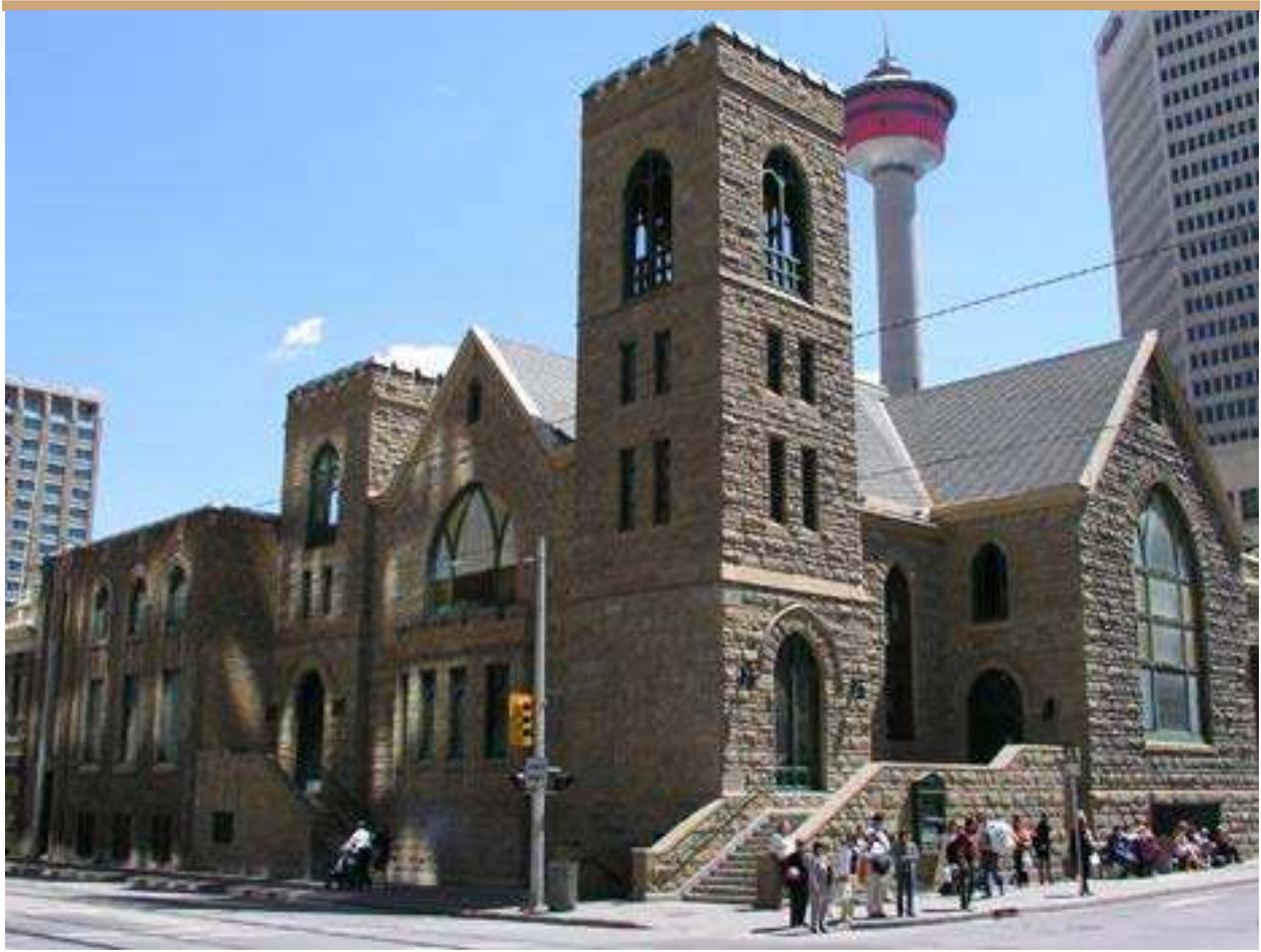




Central United Church

JOINT NEEDS ASSESSMENT COMMITTEE REPORT 2017



Central United Church
131 - 7 Avenue S.W.
Calgary, Alberta
T2P 0W5

Telephone: 403-269-3701
Facsimile: 403-263-1646
Email: info@centralchurch.ca
Website: www.centralchurch.ca

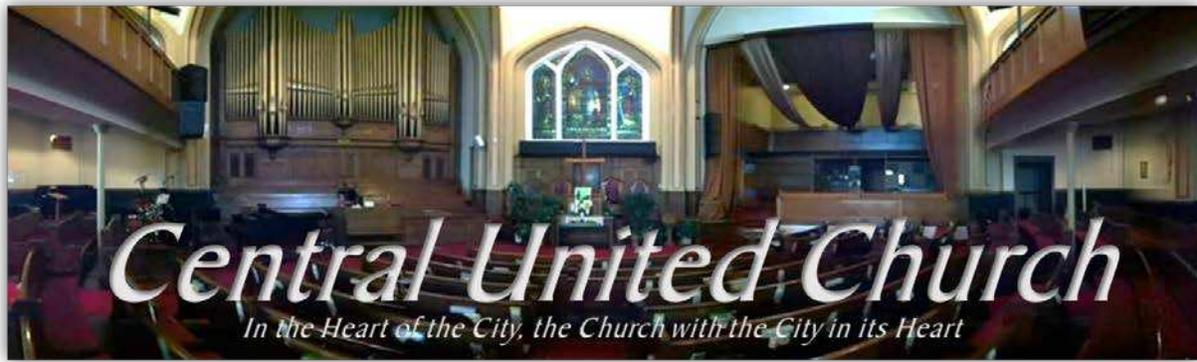


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Mission, Vision and Values

We deeply believe in the value of expressing our mission, our vision and our values. Together, they serve as navigational instruments on our journey as a community of faith – keeping us looking forward to the horizon, directing us forward in faith, and giving us the confidence and perseverance for the journey ahead.

Our Mission

With open hearts and hands we embrace all people with the love of God through Jesus Christ so that all may know and follow Him.

Our Vision

We prayerfully seek to build God’s Kingdom from the heart of the city by celebrating in dynamic worship, nurturing caring relationships, making disciples, and discerning and responding compassionately to the diverse needs of people.

Our Values

Central is quickly identified as being a “different” kind of faith community. We believe that it is our values and how we live them out in the community that make us unique.

- **Hospitality**

We resonate with Henri Nouwen, who shares that hospitality is a “creation of free space where a stranger can enter and become a friend instead of an enemy. Hospitality is not to change people, but to offer space where change can take place.”

- **Courage**

Courage is much more than facing up to fears – although that is present. At Central we value courage that is risk-taking and adaptive. Seeking the will of God around us and courageously participating in the building of the Kingdom of God in an age of constant and disorienting change.

- **Compassion**

The compassion that we value as a community is a compassionate solidarity and openness to the other. Compassion that is found first in a shared presence, shared love and a shared humanity leads to opportunities to serve, show grace and care for others. We believe that compassion leads us to the vulnerable, lonely and broken places within others and within ourselves.

- **Authenticity**

As we seek to express our value of Authenticity we turn to the AA Traditions and the Twelve Steps as our teachers. We value a fearless and honest authenticity that guides our understanding of life and influences our actions, belief, faith and relationships in positive and life-giving ways. We do not believe in spiritual perfection, but rather in the spiritual progress that authenticity invites us into.



Joint Needs Assessment Committee

The Committee Members

Presbytery Representatives:	Sue Brodrick John Pentland (resigned due to personal commitments)
Committee Chair:	Diane Scheibner
Recording Secretary:	Lori Bazin
Members at Large:	Michael Adamowicz Alice Cabagan Kerry Gladue Newton Hislop Bill Moore Heather Morigeau (resigned due to personal commitments) Brad Oneil

The Process

The Joint Needs Assessment Committee commenced in June 2015.

This JNAC report was prepared based on the following sources of information:

- Discussions and meetings held by members of the JNAC, considering
 - surveys and questionnaires submitted by members of our congregation,
 - Annual Reports,
 - congregational meeting in dining room after morning service,
 - information from Central's 2007 JNAC Report.
- Financial reports from the Finance Committee.

As a result of discussions, the Visioning Team discovered:

- Visioning words to describe the essence of the Sunday morning service (the Vision leads the leader!):
Spiritual Presence Inspiring Accepting Hopeful Authentic
- This essence is experienced in the following ways:
 - greeting/welcoming into the Church,
 - the message,
 - music (includes choir, congregation, other),
 - Children's Ministry,
 - Fellowship.

The Committee's Recommendation

The Joint Needs Assessment Committee recommends that:

- one full-time Order of Ministry position be filled with an Intentional Interim or Transition Minister, to be appointed by Calgary Presbytery to Central United Church for a period of up to two years based on the following criteria:
 - there are major changes in the demographics of the congregation or in its surrounding community
 - the congregation is struggling to deal with the loss of a beloved minister [*soon to be two*]
 - the congregation's finances are proving inadequate to support congregational life
 - disagreements and tension permeate congregational life and block effective decision-making;
- a Transition Team be formed to work with the Intentional Interim or Transition Minister;
- no other positions are seen as needing to change at this time; and
- the Joint Needs Assessment Committee be disbanded.

Notes: The above criteria are taken directly from **Introducing Interim Ministry: A Process of Change for Congregations**, Copyright © 2010, The United Church of Canada. The details of the Transition Team make-up and direction are also found in this document.

At least five months before the expected end of the interim appointment, the Transition Team reports to the official board and the presbytery with recommendations for the review/evaluation process, the disengagement period, and the immediate post-interim period. (Taken directly from **Interim Ministry Policy and Procedures Handbook**, Copyright © 2012, The United Church of Canada)

Introduction

With the retirement of both our full-time Pastors, after many years of loving dedication, we are looking for one full-time minister that can embrace our rich heritage and be instrumental in guiding us to the next steps of ministering to the community.

Our sanctuary is crafted in traditional wood style with original pews; a 16 foot wide dome is located 30 feet up in the roof of the main sanctuary; a 12 foot by 8 foot stained glass depiction of William Holman Hunt's "The Light of the World" painting adorns the front of the sanctuary. Several other beautiful stained glass windows throughout the sanctuary contribute to the feeling of God's Spiritual Presence. There is a smaller chapel area off the east side of the sanctuary. Externally, a bell tower is a large prominent feature on the spire.

The Church boasts a Casavant/Hill, Norman and Beard pipe organ, the only English style organ in Calgary.

There is a gymnasium which has been used by the community for many different purposes. Also, the large dining room downstairs has hosted a variety of gatherings, one of which is the Muslim Friday afternoon prayers. The church also makes great use of the twelve smaller conference rooms and offices situated throughout the building's three floors.

Calgary Methodist Church started as a mission outpost of the Morley Methodist Church in 1875, first meeting in the original Fort Calgary. With the growth of the community, it moved a couple of times before settling in the newly built, at that time, church on the corner of 7th Avenue and 1st Street S.W.

Our church has served our city from its current location since February 5, 1905, first as Central Methodist Church and, after the "union" in 1925, as Central United Church. Over the years we have had many notable names attached to our church such as:

- Richard Bedford (R.B.) Bennett who helped with the initial construction of our church and is most notable as the first Prime Minister from Western Canada;
- George Kirby, Central's first minister at the current site, who went on to become the first president of Mount Royal University;
- Sir James A. Lougheed, Senator, Federal Cabinet Minister, prominent Calgarian and first superintendent of the Central Sunday School;
- W.H. Cushing, provincial politician, mayor, businessman; and
- Rev. Dr. William Edgar "Ed" Mullen, founding director of the Pastoral Institute.

Today, with a revival of building residential towers along the eastern side of the downtown core, aptly named The East Village, there are estimates that at least 30,000 people will move into this area in the next few years. Central is well situated to take advantage of this influx, being the downtown United Church closest to the development and within walking distance.

Also contributing to the renewed vibrancy of downtown Calgary are several large community based festival areas nearby:

- Eau Claire Market
- Prince's Island Park
- Stampede Park,
- Olympic Plaza,
- Stephen Avenue pedestrian mall and host to several large parades throughout the year.

Our History

In 1903, a young reverend named George Kirby started building. When it was completed in 1905, it was the largest structure in Calgary, boasting a seating capacity of 1,975.

Richard Bedford (R.B.) Bennett, a future Prime Minister, helped choose the plot of land on the corner of 7th Avenue and 1st Street S.W. Those who attended the dedication of Central Methodist Church on February 5, 1905 sat in new pews or stood on new flooring.

The walls were made of sandstone hewn from the local Paskapoo quarry. The sanctuary was paneled in antique wood and walnut. A Calgary Herald article declared “of all the churches in Canada today, there are none more complete or handsome.”

On February 29, 1916, a boiler room accident turned the building into a giant stone furnace. While no one was harmed in the blaze, the sanctuary was left a vessel of ash and ruins. Just over a year later, Central was refurbished and again ministering to the community. Once World War I broke out, nearly 500 members from Central enlisted.

In 1925, a particularly special union took place when the Methodist, Presbyterian and Congregationalist churches formed the United Church of Canada. With the one-two punch of the Depression and World War II taking its toll on people, Central stood ready to provide practical and spiritual comfort to the city.

In the 1950's for a time Central boasted the largest congregation in the United Church of Canada, at 3,500 strong. A series of renovations was necessary to accommodate the crowds, including the addition of a new wing in 1947. By the dawn of the sixties, however, growth had reached its apex. While Central had been growing, so too had the city around it. Downtown had become a booming commercial centre, pushing residents into the suburbs and suburban churches.

By the early 1980's the situation was desperate. Membership and finances had dwindled and some of the members believed in the prudence of capitalizing on a soaring real estate market. Others refused to abandon the building. Tension mounted, then lingered after the recession of the 1980's. Our property value dropped, subsequently ending any further real estate discussions and resulting in the congregation refocusing on outreach and ministering to the needs of the neighbourhood.

Following those challenging times, rejuvenation took place. Starting in the early 1990's, led by a new lead pastor; Central opened its doors wider than ever before in its history. Gamblers, drunks, and drug addicts, long acquainted with the building's outer walls, found themselves welcomed inside. Recovery ministries sprang up with fervour.

Initiatives were launched to feed and clothe the needy and to shelter the homeless, meeting with many triumphs. In the 1980's and 1990's Central played key roles in the creation of the Calgary Urban Project Society (commonly known as CUPS), the Inn from the Cold, Alpha House, Calgary Counselling Centre, and more recently a supportive role in the Exit outreach program by providing space in our building.

About the Church

On the outside, Central United Church is a quiet and elegant building standing on the corner of 7th Avenue and 1st Street S.W. in downtown Calgary. Once you open the doors you find out that it is so much more: a library, a rec-centre, a family, a sanctuary, a shelter, a kitchen, an incubator of imagination, a place of healing. It is a safe place for transformation, for fostering innovative ideas and birthing new ministries – the possibilities are endless.

Central serves as a beacon in our urban landscape: illuminating surroundings with the light of God, helping travelers navigate difficult journeys and casting the light of hope and love to those around it. Central is a place for pilgrims. With open hearts and hands we provide space for recovery, for restored dignity, for exploring life and for experiencing authentic change.

Central is a community of faith: a place of prayer, of sharing, of teaching, of listening and of healing. A church community that believes we are not fans of Jesus...but followers. A spiritual community that values the gospel of peace and reconciliation, trusts in the scriptures of our faith and anticipates the leading of the Spirit with energy and involvement. Central is ultimately a community of love. Love that forgives quickly, love that exhibits compassion, courageous love that seeks the will of God, love that provides each person space to grow in their understanding of God in authenticity and grace.

Central is a real place, with real people discerning God's will in their lives. Central is an imperfect place with imperfect people welcoming everyone to find God in their own lives.

There are two worship services on Sundays. The morning service is referred to as the "Spirited Traditional Gathering". This worship experience is enhanced either by the full Sanctuary Choir, the smaller ensemble referred to as the Possibility Singers, or "Heartsong" the worship band. Accompaniment is provided using the grand piano or the pipe organ.

The evening service is referred to as the "Celebrate Life Recovery Gathering". It is unlike any other service in the city. It incorporates the principles of the Twelve Step Recovery Program as well as the recovery principles from the Bible which complement and expand upon the Twelve Steps. The worship music is led by the Cracked Pots, a gospel blues band that rocks the place every Sunday night. The same sense of Spiritual Presence; of being inspiring, accepting, hopeful and authentic is experienced in the evening service.

Most of our current membership for the morning service come from communities outside of the downtown core. With the influx of thousands of people moving into the downtown core, we are aware that there will be an important role for us to play in meeting the needs of those residents.

Central's congregation, much like Calgary's growing population, is ethnically diverse and is proud that as a worshipping community we are made up of individuals and families from around the world. We have a large number of Filipinos who are members at Central. In addition to attending the morning service, they continue on after the service, having their own Bible Study and fellowship. They are represented on the Board of Elders and the JNAC and participate fully in every aspect of Central's church life. The Filipino Fellowship Choir has, on occasion, led the music in the morning service and their Pastor sometimes preaches Sunday morning. They have initiated an English language worship service held the last Friday of each month, encouraging people from the wider community to attend.

Our Community



We are located in downtown Calgary, on the C-Train line.

Central United Church is situated one block north of the vibrant Stephen Avenue, a daytime pedestrian mall which also serves as the route for several parades such as the Pride parade, Santa Claus parade, Comic Con parade and numerous Stampede activities. The Stampede Parade, Calgary's largest, proceeds just a block away on 6th Avenue.

The church itself hosts a Stampede Breakfast, complete with entertainment on the final Sunday of Stampede week. Since the Stampede is the city's largest event, attracting both locals and tourists from around the world, it draws a lot of people to our neighbourhood.

Calgary is a vibrant city with nearly twenty annual festivals occurring within a twenty minute walk of our door. These festivals can be found at Olympic Plaza, Prince's Island, Eau Claire, Stephen Avenue, and Fourth Street and they include a wide range of music and cultural events.

Area Development

The east side of the downtown core has been undergoing major rejuvenation, spearheaded by the city council, and has created a new development community called the East Village. It currently boasts the new National Music Centre which opened in July 2016. Development continues, extending to the area around Stampede Park with a youth campus. The Saddledome is also nearby, home to the Calgary Flames of the National Hockey League, Calgary Roughnecks of the National Lacrosse League and the Calgary Hitmen of the Western Hockey League.

In the past decade, several residential towers have been constructed within a ten minute walk of the church. At least five more are already well on the way to being completed, including a unique 300 unit condominium tower catering to families, with no parking. The East Village is expected to be home to around 30,000 people in the next ten years.

Calgary's Light Rail Transit (locally known as the C-Train) travels the length of 7th Avenue, right past the front of the church with the northbound stop right across the avenue; the southbound stop less than one block away.

The Church is located on the corner of one of the last blocks in the centre of the city that has not been developed with multi-story towers. We have gone from being the largest and grandest structure along a buffalo trail to being dwarfed by skyscrapers. There is good shopping to our west and south, five star hotels, convention centres, art and culture venues to the east. Across 7th Avenue from the church are two new towers under construction: Brookfield Place and the Telus Sky.

Over the last decades, there has been interest in developing this block. It looks like that possibility is within reach. There are new owners of the lots directly east of our properties who are proposing a comprehensive block development that would bring current owners to the table to participate in this one of a kind development. Central United Church is included in the group that will be "working together in developing a significant project that will have lasting positive impact on the community and its many stakeholders, including the Church and its mission".

Thanks to our congregation having the courage to step out in faith over twenty-five years ago to purchase the Canadian Bible Society building, situated in the middle of the block, we have become a key player in any proposed development.

Calgary Amenities

The City of Calgary and area has a population of 1,195,194, a sunny climate, and is within a short drive to the nearby mountains. Resort towns of Canmore, Banff, and Lake Louise help to make the city an attractive place to live. Calgary offers a wide range of cultural and recreational facilities, some of which are unique in Canada. There are multiple theatre and dance companies, numerous art galleries, including: the National Music Centre, Glenbow Museum, Eau Claire Market, the Calgary Zoo and Prince's Island, all within walking distance of the church.

Calgary is a contemporary urban metropolis that hasn't forgotten its ranch and rodeo roots. We are known for sunshine and chinooks which can drive the temperature up to t-shirt weather in winter. Calgary boasts a unique landscape which combines the prairies and foothills with a horizon of mountains.

Programs at Central

Children's Ministry

Currently we have one part-time contract staff member tending to child development at Central. She is aided by several hard working volunteers who help set up and participate in the program for children's development. Our current organized programs for children/teens are on Sundays with about 24 who attend regularly in the morning and 6 in the evening. During the past year we have introduced children's activities for those children who accompany their parents to the Celebrate Life Recovery Gathering. This has been very well received and has resulted in more parents joining in evening attendance.

There is no additional youth group currently active in the church. We have set up a special program where the teens have a separate room. Currently about eight teens attend regularly. They follow structured lessons and often come back to the kids' classroom to help out. Some members of our teens are currently involved with the sanctuary choir. The teens have also adopted two children from World Vision and fundraise to provide for them.

Recovery Ministry

Over the last twenty-five years, the Celebrate Life Recovery gathering on Sunday evenings has drawn a large following of congregants who are pursuing recovery from a variety of addictions. They are drawn through recovery programs they are involved in such as the various "Anonymous" groups, the treatment centres, and the Calgary Drug Treatment Court program.

Since addictions have such a ripple effect, this service draws addicts and non-addicts alike. It is positive, uplifting, hopeful and inspiring. The house band, "The Cracked Pots", is a gospel blues band that rocks the place each Sunday night. Many attendees were originally drawn by the music but have stayed on because of the message of recovery and fellowship with others.

Creative Arts Ministry

Central has a full-time music director, a part-time organist/accompanist and a volunteer technical team. There are a couple of choirs that participate in the morning worship service from September to June with special musical guests often featured. We also have a house band called "Heartsong" that participates twice per month in the morning service.

Over several decades, the music ministry at Central has become renowned for the high quality of music. The Christmas Musical features a full orchestra and narration by local celebrities.

Since music is such an integral part of worship, the Music, Worship and Communications Director has a key role to play in worship planning as well as directing, coordinating and producing the Sunday morning worship service.

In the interest of taking advantage of technological advances and getting our message out, the Music, Worship and Communications Director has also incorporated the roles of website management and keeping our social media engaging and relevant.

Feasting on the Word

This is a drop-in Bible study group that meets after the morning service for the purpose of discussing the scriptures and sermon from that morning's service, using resource material designed by Feasting on the Word.

Grief Ministry

This is a ministry that has evolved from funeral services provided to those without a formal church connection, those who have died as a result of their addictions or for family members of those connected to our Celebrate Life Recovery services. As a result of the connections made through

these outreach services, many have received grief counselling and have chosen to attend Central on a regular basis.

We have an annual service prior to Christmas for those who have experienced loss during the year called “When the Holidays Hurt”. This is an evening service that has a huge attendance and most people stay for a meal which is provided following the service.

Pastoral Care Ministry

One of the most important components of this ministry is following up on prayer requests. It is also a program that trains volunteers for the purpose of visiting those in hospital or shut-ins, doing phone visiting, delivering flowers, making birthday calls, and greeting people attending the service. A new group has embarked on the Stephen Ministry program which provides specialized training for lay people for connecting with people in crisis.

Ministry and Personnel

Central’s present staff positions include:

- Order of Ministry – formerly two positions, both vacant due to retirement
- Congregational Care Coordinator – one half time
- Music, Worship and Communications Director – one full time
- Office Administrator – one full time

Contracted Services are provided by:

- Organist/Accompanist
- Children and Youth Ministry Coordinator
- Treasurer / Bookkeeper
- Technical Team Lead
- Sunday Custodian

Supporting this team is a large army of volunteers.

The staff and ministry personnel work closely together to form a uniform and smoothly functioning team that understands our mission and constantly seeks to fulfill it. Lay leadership work in numerous programs and help meet the needs of the church.

Associated Outreach Programs

Central hosts or is involved in many other outreach programs, some of which include:

Life Recovery

Central has pioneered one of the largest and most innovative Addiction Ministries in the country. This ministry provides counselling, meetings and its own weekly “Life Recovery” worship gathering. At Central, we are “Here for Life” as these excerpts from testimonials will confirm:

“The reason I attended Central United Church is simple, the atmosphere. The family of people who show me love....being around others just like me is very comfortable. I find it very easy to understand. The music is probably the most important part of the ministry for me. “The Cracked Pots” have the ability to bring a tear to my eye..... everyone goes above and beyond for each and every person that walks through the door. It truly is ‘the heart of the city!’ ♥” Brad P

*“.....I have been attending the Recovery Church for about a month and have found it a place where I can come to worship my Creator, my God, in a very special way.....they take the 12 steps from the AA program and connect them to scripture and how it applies to our lives. The music is amazing and the whole experience from the time you enter until the time you leave is about worship. As an alcoholic it is a place I feel safe, welcomed, and loved. When the Sunday night service is over I find myself already looking forward to next Sunday. God is Good!!! Thanks!”
..... Gary*

“When I came to Central United I was very much in need. I was in need of something real to believe in! I was..... spiritually empty inside... struggling to make and keep contact with the god of my understanding...this church broke down those walls between me and God! Each week I come here and listen to the “Cracked Pots” play songs of praise....reminded of God’s grace and all that he provides each day. A brilliant mixture of big book and Bible teachings that encourage me to stay strong in my recovery.... I love this church and all the people in it. I come here to hear the message of God’s love and be surrounded by His people.” Josh J

Inn from the Cold

Central United Church was one of several churches that worked together to start Inn from the Cold and played a major role when the Inn ultimately moved into our property down the street. Their mission statement is “We offer shelter, sanctuary and healing to assist homeless children and their families achieve independence.”

Aaron’s Journey

This is a program that distributes backpacks through several of the community resource agencies. The past year there were 400 backpacks filled and distributed to CUPS, Fresh Start, Servants Anonymous, Avenue 15 and Recovery Calgary. Volunteers meet before Christmas to stuff the backpacks for distribution.

Pathway to Freedom

This program offers a weekend intensive working through the 12 Steps of AA. It is an excellent workshop and complements the material offered through the 12 Step Recovery Program.

Associated Faith Communities

Korean United Church

The Korean United Church of Calgary asked if they could use the facilities at Central for their small church community. The Board of Elders eagerly approved their request. Some join us for the morning service and others attend their separate service following the morning service.

Muslim Prayer

Central provides space for the Muslim community prayer worship at noon on Fridays. For the past several years there have regularly been between 150 and 200 worshippers using our dining room for their Friday midday prayers. We have been given the designation of the ‘downtown mosque’ for Friday prayers.

Position Description: Pastor (for use when a Joint Search Committee is established)

General Description / Position Summary:

It is the responsibility of the Pastor to provide leadership in building God’s Kingdom at Central United Church (CUC). To accomplish the CUC Mission, the Pastor is responsible for maintaining and strengthening a community where:

- Strangers become friends;
- There is courage to take risks and adapt to current and changing needs;
- Inclusion of all cultures, religions, social economic status and personal needs is considered the norm; and
- Actions, beliefs, faith and relationships focus on spiritual progress and growth rather than spiritual perfection.

Key Qualities:

At Central we are in the unique and enviable position of requiring a Pastor to help us continue to fulfill our mission, strive to live our vision and shape our future. We have a strong past and hold an even brighter future.

The individual we are seeking, just like us, will be unique; bringing a unique set of qualities, talents and tireless energy to lead us into the future. Our new Pastor will have the following qualities:

Spiritual Presence Inspiring Accepting Hopeful Authentic

Key Values:

Our values are what sets us apart as a “different” kind of faith community. We believe how we live our values within the community is what makes us unique. Values are the core of who the person is and how the person interacts with the world. As the leader of CUC’s ministry, the Pastor will be a person who embodies our values in the following ways:

- **Hospitality** – believing hospitality is not to change people but to offer space where change can take place.
- **Courage** – taking risks and being adaptive. Courageously leading the building of the Kingdom of God in an age of constant and disorientating change.
- **Compassion** – open to creating an environment fostering shared presence, shared love and a shared humanity; a place that leads to opportunities for all to serve, show grace and care for others.
- **Authenticity** – values a fearless and honest authenticity – not to achieve spiritual perfection, but to create opportunities for spiritual progress that unfold through authenticity.

Key Responsibilities:

With these qualities and values, the key responsibilities of the Pastor will be to:

- Lead the congregation in worship – inspiring all who walk through our doors and welcoming all to join the community which is CUC;

- Provide leadership to all ministries within CUC;
- Lead congregational growth and development including spiritual care;
- Provide support and demonstrate passion for and guidance of a Lay-Led Recovery Ministry;
- Build cohesive teams (with staff and congregation);
- Actively participate in the United Church of Canada.

A. Essential Skills

To accomplish CUC vision and demonstrate CUC values the Pastor

1. “Must” demonstrate significant proficiency in:
 - a. Leadership
 - b. Biblical Knowledge
 - c. Speaking and Preaching
 - d. Teaching and Mentorship
 - e. People Skills
2. “Must” demonstrate some proficiency in:
 - a. Hospitality
 - b. Organizational Skills
 - c. Problem Solving
3. “Ideally” demonstrates some proficiency in:
 - a. Computer applications
 - b. Singing

B. Essential Duties and Responsibilities

1. Provide spiritual leadership and pastoral care that is relevant and valued to diverse congregational needs.
2. Lead the “Spirited Traditional Gathering”:
 - a. Deliver the Word and Sacraments
 - i. Maintain worship which is relevant, inspiring, creative and appeals to various generations and the diverse membership of the congregation
 - b. Coordinate/collaborate with the Music, Worship and Communications Director to select dynamic music and piece together all elements of the worship service
 - c. Coordinate with volunteers involved in audio visual, greeting/ushering, choir and others to provide a quality and welcoming gathering
 - d. Coordinate worship themes and messages with “Children’s Ministry” and others.
3. Represent CUC within the broader community
 - a. Increase broader community awareness of CUC ministries and services
 - b. Increase broader community awareness of CUC mission and values
 - c. Where appropriate, engage in inter-faith and inter-denominational activities to enhance CUC awareness/image and growth.
4. Support the “Celebrate Life Recovery Gathering” lay ministry in their work to:
 - a. Prepare and deliver a service which is creative and relevant to the Life Recovery congregation
 - b. Support and occasionally participate in the Life Recovery Service

- c. Coordinate with house band regarding music
 - d. Coordinate with volunteers involved in audio visual, greeting/ushering, trusted servants and others to provide a quality gathering.
5. Provide support for families and individuals during rites of passage such as baptism, confirmation, weddings, funerals and other life changes.
 6. Lead, support and motivate staff, contract workers and support staff to create a uniform and smoothly functioning team, working within the Mission and Values of CUC:
 - a. Lead/coordinate weekly staff meetings and resulting actions/activities
 - b. Provide support for staff as required
 - c. Coordinate with building maintenance, cleaners and others, as required, to maintain a healthy and effectively functioning facility.
 7. Engage volunteers and empower lay ministry by leading, supporting, training and motivating them in their servitude at CUC.
 8. Provide leadership to implement, change or replace programs/ministries to meet current and changing needs to
 - a. Enhance CUC growth
 - b. Maintain relevance to community needs and changes
 - c. Meet needs of the congregation.
 9. Coordinate with associated faith communities utilizing CUC facilities
 - a. Korean United Church
 - b. Muslim Prayer.

C. Key Relationships

The Pastor at CUC must maintain positive and productive relationships with:

1. Other Staff;
2. Volunteers;
3. Contract Workers;
4. Board members;
5. Committees and committee members;
6. Community members;
7. Members and contributing adherents of the Congregation.

D. Qualifications, Certifications, Licenses and Registrations

To be successful as Pastor at CUC, the person should have the following qualifications:

1. Ordination or Commissioning by the United Church of Canada;
2. M.Div. or Diploma in Religious Education or MRE or equivalent education;
3. Meets the requirement of ministry in the United Church of Canada as set out in *The Manual*;
4. Obtains a current Level 2 police records check.

E. Knowledge and Experience

To be successful as the Pastor at CUC, the person should be able to demonstrate:

1. Knowledge of resources, writings and research in church and congregational growth. Experience in the development of programs, services and ministries resulting in congregational growth.
2. Knowledge in current resources, writings and research in congregational spiritual and faith development. Experience as a leader and teacher in congregational spiritual and faith development/progress.
3. Knowledge and experience in providing the Gospel to a diverse congregation with varying age, culture, and economic status.
4. Experience in development of programs, services and ministries appropriate for congregational needs.
5. Knowledge and experience in building and/or maintaining recovery ministries.
6. Knowledge and experience in the development and maintenance of outreach programs.
7. Knowledge and experience in welcoming and integration of newcomers to the general congregation and recovery ministries.
8. Knowledge and experience in leading, training/mentoring and supporting church leaders, volunteers, support staff and congregants.
9. Knowledge and experience in application of technology used to support the various pastoral responsibilities.

F. Personal and Inter-Personal Qualifications

To be successful as the Pastor at CUC, the person should have the following qualifications:

1. Maintains appropriate professional and personal boundaries;
2. Maintains ethical standards;
3. Emotionally stable and secure;
4. Caring and compassionate;
5. Energetic, patient and loving;
6. Flexible, creative, innovative and willing to take risks;
7. Willing and capable of accepting and maintaining leadership roles;
8. Non-judgmental towards theological, age, cultural, social economic status and personal diversity;
9. Excellent oral and written communication skills;
10. Excellent health, self-care and personal spiritual care skills;
11. Ability to develop and maintain relationships;
12. Engages fully as a team member.

G. Work Environment/Conditions

1. Full time ministry position;
2. Salaried with allowance for further education/spiritual growth;
3. Health and medical benefits, with some expense coverage;
4. Office space with necessary technology and support;
5. Fast paced environment with engagement within and external to CUC community members.

H. Budget and Financial Responsibilities

To be successful the CUC Pastor must be able to work with appropriate committees to monitor and be responsible for budgets allocated to the operation of CUC and its activities.

Appendix 1
Income Statement - Yearly Comparison and Budget

Income Statement						
Yearly Comparison					March YTD	Budget
		<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2017</u>
REVENUE						
Receipts						
1	Envelopes	426,788	374,769	302,188	68,364	310,000
2	Loose & Visitors	21,737	23,374	21,253	4,081	20,000
3	Miscellaneous	36,745	35,626	40,251	96	35,000
4	Rentals	63,994	69,027	81,761	15,228	80,000
5	Specified	27,910	28,521	26,359	2,517	27,000
6	Event Revenue	-	-	-	-	25,000
7	Interest	-	1	1,836	-	-
10	Seniors Adult Ministry	3,440	3,047	2,545	-	-
11	Recovery	54,452	63,134	43,456	13,049	35,000
		635,066	597,499	519,649	103,335	532,000
DISBURSEMENTS						
Outreach						
102	Assessments	26,628	28,872	23,064	6,342	25,400
104	Miscellaneous Specified	10,171	17,442	12,997	955	15,000
105	Seniors Adult Ministry	3,923	2,827	2,545	-	-
108	Recovery	40,043	42,272	44,230	250	10,000
		80,765	91,413	82,836	7,547	50,400
Salaries & Allowances						
201	Ministers, Music, Programs	293,737	259,063	193,745	48,364	194,000
202	Admin, Maintenance	80,261	77,363	79,300	19,374	80,000
203	Continuing Education	2,270	3,700	2,525	642	2,500
206	Rewards, Recognition	-	-	-	-	1,000
209	Canada Pension Plan	10,809	8,229	4,887	1,216	5,000
210	Employment Insurance	7,642	6,378	4,531	1,345	4,500
211	United Church Pensions	19,011	18,244	12,031	3,024	12,000
212	Workers Compensation	1,599	1,228	1,158	-	1,200
214	Group Insurance	28,241	14,376	18,072	4,440	18,000
		443,570	388,581	316,249	78,405	318,200

Teaching						
300	Guest Musicians - AM Service	9,851	10,207	10,286	50	11,600
205	Music - PM Service	12,050	9,470	10,050	2,475	10,000
301	Music & Supplies	2,445	2,801	3,815	67	3,700
303	Instrumental Groups	623	120	10	62	800
305	Servant Appreciation	1,540	60	-	-	-
306	Spiritual Formation Reg	1,513	95	100	239	500
307	Women's Connection	2,611	1,494	1,310	407	1,500
308	Family Ministries	4,261	3,869	4,268	865	4,000
312	Technical Ministries	2,253	4,257	6,626	614	5,600
313	Hospitality	3,248	1,187	1,112	-	1,200
315	Retreats, Seminars	5,464	1,434	792	-	1,000
		45,859	34,994	38,369	4,779	39,900
Adminstration and Maintenance						
401	Office Supplies	23,991	19,340	24,856	9,674	20,000
402	Postage	1,909	1,732	2,832	540	3,000
403	Telephone	4,650	4,527	3,846	953	4,000
405	Bank Charges	9,289	5,352	4,253	805	4,500
406	Fundraising	5,175	6,065	7,855	1,185	6,000
408	Worship Supplies	2,403	902	2,686	1,417	1,500
409	Utilities	37,094	28,539	25,864	10,650	27,500
410	Flowers, Decorations	2,487	2,275	2,547	101	2,500
411	Insurance	12,308	16,210	16,451	4,908	15,500
413	Church Maintenance	46,491	68,306	10,843	2,127	10,000
414	Janitorial	-	-	49,500	12,507	50,000
415	Maintenance of Organs	-	3,716	1,907	-	2,000
416	Maintenance of Pianos	943	520	949	328	1,000
417	Kitchen Supplies	5,354	4,145	6,103	1,161	6,000
420	IT	4,938	(80)	3,368	215	2,000
421	Advertising	-	-	-	-	1,500
422	Security	2,927	4,165	3,319	-	2,800
		159,959	165,714	167,179	46,571	159,800
Total Receipts		635,066	597,499	519,649	103,335	532,000
Total Disbursements		730,153	680,702	604,633	137,302	568,300
Net Gain / <Loss>		(95,087)	(83,203)	(84,984)	(33,967)	(36,300)

Appendix 2
Consolidated Balance Sheet - Yearly Comparison

Consolidated Balance Sheet			
Yearly Comparison	2014	2015	2016
Cash	150,172	230,867	274,726
Account Receivable	2,383	2,711	2,562
Prepaid Expenses	6,918	1,327	-
	159,473	234,905	277,288
OTHER ASSETS			
Property, Building & Equipment	852,951	806,546	807,772
Cash Surrender Value of Life Insurance	21,840	20,476	-
Charitable Remainder Trust	4,065	-	-
Total Assets	1,038,329	1,061,927	1,085,060
CURRENT LIABILITIES			
Accounts Payable & Accrued Liabilities	36,020	19,905	4,151
Deferred Contributions (Other)	15,151	11,086	22,586
	51,171	30,991	26,737
DEFERRED CONTRIBUTIONS			
Roof	92,147	86,726	81,306
Bequests	139,804	-	-
Total Liabilities	283,122	117,717	108,043
NET ASSETS			
Invested in Property, Building, Equipment	760,804	719,820	726,466
Unrestricted	(5,597)	224,390	250,551
Total Net Assets	755,207	944,210	977,017
TOTAL	1,038,329	1,061,927	1,085,060