaid by monthly payments of \$1,000. There is \$14,161 remaining on this loan as at September 30, 2016; we expect that it will be fully repaid by December 2017.

The Building & Mortgage Fund had a balance of \$81,102 as at December 31, 2015 while the Memorial Fund – to be used for capital projects – had a balance of \$9,384 at the same date.

Receipts to the Mission & Service Fund totaled \$47,787 in 2015. This money is sent to the United Church's Mission & Service Fund, and is in addition to money donated to various mission and outreach projects of St. Thomas. Operating Fund, Building & Mortgage and Mission & Service are separate items on church envelopes.

For calendar year 2016, our year-to-date Operating Fund results to September 30 include an excess of expenses over income of \$1,438. This compares with a budgeted annual deficit for 2016 of \$11,063. Details are provided in Appendix D. With the departure of one of our two ministers on September 30, 2016, we are temporarily operating with one minister. The result is a significant decrease in projected expenses for the balance of 2016, with the result that we expect to report an Operating Fund surplus for the full year 2016.

BUILDING

St. Thomas United Church property is located at 100 Hawkwood Boulevard in the northwest of Calgary. The church is situated on a rising property that provides a magnificent view of the Rocky Mountains and Foothills. The church is two stories tall with a small loft as a third level, containing our youth room and storage space. The building is directly accessible on the second level from the upper parking lot and is handicap accessible from both upper and lower levels. There is onsite parking for 75 vehicles with four stalls reserved for handicapped parking.

The sanctuary provides seating for 300-plus people and boasts a modernized sound system and audiovisual equipment. There is also a pipe organ that was donated and installed in 1996 and a majestic grand piano.

Beyond the sanctuary, the church has a number of meeting rooms, classrooms, offices, and storage areas. The offices are equipped with modern computer equipment and high speed Internet access (including WiFi), while the classrooms house a variety of teaching supplies and resources. A large multi-purpose room on the second storey provides space for church socials, as well as a space for community group use.

Our facilities are in high demand by community groups. Some of these organizations include the Al Madinah Islamic Assembly, Early Discoveries Nursery School, Sentenashi Karate, Sparks, Brownies, Pathfinders, AM Fitness, Happy Feet Ballroom Dance Club, Maple Leaf Brass, and Tuesday's Grace Quilters.

WEBSITE

The church's website (www.stthomasunited.ca) is key to keeping St. Thomas connected providing a quick reference for potential newcomers, as well as a forum for announcements, newsletters, and bulletins from recent services, including recordings for those unable to attend in person.

Appendix A: List of Standing Committees at St. Thomas

EXECUTIVE COUNCIL: the governing body of the congregation. It consists of a Chair, Vice Chair, Past Chair, Treasurer, all standing committee chairs, and the ministers.

FINANCE: formulates budgets & maintains accounting records

STEWARDSHIP: encourages members of the congregation to consider regular contributions of “Time, Talent, & Treasure” in their relationships with God and the church community.

WORSHIP: assists ministerial staff with planning weekly worship services, baptisms, and communion.

MUSIC: coordinates our music groups’ participation in worship, concerts, and outreach. Includes the music staff (adult, youth, and children’s choir directors, the orchestra director, the organist and adult choir accompanist, the youth choir accompanist, and the children’s choir accompanist).

BUILDING & PROPERTY: maintains the church buildings, furnishings, and exterior property; oversees construction and renovation projects; and supervises church use by outside groups.

COMMUNICATIONS: Keeps the congregation informed through newsletters & the church website, enhances worship services with the use of electronic media and sound/audio system operation, & promotes awareness of St. Thomas in the community.

MINISTRY & PERSONNEL: coordinates and oversees all paid staff on behalf of Executive Council and the congregation by helping to set objectives, review accomplishments, coordinate training, and foster teamwork.

MISSION & OUTREACH: educates and inspires congregation to participate in local & global mission & outreach projects.

PASTORAL CARE: provides practical care to the congregation (e.g. visitations, Healing Touch, arranging speakers on inspiring topics, funeral receptions, emergency food support, prayer shawls). Includes the Ask Me Host and the Affirming sub-groups.

FAITH FORMATION: encourages Christian faith exploration and spiritual growth by organizing faith-based learning opportunities, relating to the Sunday school, the nursery, family and intergenerational programs, adult education, and the library.

YOUTH ADVISORY: plans and runs Sunday morning and Friday evening programs for youth in grades 7 through 12, with an emphasis on spiritual development and the exploration of social justice issues. Also covers the Junior Youth Group for children in grades 5 & 6.

UNITED CHURCH WOMEN (UCW): unites the women of the congregation for the total mission of the church.

MEN OF ST. THOMAS (MOST): unites the men of the congregation in fellowship and service.

TRUSTEES: hold property in trust for use of the congregation as defined by the United Church of Canada Act.

COMMUNITY FORMATION: This is not a formal committee but rather a series of groups that address the secular aspects of St. Thomas' interaction with the community. Includes the Quilting for Others, Primetimers, the bridge clubs, the book club, and the AM Fitness & Fun group.

Appendix B: 2015 Financial Statement

**ST. THOMAS UNITED CHURCH
FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2015**



St. Thomas United Church
Open Hands – Open Hearts – Open Minds

**St. Thomas United Church
Balance Sheet as at December 31, 2015**

	<u>2015</u>	<u>2014</u>
Assets		
Cash and Investments		
Cash	\$ 41,678	\$ 55,406
Short term investments (Note 2)	<u>128,015</u>	<u>126,788</u>
Total Cash and Investments	169,693	182,194
Accounts receivable	2,488	3,117
Fixed Assets (Note 3)		
Land	243,839	243,839
Paving - Net	87,122	94,698
Building & Fixtures – Net	<u>921,327</u>	<u>940,345</u>
Total Fixed Assets	<u>1,252,288</u>	<u>1,278,882</u>
Total Assets	<u>\$ 1,424,469</u>	<u>\$ 1,464,193</u>
Liabilities		
Current Liabilities		
Accounts Payable	\$ 21,716	\$ 18,499
Long Term Liabilities (Note 4)		
Loan – Calgary Presbytery	<u>23,161</u>	<u>35,161</u>
Total Liabilities	44,877	53,660
Equity		
Temporarily Restricted Funds (Note 6)	91,419	97,764
Unrestricted Net Assets (Note 7)	<u>1,288,173</u>	<u>1,312,769</u>
Total Equity	<u>1,379,592</u>	<u>1,410,533</u>
Total Liabilities and Equity	<u>\$ 1,424,469</u>	<u>\$ 1,464,193</u>

See accompanying notes to the Financial Statement

St. Thomas United Church
Statement of Revenue and Expenses for the Year Ended December 31, 2015
Excluding Non-Cash Expenses (Depreciation)

	<u>2015</u>	<u>2014</u>
Revenue		
Local offerings	\$ 303,069	\$ 312,325
Facility cost recovery	98,535	87,376
Pastoral care	188	446
Faith Formation programs	610	88
Music	380	2,955
Fund raising	1,488	1,734
Investment income	1,322	855
Miscellaneous income	660	640
Total Revenue	<u>\$ 406,252</u>	<u>\$ 406,419</u>
Expenses		
Salaries & benefits	\$ 287,926	\$ 276,569
Office administration	8,167	9,357
Insurance	5,868	5,334
Presbytery/conference assessments	20,906	20,327
Building & property		
Utilities	11,146	13,214
Maintenance	60,851	58,102
Committee expenses		
Communications	2,710	2,704
Finance	640	640
Pastoral Care	1,332	2,455
Faith Formation	3,702	2,625
Music	6,011	4,700
Mission & Outreach	3,251	2,319
Stewardship	234	206
Youth	1,284	816
Worship	2,155	2,574
Executive Council	72	-
Total Expenses	<u>\$ 416,255</u>	<u>\$ 401,942</u>
Surplus (Deficit)	<u>\$ (10,003)</u>	<u>\$ 4,477</u>

See accompanying notes to the financial statements

**St. Thomas United Church
Notes to the Financial Statements
For the Year Ended December 31, 2015**

1. Significant Accounting Policies

The financial statements have been prepared on an accrual basis.

St. Thomas United Church's land, building, furniture and fixtures are recorded at cost, net of financial assistance from the Government of Canada and the United Church of Canada.

Fixed assets are recorded net of depreciation. Prior to 2006, depreciation was computed on the building plus furniture and fixtures at a rate of approximately 2% on the declining balance. Commencing in 2006, depreciation is computed as follows:

	<u>Annual Rate Applied to Declining Balance</u>
Building, plus furniture and fixtures acquired prior to January 1, 2006	2%
Paving	8%
Organ and grand piano	10%
Furniture and fixtures acquired after January 1, 2006	20%

2. Short Term Investments

The short term investments are reflected at fair market value. They comprise an investment in a CIBC Flexible GIC with a value of \$52,079 with a one year term, maturing on November 2, 2016, at a rate of 0.6%, an investment in a CIBC 2 year GIC maturing on November 28, 2016 with a value of \$25,349, at a rate of 1.25%, and an investment in a CIBC 2 year GIC maturing on January 30, 2017 with a value of \$50,587, at a rate of 1.25%.

3. Fixed Assets

	2015		2014	
	Cost	<u>Accumulated Depreciation</u>	Net	Net
Land - net of grant	\$ 243,839	\$ -	\$ 243,839	\$ 243,839
Paving	\$ 111,884	\$ 24,762	\$ 87,122	\$ 94,698
Building and fixtures:				
Building, plus furniture and fixtures acquired prior to January 1, 2006	\$ 1,287,825	\$ 452,690	\$ 835,135	\$ 852,179
Organ	130,385	84,923	45,462	50,513
Grand piano	14,127	8,996	5,131	5,701
Furniture and fixtures acquired after January 1, 2006	102,595	66,996	35,599	31,952
Total Building & Fixtures	\$ 1,534,932	\$ 613,605	\$ 921,327	\$ 940,345

4. Long Term Liabilities

The loan from the United Church of Canada, Calgary Presbytery bears no interest and is repayable from surplus cash. Loan payments commenced in August 2011 at the rate of \$1,000 per month.

5. Building & Mortgage Fund

	<u>2015</u>	<u>2014</u>
Building & Mortgage Fund – Beginning of year	\$ 76,183	\$ 72,456
Building & Mortgage Fund receipts in year	31,211	36,613
Presbytery Loan payments	(12,000)	(12,000)
Capital additions funded from Building & Mortgage Fund	(12,548)	(19,403)
Major building repairs funded from Building & Mortgage Fund	(1,744)	(1,483)
Building & Mortgage Fund – End of year¹	<u>\$ 81,102</u>	<u>\$ 76,183</u>

¹: \$5,769 of the balance is earmarked for kitchen upgrades.

6. Temporarily Restricted Funds

	<u>Benevolent Fund</u>	<u>Memorial Fund</u>	<u>Building & Mortgage Fund</u>	<u>Designated M&O Fund¹</u>	<u>Total Restricted Funds</u>
Balance – Jan. 1, 2015	\$ 815	\$ 9,384	\$ 76,183	\$ 11,382	\$ 97,764
Receipts in year	118	-	31,211	-	31,329
Use of funds (note 5):	-	-	(26,292)	(11,382)	(37,674)
Balance – Dec. 31, 2015	<u>\$ 933</u>	<u>\$ 9,384</u>	<u>\$ 81,102</u>	<u>\$ -</u>	<u>\$ 91,419</u>

¹: Funds were donated in October 2014 by a donor who specified that the funds be used by St. Thomas United Church for mission and outreach programs. Following receipt of St. Thomas Executive Council approval, these funds were forwarded to St. David's United Church in September 2015 to assist St. David's in supporting the Iraqi refugee family that they are sponsoring.

7. Unrestricted Net Assets

	<u>2015</u>	<u>2014</u>
Balance beginning of period	\$ 1,312,769	\$ 1,313,338
Release of restricted funds to unrestricted net assets:		
Capital additions funded from Building & Mortgage Fund ¹	12,548	19,403
Capital additions funded from Memorial Fund	-	3,412
Release of Building & Mortgage Fund: Presbytery loan principal	12,000	12,000
Surplus (deficit)	(10,003)	4,477
Depreciation	(39,141)	(39,861)
Balance end of period	<u>\$ 1,288,173</u>	<u>\$ 1,312,769</u>

¹: Capital additions funded from the Building & Mortgage Fund in 2015 include an air conditioning unit for the church offices, cushions for the sanctuary pews, a new projector for the sanctuary, a digital display for the Mountainview Room, a new computer and a new fridge and stove.

8. Contributions not Reflected in these Statements

(a) Mission and Service Fund

In 2015, St. Thomas United Church received \$47,787 (2014 - \$48,031) in Mission and Service offerings on behalf of the United Church of Canada. These offerings have been forwarded to the United Church of Canada and as such are not reflected in the Statement of Revenue and Expenses.

(b) Other

In 2015, St. Thomas United Church received the following donations which have been, or are being, forwarded to the respective charities to which the donations were designated. As such, they are not reflected in the Statement of Revenue and Expenses.

	<u>2015</u>	<u>2014</u>
Kindness in Action Service Society of Alberta (for the Kigezi Healthcare Foundation in Uganda)	\$ 6,344	\$ 3,071
St. David's United Church (for Iraqi refugee family)	3,712	-
Calgary Inter-Faith Food Bank	100	-
Inn from the Cold	-	853
Veteran's Food Bank	20	-
	<u>\$ 10,176</u>	<u>\$ 3,924</u>

9. Tax Status

St. Thomas United Church qualifies as a "registered charity" under Section 149(1)(f) of the Income Tax Act, Canada and accordingly has no income taxes payable.

Appendix C: 2016 Budget vs Actuals

St. Thomas United Church
Income and Expense Statement (UNAUDITED)
Local Operating Fund - January 2016 - September 2016

	Year-to-date to Sept. 30, 2016	Annual Budget for 2016
INCOME		
CONTRIBUTION INCOME	\$231,501.38	\$313,600.00
INTEREST INCOME	72.33	1,200.00
FACILITIES USE INCOME	<u>73,055.38</u>	<u>100,200.00</u>
TOTAL INCOME	304,629.09	415,000.00
EXPENSES		
EMPLOYMENT COSTS		
SALARIES & ALLOWANCES	\$182,302.90	\$249,400.00
EMPLOYEE BENEFITS	31,133.91	40,900.00
OTHER EMPLOYMENT COSTS	<u>329.61</u>	<u>500.00</u>
Subtotal Employment Costs	213,766.42	290,800.00
ADMINISTRATIVE EXPENSE		
GENERAL OFFICE EXPENSES	19,054.27	25,460.00
INSURANCE	5,868.00	6,150.00
TELECOMMUNICATIONS	1,842.63	2,400.00
COMPUTER EXPENSES	<u>0.00</u>	<u>500.00</u>
Subtotal Administrative Expense	26,764.90	34,510.00
BUILDING & GROUNDS		
PROPERTY TAXES	1,167.93	0.00
UTILITIES	8,674.01	11,500.00
BUILDING MAINTENANCE	37,697.57	51,100.00
GROUNDS MAINTENANCE	7,018.24	13,500.00
RENTAL INCOME FEES	<u>793.48</u>	<u>500.00</u>
Subtotal Building & Grounds	55,351.23	76,600.00
COMMITTEES		
COMMUNICATIONS	823.19	3,200.00
FINANCE COMMITTEE	522.00	650.00
PASTORAL CARE	1,579.15	2,430.00
FAITH FORMATION	1,142.26	4,100.00
MUSIC	3,260.03	6,150.00
MISSION & OUTREACH	1,571.70	3,423.00
STEWARDSHIP	0.00	200.00
YOUTH	330.20	1,800.00
WORSHIP	932.99	2,000.00
EXECUTIVE COUNCIL	<u>22.54</u>	<u>200.00</u>
Subtotal Committees	10,184.06	24,153.00
TOTAL EXPENSES	306,066.61	426,063.00
EXCESS INCOME\EXPENSES)	-\$1,437.52	-\$11,063.00

Appendix D: JNAC Survey Summary

SUMMARY OF CONGREGATIONAL SURVEY RESULTS - SEPT, 2016

Thank you for your participation in the Congregational Survey as part of our JNAC. It is important to get feedback from as many members of the congregation as possible. We said that we would provide you with a synopsis of the results of the survey since they will not show up as a summary in the JNAC Report but contain important information on our congregation.

- 122 surveys were received
- 2.48 % of respondents were aged 12 – 17; 5.79% were aged 18 – 30; 9.92% were aged 30 – 39; 6.61% were aged 40 – 49; 16.53% were aged 50 – 59; 36.36% were aged 60 – 69; 14.88% were aged 70 – 79; 7.44% were aged 80+
- 51% said they attended 3 or more times per month; 28% said they attend 1 or 2 times per month; 9% said they attend every few weeks; 11% said they attend rarely. Of those who provided a reason for not attending, the reasons given were work schedule, travel, other commitments (family, children’s activities, etc.), illness, service time, being too busy, attend less in the summer
- In response to the request to rank what we believe to be priorities for St. Thomas, many people indicated they found this difficult because all of them were important. Of those that did provide a ranking, Worship was the highest priority followed by music, fellowship and welcoming, programs and ministries, and outreach.
- 86.6% said their needs were being met. Additional things that people stated they were looking for included:
 - Stronger connection to the local community
 - More fellowship/community building opportunities for younger families and for all ages
 - Young Adult ministry
 - Ways to build more involvement and enthusiasm among members
 - Relevant worship/sermons that connect to current events
- 29% believe St. Thomas is very liberal; 54% believe St. Thomas is somewhat liberal; 12% believe St. Thomas is in the middle of the spectrum; 5% said St. Thomas is somewhat traditional
- 36% say they are very liberal; 34% say they are somewhat liberal; 18% say they are in the middle of the spectrum; 8.5% say they are somewhat traditional; 2.9% say they are very traditional
- 96% believe that other beliefs are accepted and/or welcomed at St. Thomas.
- Characteristics the survey respondents felt the ministers should have included:
 - Ability to provide messages relevant to today
 - Ability to challenge/well educated/knowledgeable
 - Good speaking skills
 - Good communication skills
 - Compassionate, empathetic, kind, caring, accepting
 - Sense of humour
 - Friendly, warm, welcoming, strong interpersonal skills, good listener, approachable, down to earth

- Ability to work with various age groups, ability to empower people/foster lay leadership
- A team player
- Open minded, flexible, slow to judge
- Walk with congregation/involvement not control/servant leadership/collaborative
- Good organizational skills

- What did respondents like about past staff that they would like to see continue or be re-instated?
 - Excellent messages: relevant to today, challenging, provided historical context, use of video clips/technology
 - Excellent pastoral care skills
 - Approachable, friendly, empathetic, caring, compassionate, accepting
 - Empowered congregation, ability to inspire lay leaders
 - Walking with us/being part of the community
 - Good communication
 - Team player, collaborative style
 - Sense of humour
 - Open minded
 - Music – using both old and new, involvement with the programs

- What did respondent want to see less of?
 - A variety of comments about announcements – will be passed to the worship committee
 - Services that go over an hour
 - Variety of comments both for and against use of technology
 - Minister driven &/or controlled environment
 - Aloofness/cockiness

- What additional things did respondents want the ministers to do?
 - Empower the congregation/lead from within/inspire lay folks
 - Greater visibility in surrounding community
 - Engage children/youth more in service
 - More Bible/book studies
 - Be involved in social events at the Church, mingle with congregation
 - Alternative or mid week service

- What is the role of the congregation in supporting the ministries?
 - Attend church
 - Volunteer
 - Participate in activities
 - Provide leadership for committees and initiatives
 - Financial support
 - Be welcoming, build relationships (community)
 - Constructive feedback, new ideas
 - Support the ministers in their work
 - Show appreciation
 - Provide the vision for the congregation

- What is your role in supporting the ministers?
 - Same answers received as to the previous question
- What do you see as the roles of the ministers?
 - Spiritual leadership
 - Pastoral care
 - Weddings, funerals, baptisms
 - Providing faith building opportunities, religious education for all ages
 - Prepare worship – make it relevant to today, messages that challenge our thinking and actions
 - Outreach/social justice
 - Friendly and welcoming to all, good listeners, approachable
 - Appreciate, encourage and empower volunteers, help develop lay leaders
 - Engaging children and youth in the congregation
 - Collaborate with each other and the committees/congregation...be part of the wider team
 - Advisors to committees
- What do you see as the main roles of lay leaders?
 - Committee work
 - Manage the property
 - Manage the finances
 - Bridge between the ministers and the congregation
 - Establish priorities/set direction for the Church/lead the Church
 - Ensure ministry staff is on the path set by the congregation/challenge if not
 - Initiate programs
 - Recruit volunteers
 - Support the ministers/offload task from staff
 - Assist with worship e.g. scripture readers, communion servers, etc.
 - Welcoming new people, promote community
 - Show appreciation for staff and volunteers
 - Support Sunday School, youth, religious education, programs
 - outreach
- Additional comments
 - A variety of comments around the need for the ministers to be team players with other staff members and with the lay leadership and congregation
 - Concerns expressed that we don't burn Tracy out in this interim period
 - Need to empower lay leaders/committees to fulfill their mandates
 - Need for programs/worship that attracts young families, youth, young adults
 - Desire to grow the congregation and diversify membership
 - Most comments re-iterated answers to the above questions