



**Glen Cairn United Church**  
**GCUC Joint Needs Assessment Profile**  
**September 2018**

*Mission Statement: "We are called by God to be a welcoming church where we respect differences and build Christian community as we learn, grow, celebrate, and reach out in faith"*

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## Our Community

### Our Kanata Community

- Glen Cairn United Church (GCUC) is named for the suburban community in which it is located. Glen Cairn was one of the original communities that comprised the city of Kanata.
- Kanata is now part of the City of Ottawa (amalgamated in 2001), located in the west end, approximately 23 kilometres from the downtown core. It has a population of approximately 117,000 and is one of the fastest growing communities in Eastern Ontario.
- Technology companies play a large part in the economy of the community. The hi-tech companies and the federal government are the community's major employers.
- Overall, Kanata is an affluent community (median household income of \$112,000, above the national median of \$70,000), though 12% of Kanata residents are low income (based on the 2015 Statistics Canada low-income measure, after tax). As such, our monthly outreach appeals focus on a variety of local *community* (rather than congregational) needs: shelter support, clothing, school supplies, etc. There is a significant number of working poor in the Kanata community as evidenced by the demands on the Kanata Food Cupboard (300 families on a monthly basis). As with other communities, drug addiction has become a concern of the local community.
- The following two websites offer more detailed information about our community:  
*<https://Neighbourhoodstudy.ca/katimavik-hazeldean> [https://en.wikipedia.org/wiki/Kanata,\\_Ontario](https://en.wikipedia.org/wiki/Kanata,_Ontario)*
- Ottawa is a city of waterfront views and vibrant green spaces. The many natural areas in our city are ideal playgrounds for families. We are a short drive away from hiking or cross-country ski trails in Gatineau Park and alpine ski destinations in eastern Ontario and western Quebec.
- Our city is rich in arts and culture. It is home to Library and Archives Canada, seven museums, the National Art Gallery and the National Art Centre. Ottawa also hosts many festivals each year. There are also many activities/events geared to families, such as indoor play centres, farms, beaches, water parks, etc.
- Parents have the choice of high quality public or private education offered in either official language. There are a number of post-secondary education options in Ottawa through Carleton University, The University of Ottawa, La Cité Collégiale, St. Paul's University and Algonquin College.
- A public transportation network (OC Transpo) provides service to residents for both local destinations and commutes to downtown locations.

### Our Facilities

- Our church is a modern single level building, built in 1986. All areas are accessible to those with mobility issues. The building is wheelchair accessible (ramps) with power-assisted doors; wheelchair access to the Sanctuary; and a wheelchair accessible washroom. The building is accessible per the United Church Accessibility Guidelines: [http://www.united-church.ca/files/handbooks/buildings\\_accessibility.pdf](http://www.united-church.ca/files/handbooks/buildings_accessibility.pdf). We have a defibrillator in the building and have trained a number of volunteers on its use. We also have secure Wi-Fi. A large parking lot provides sufficient parking for most activities.
- Approximately 40,000 people from the community used the building last year for purposes other than church or church-related activities.

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- The building is used extensively through the week by a wide variety of community groups including Narcotics Anonymous, a theatre and dance group, the Kanata Chinese Seniors, a youth orchestra, a judo club, Cubs, a bridge club, a quilting guild, and a local ping-pong club, as well as various church-related groups. The Oasis in Kanata uses the Sanctuary for information sessions (see Local Outreach section for a description of the program).
  - Several concerts, recitals, and events take advantage of the flexible seating arrangements in our sanctuary at various times throughout the year.
  - When a Mothers and Children group lost their meeting space in a local shopping centre, the church was able to provide them meeting space. They continue to use our facilities.
  - The building is laid out as follows:
    - The Sanctuary is at one end of the building with the Main Hall and kitchen at the other. The Sanctuary holds 230 people. It is equipped with audio/visual equipment; a permanent screen at the front; and lighting that can be turned up or down as required. An organ and a piano are both used during the service. There is an overflow area to one side of the Sanctuary with sliding glass doors.
    - The Main Hall accommodates approximately 250 people, 165 for dinner. The kitchen is connected directly to the Hall and to the hallway.
    - The Minister's office is located next to the Sanctuary with a door into the hall/lobby as well as a door into the Sanctuary. The Minister's office faces Abbeyhill Dr. and contains a bookcase, desk and chair with a small sofa/seating area. The Church Administrator's office is beside the Minister's office and faces the lobby and parking lot.
    - The connecting hallway has 4 meeting rooms, a photocopier room and washrooms.
    - There are solar panels on the roof that provide a source of green energy and income.

### **Our Demographics**

- We have been a single charge congregation since 1969 and 2019 marks our 50<sup>th</sup> Anniversary.
- We consider ourselves to be a medium-sized church where we recognize one another but may not know each other well.
- Most of the congregation lives within 10 kilometres of the Church building in single-family homes. A significant number live in apartments, retirement homes and long-term care homes.
- The majority of the congregation is made up of mature families. We have 360 on the Roll with an average weekly attendance of 140.
- The congregation currently has representatives from several cultures and we aspire to grow in diversity to more accurately reflect the demographics of our local population.
- The number attending Sunday School is stable at 15 - 20 children and youth.
- Most of us grew up in communities outside Kanata and moved to this area for work. Many of us work in the following industries or sectors:

Statistics Canada Data		
Industry	Proportion of Labour Force	
	Kanata	Ontario
Public administration	19%	6%
Professional, scientific and technical services	15%	8%
Retail trade	11%	11%
Health care and social assistance	10%	11%

- We have approximately 600 active members and adherents:

Demographic	Number	% of Total
Children < 17	34	6%
Young Adults 18-34	65	11%
Adults 35-50	105	18%
Adults 51-64	152	25%
Retirees 65-70	152	25%
Seniors 71+	92	15%
<b>Totals</b>	<b>600</b>	<b>100%</b>

*Note: Numbers are rough estimates only and are based on a total of ~ 600 individuals who are active members or adherents. According to the GCUC 2017 Annual Report, there are 309 households in the automated membership system, representing 603 individuals. Age breakdowns shown here are based on a 2009 membership survey, but recalibrated to reflect 2017 Sunday school membership numbers (i.e. there are fewer children in 2017 than the 2009 survey suggests).*

### Our Relationship with Other Faith Communities

- Christian denominations such as Anglican, Roman Catholic, Presbyterian, Methodist, Baptist, Lutheran are also represented in the Kanata community.
- We have close ties with Kanata United Church, St Paul Anglican Church, the Kanata Food Cupboard, the West Ottawa Community Resource Centre, the Kanata Muslim Association, the Chinese Seniors Support Group to help deliver social services such as the Refugee Sponsorship Program and the Kanata Food Cupboard program.
- We share services with Bells Corners United Church the Sunday following Christmas Day, called in the Lectionary “First after Christmas Sunday”.
- We traditionally alternate services with Kanata United Church to conduct Maundy Thursday and Good Friday services.
- Non-Christian religions (e.g. Judaism, Islam, Buddhism) are represented to a lesser extent in Kanata but are represented in the wider Ottawa area.

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- The Kanata Muslim Association (KMA) is a not-for-profit, federally-registered charity serving Muslims and representing Islam in Ottawa West.

### **Our Connection with the United Church of Canada**

- We are fortunate to be part of a church that allows us a large degree of autonomy and independence in fulfilling our vision.
- We have a marriage policy allowing same-sex marriages.
- We have a congregational policy on “*Violence & Harassment in the Workplace*”.
- While GCUC is a welcoming congregation to persons of all sexual orientations, we have not gone through the “Affirm United” process to be an official affirming congregation (Affirm United is a United Church group that is “working for the full inclusion of people of all sexual orientations and gender identities in the United Church of Canada and society”).
- We are proud that the United Church of Canada (UCC) is at the forefront of many social justice issues. We support this vision through our annual donations to the Mission and Service Fund of approximately \$21,000 per year.
- We are appreciative of the United Church Ventures in Mission (VIM) program, which provided funds for the construction of the church building. When this debt was forgiven, GCUC was able to establish our very successful *The Oasis in Kanata* program to provide information and support to caregivers of persons with mental health issues.
- We look forward to evolving in accordance with changes made to national church governance.

### **Our Management**

We use our volunteer and financial resources responsibly, and continue to ensure that we will be able to do so in the future.

### **Structure**

- We use the Council governance model. Meetings are held monthly from August through June. Approximately 75% - 80% attendance is the norm.
- Fifteen people serve on Council: Chair of Council, Clerk of Council, Treasurer, Presbytery Representatives, United Church Women (UCW) President, Sunday School Coordinator; Minister (ex officio) plus the Chairs of the major committees: Ministry & Personnel, Worship, Membership, Faith Formation & Education, Stewardship, Property Management, Trustees, Pastoral Care and Outreach. There are also several sub-committees.

### **Staff**

- Our **Ministry and Personnel (M&P)** Committee is made up of five members, one per paid staff. The committee meets 3-4 times a year as required. A least one member of the committee has attended an M&P training event in the last three years.
- In addition to the minister, we employ 4 staff:
  - A Music Director for 16 hours per week
  - An Administrative Assistant/Bookkeeper for 35 hours per week

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- A Sunday School and Youth Co-ordinator for approximately 7.5 hours per week from September 1 to June 30
  - A Caretaker for 11 hours per week
  - When the Minister is away on vacation or study leave, Volunteer Associate Ministers, paid Supply Ministers and lay worship leaders provide leadership for the Sunday service.

### **Property**

- Our **Property Management Committee** ensures that our buildings and facilities are well maintained and in good repair. In the past two years (2016-2017), we have spent over \$70,000 from capital funds to paint our Sanctuary and replace the carpet; re-shingle the mid-section of the roof of the building; install air conditioning in our Main Hall; and upgrade the men's washroom. Within the next year, we will invest a further \$21,000 to complete the roof replacement and plan to renovate our kitchen at an approximate cost of \$20,000.
- Several initiatives have been implemented over the past years to position the church to be as "green" as possible. Other initiatives are examined as they are identified.
- Solar panels have been installed on the church roof. The cost of this installation is being offset by the income from the panels.

### **Finances**

- We have a **Treasurer** and a **Stewardship Committee** who collectively manage both our day-to-day finances and our reserves.
- Our current financial situation can be described as "healthy". We are in a stable financial situation and expect to remain so for the immediate future. We are self-sustaining and have not had to ask for Mission Support.
- The annual GCUC budget is presented and approved at the Annual General Meeting.
- Our Financial Statements undergo a formal third-party review annually using an independent party (Frouin audits our books) appointed at the Annual General Meeting. This ensures that the financial statements accurately reflect the financial position of the church at a given point in time. Our Financial Statements from the last three years are available upon request.
- We have sufficient reserves in the bank to cover three months of expenses if we had an emergency, if we include our CIBC investments that we can cash out.

- Our sources of income are:

	%	Notes
<b>Congregational Givings</b>	79%	Approximately 200 congregants contribute. Approximately 100 weekly offering envelopes are issued. 95 congregants are on PAR (Pre-Authorized Remittance).
<b>Rentals</b>	16%	E.g. Judo, Tai Chi, Table Tennis, quilting, Girl Guides, Narcotics Anonymous, TOPS, senior's activities.
<b>Special Fundraising Events</b>	2%	E.g. Scott Woods concert; Choir Show; Rummage Sale and BBQ; Advent concert, Santa Claus Parade
<b>Other &amp; Ongoing</b>	3%	E.g. Camp Awesome and ongoing programs such as the gift card program, solar panel income and free trade coffee income.

## Operating Income and Expenditures

- Our income and expenditures from the past year and our estimates for the current and next three years are shown in the chart on the following page.
- We estimate that the operating income and expenses will remain stable. Consequently, we have estimated a balanced budget for years 2018 through 2021 with little change anticipated in income or expenditures. This is a reasonable assumption as we have shown slight surpluses in our operating budget since 2013.
- Expenditures are based on the assumption that the incoming minister's salary will be similar to the current minister's salary.
- We anticipate the working hours of ministry personnel to remain the same. The minimum/maximum salary we feel able to pay is negotiable.
- The Property Management and Ministry and Personnel (5 staff) portfolios comprise 84% of our expenditures. Council administration and program costs account for the remaining 16%.
- The minister's salary is \$60,470 + \$22,000 Housing = \$82,470 (2018). The travel allowance was \$3,094. We are moving to the New Compensation Model by July 1<sup>st</sup>, 2018. In 2019, the Model (which includes Housing Allowance) minimum salary for a Minister with 14+ years' experience will be \$65,013 for our pastoral charge.

Year	Income	Expenditure	Difference
<b>2017</b>	\$275,353	\$259,120	\$16,233
<b>2018</b>	\$267,792	\$267,792	\$-
<b>2019</b>	\$268,000	\$268,000	\$-
<b>2020</b>	\$268,000	\$268,000	\$-
<b>2021</b>	\$268,000	\$268,000	\$-

Notes:

1. 2017 income includes \$10,000 received for the Prime Time in Kanata initiative. This was a one-time item.

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2. *Property maintenance was \$20,599 in 2017 (including snow removal, heat, hydro, water, gas, furniture/fixtures and various repairs).*

## UCC Yearbook Statistics

The United Church of Canada collects statistics from each pastoral charge every year. The following are GCUC statistics for the last four years (per the annual Statistics Forms filled in by the charge for the UCC). 2013 figures are available upon request.

	<b>Line # in UCC Yearbook</b>	<b>2017</b>	<b>2016</b>	<b>2015</b>	<b>2014</b>
Households under Pastoral Care	Line #3	278	269	254	288
Financially Supporting Households	Line #6	195	216	189	189
Attendance at Sunday Worship	Line#20	156	160	160	175
Regular Givers	Line#18	217	196	190	190
Operation of Pastoral Charge (\$)	Line #40	\$255,435	\$231,135	\$238,095	\$219,476

## Capital Fund

- In 2017, we spent \$40,202 for a men's washroom overhaul; mid-section roof repair; air conditioning for the main hall; and installation of a new door closer. Church volunteers do repairs for smaller projects. We contract out more specialized repair jobs (e.g. electrical repairs, dishwasher, roof).
- We anticipate using \$10,000 from the Capital Fund in 2019 (no major capital projects).

## Our Current Ministry

We are clear, excited and optimistic about our vision and purpose and have/are developing the skills and gifts to bring it about.

## Out Reach

### Local

- Our **Outreach Program** is an integral part of who we are as a congregation. We currently support four programs under the formal Outreach umbrella, specifically targeted to the local community:

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- **The Oasis in Kanata.** This program helps caregivers of people with mental illness develop capacity, confidence and resilience through information, education and support. Operated by a dedicated group of volunteers from the church and community, the program employs a part-time mental health care professional to manage the program. Information sessions, workshops and monthly support group meetings are held on-site. This very successful program was initiated in 2013 as a direct result of the UCC forgiveness of our Ventures in Mission (VIM) building loan.
  - **The Kanata Food Cupboard (KFC).** For over 25 years, members of our congregation have volunteered on a rotational basis with other area churches to provide food distribution services at the Kanata Food Cupboard. Also, the congregation holds special food drives during the year in support of the KFC.
  - **Monthly Outreach.** This program provides opportunities for our congregation to help out in our community in small ways without having to volunteer their time! Examples of the variety of giving are: Christmas gifts for seniors; peanut butter and jam donations to Centre 507; clothing to The Mission; school supplies, donations to Chrysalis House.
  - **Prime Time in Kanata.** While still in the start-up stage, GCUC recently received a \$20,000 grant from the United Church of Canada Foundation to develop this Community Outreach program which will deliver “life coaching” to seniors to assist them as they transition through their late life challenges. The program is targeted to be operational within the next year and will therefore be one of the congregational initiatives where the new minister will need to support the Church leadership.
- In addition to the initiatives that fall under the formal Outreach Program, members and groups within the congregation take on responsibility for ad hoc and ongoing initiatives that support the local community. Recent examples are:
    - in May 2018, we completed a year-long fund-raising effort with five other local churches to support the Ruddy-Shenkman Hospice in Kanata. Our target was \$10,000 and the congregation raised over \$28,000.
    - A popular activity organized by GCUC is handing out cookies and hot chocolate at the local Santa Claus parade. Our church is the only one on the parade route.
  - The **Pastoral Care Team’s** Healing Pathway Ministry invites community members to experience prayer and energy-based healing sessions for their physical, emotional, mental and spiritual well-being. While this ministry is based within the UCC, healing sessions are offered to people of all faiths and belief systems.
  - **The Pastoral Care Team** also offers healing worship services to which the community is invited.
  - GCUC organizes Camp Awesome, a summer week-long program for children (led by the Presbytery Youth Minister and a team of leaders). Camp Awesome is not limited to children of the congregation and attracts several children from the wider community.

## National

- Our current minister (Brian Copeland) serves on the National Ministry Employment Policies Pension Board.
- A congregant (Peter Bishop) is on the United Church Manual Committee.
- A congregant (Barbara Reynolds) is on the United Church Judicial Committee.

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- A congregant (Joy Judd) serves on the national Coordinating Circle of the Healing Pathway Society, a registered society within the UCC.
  - Rev. Copeland and Barbara Reynolds were Commissioners to the 43rd General Council (July 2018).
  - A congregant (Barbara Reynolds) currently serves at the Presbytery level as Chair of the Presbytery Nominations Committee. She also currently co-chairs the Pastoral Relations Committee.

## Global

- In addition to the local initiatives, global initiatives under the Outreach Program umbrella are:
  - **Kanata/Stittsville Refugee Sponsorship Group.** For over 25 years, Glen Cairn United Church has been a member of this multi-church group which focuses on sponsoring refugee families from war-torn, unsafe regions of the world such as Syria, Afghanistan, Iran and The Democratic Republic of Congo. The Group has recently completed a sponsorship; expect a family to arrive in July 2018; and await the arrival of three other families in the coming months. They are also in the process of completing applications for four additional families, all of whom have family members in the area.
  - **Mission and Service Fund.** GCUC gives approximately \$21,000 annually to the United Church Mission and Service Fund which provides funding for local, national and global projects.

## “In Reach”

### How We Support our Congregational Leadership

- Church Council holds a retreat each year to plan the year and establish a comfort level with each other.
- Worship, Pastoral Care, Outreach and Sunday School have yearly planning sessions in addition to their regular meetings through the church year.
- The necessary finances, as identified by the UCC, are included in the annual budget for our congregational leadership (minister, music director) to partake in continuing education opportunities and/or leaves throughout the year.
- A training session is held each year to ensure staff are familiar with our Safe Environment Policy.
- The Worship Committee works with other committees to partner/designate on leading worship services – e.g. Outreach, Stewardship, Pastoral Care/Healing Pathway to help make visible the work of our various committees.

### How We Assist Each Other in our Mission and our Faith Journeys

- Our active, fully-trained **Pastoral Care Team** works closely with the Minister and supports congregational members by responding to their pastoral, spiritual and emotional needs. Team members offer welcoming each Sunday, pastoral visiting and calls at home or institutions, prayers, Care Notes and cards from the congregation and Team. The Team leads worship services; holds monthly healing services after church; and sponsors workshops (e.g. grief, addiction). The pastoral care ministry includes Healing Pathway soaking prayers and sessions from trained practitioners.

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- Our **Faith Formation and Education Committee** oversees the Sunday School and coordinates the various Bible Studies and special educational courses offered on an ad hoc basis through the year, conducted by volunteer leaders. Contemplative sessions are also offered by lay leaders during the Christmas and Easter seasons.
  - Two Bible Study groups meet weekly for ten months of the year, one during the day and one evening group. Attendees follow either the Lectionary or choose a specific book of the Bible to study in-depth.
  - The Sunday School program provides Sunday morning Christian education for children and youth. It seeks to assist the spiritual journey, provide an example of Christianity, and support the children's sense of community and place in the church.
  - Confirmation classes were held in June 2018.
  - The **United Church Women's** (UCW) Group meets monthly to socialize, listen to guest speakers on various topics, and learn about important issues within our own community and beyond. The Catering Committee is responsible for organizing and preparing food for funerals, birthdays, lunches, Presbytery dinners, UCW Presbyterial Fellowship Days and other events within our church family. The UCW is responsible for the Cookie Walk and Craft Fair, the largest fund-raiser of our church, which celebrated its 25th anniversary in 2016. The UCW also leads the organization and running of the Spring Rummage Sale.
  - After service lunches are provided throughout the year in cooperation with the UCW and volunteers from the congregation.
  - As seen in the demographic chart (see Our Congregation section), 40% of our congregation is over 65. We gear our Lunch & Such program and ad hoc senior's activity days towards this demographic. Lunch & Such is held approximately five times a year with guest speakers or entertainment. Activity days are also held approximately five times a year and include events such as teas for special occasions, travel presentations, and game afternoons.
  - The **Membership Committee** holds periodic potluck lunches and in the Spring of 2018, led the development of our Church Photo Directory.
  - The Wheels of Fortune is a group who go bicycle riding Wednesday evenings and Saturday mornings. For the past four years, approximately 10 members of the group have ridden in the Ride for Refuge to raise funds for the Kanata-Stittsville Refugee Sponsorship Group. F&

### How We Meet Diverse Spiritual Needs

- Our **Worship Committee** supports congregational leadership in planning innovative and evolving worship services. The Committee is actively involved in planning the service year, meeting with the Minister and Choir Director monthly (except June, July and December) to plan the overall service schedule. The Minister and Choir Director also meet every week to plan the details of each service.
- We are a nurturing and supportive community. We are a safe place to question and explore.
- We welcome people of all ages and all kinds of faith backgrounds. Wherever you may be on life's winding path right now, you will find spiritual support and friendship in our community.
- We value thought-provoking sermons that prompt us to contemplate how Jesus' teachings apply to today's situations and challenges.

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- We are moved by music and by other sensory experiences, and we respect and encourage each other's individual faith journeys. We use Voices United (large print hymn books available) and More Voices during our Sunday service.
  - Everyone is invited to celebrate Communion. We welcome all to table fellowship, in Jesus name, without regard for social status, gender, age, sexual orientation or religious affiliation.
  - Intergenerational services are held several times each year to foster the relationship between all congregation members.
  - The sounds and activities of children are a welcome part of our worship. An area is available for children to be themselves and parents can worship without worrying about disrupting the service.
  - Children attend the first part of the service in the Sanctuary and then go to classes. One of the meeting rooms is used as a nursery and the other three are used for Sunday School.
  - Music is a valued part of our worship. Our Music Director creatively and expertly incorporates a wide range of musical genres into worship using both the organ and the piano. The Senior Choir provides music leadership every Sunday from September through June as well as for special services. The following groups also provide music leadership during the service at different points through the year:
    - Gabriel's Chorus, a men's chorus, sings a variety of music from barbershop through Calypso to Spirituals
    - The Cecilia Chorus, our women's choir, also sings at senior's residences and the Kanata Seniors' worship services held at St Paul's Anglican Church
    - The Children's and Youth Choirs sing occasionally during the Sunday service and also participate in our special services and concerts
    - Revelation, a mixed quartet, that sings a variety of songs in four-part harmony. They also sing at special events such as our annual Cookie Walk and the rummage sale
    - The Stained Glass Band, a contemporary (keyboard, guitar, drums, vocals) ensemble that explores a variety of repertoire from traditional to contemporary worship music
  - Our deep, rich and energetic fellowship through music extends beyond the contribution to Sunday services. The Advent Community Sing and the Spring Choir Show have become GCUC traditions. Our choirs have also sung at benefit concerts for other churches and community groups, retirement homes and church events.
  - Our library has books on a variety of topics related to theology, spiritual development and personal growth.

## **Reflections on Our Ministry**

The JNAC interviewed several members of the GCUC leadership, using Profile 1 Part C as a template for the interviews. Here are the questions and their combined responses.

### **Describe the ministry in our congregation at this time.**

- Very connected and committed to the local community although we do support some wider social justice issues.
- A mission or program church with talented people and excellent team leadership skills; many centres of authority that allow the congregation to be active.

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- The current Minister and his wife are both very inclusive in their own activities and are collaborative and congenial leaders. Both plant seeds and help germination occur.
  - The Minister leads in a respectful and collegial manner, trusting the leaders yet staying in touch. This is evidenced in his:
    - Strong, cooperative planning skills. He meets weekly with the Music Director and plans sermon themes weeks in advance.
    - Ability to find volunteers to do things without forcing anyone
    - Ability to discern and satisfy common needs by listening well
    - Praises all in a genuine manner
  - Excellent support staff.
  - A faithful, energized congregation; able to laugh together with the many interactions, fellowship and food occasions. A second family to many. A 'maybe we can' community.
  - Finances in good shape, surpluses for the last 7 years and carefully husbanded.

### **What would a newcomer experience in worship and church community life?**

- Most, though not all newcomers find this to be a lively community, welcoming and open to all.
- Sunday services are timely, topical and down to earth, food for the soul. Services are somewhat traditional yet also eclectic, retaining something for everybody; balanced.
- Families like the 3 Sunday school classes which includes organized daycare.
- The minister connects to all people, including the children, with sincerity, honesty and openness.
- The strong musical component is also varied with a little bit for everybody - old hymns, pre-60's, post 60's, Voices United and More Voices.
- Plenty of food and fellowship opportunities.

### **What do we do well as a pastoral charge? Strengths.**

- With 6 choirs, 1 band and several soloists, music is important to us. Strong, respectful collaborative approach between the minister and music leader is essential in picking hymns and music.
- Strong pastoral care evidenced in formal programs such as home visits, Healing Pathways and The Oasis in Kanata, informal caring for each other one-on-one as well as within Council committees, the UCW, and choirs.
- Strong adult education volunteer led program.
- Use of the building as a community and outreach center; well suited to multiple needs.
- Talented council members and minister manage and plan well with realistic goals. Although currently well funded we are always aware of finances as a potential issue.
- Strong connections to the local leaders.
- Inclusive in activities e.g. Cookie walk, Christmas Santa parade cookies, rummage sale, choir shows, hospice, Food Cupboard and monthly outreach program.
- Many fellowship opportunities such as after service lunches, Friday morning coffee, Lunch and Such gatherings and guest speakers.

### **What aspects of our congregation ministry could use development and growth?**

- We need to reach out more by being relevant and fulfill the spiritual needs of a younger group of people and families.

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- Finding something different yet meaningful to keep teens interested would help; e.g. a Youth Program on Sunday Mornings and/or a monthly jazz service on, say, Sunday afternoons.
  - We like to feel we make everybody welcome but sometimes become aware we could do better or maybe provide support to congregants in difficulties despite having greeters and congregants wanting to help.
  - Many retirement residencies in the community would provide areas for further outreach. Maybe working with local schools and /or more programs on bereavement e.g. Pastoral Care and counselling services (e.g. Ian Henderson on bereavement).
  - Greater diversity within the congregation would more truly reflect our community's ethnic neighbourhood and minority make up.

**What is our dream? (if we had unlimited financial and /or volunteer commitment):**

- Build an addition on the property, not only for storage but also as a seniors' center and run a varied program with a paid coordinator.
- Get the Prime Time program up and running.
- A new organ.
- Paid Staff to help develop a program for young families.

**What are the three most important programs we offer?**

- The whole Sunday Worship experience; Sunday School, music, lunch and Fellowship after the service.
- Adult Education and Faith Formation program which reflects a thoughtful searching congregation.
- Outreach programs. e.g. Oasis, Food Cupboard, Refugee program, rental relief, Lunch and Such for our own seniors. The Pastoral Care Team (7 members) are trained and very active with continual reassessment of needs and issues.

**What are the biggest challenges right now?**

- For the Minister: To find a Minister who is organized, able to cope in a very busy environment without micromanaging the many centres of authority and leadership yet stay in touch with them and to be willing to trust the congregation. Must act as a person who empowers, recruits and makes sure the program keeps going; leads from behind. Excellent communication skills, relates to all ages, open, compassionate, great preacher, good sense of humor and is part of a team. Some knowledge of music may help. Good at Pastoral Care and open to Healing Pathways. Is aware that the 3 Christmas Eve services are very different, full and very challenging for the minister and the senior choir.
- For the Congregation: Not to take success for granted and be able to move on from Brian's and Sandra's departure; give the new minister (he or she) a strong sustained chance. Maybe try some different things. To accurately reflect our community, we need to become more diverse in ages, minorities and backgrounds. To be open to new ideas from volunteers and perhaps put a time limit on positions to avoid volunteer burnout. To stay an integral and meaningful part of the local community.

**What will be the biggest challenges in 5 years from now?**

- As above but note that there will be changes of leadership.
- Finances need to be ever maintained and controlled.
- Maybe Live-stream /broadcast our services to allow different community groups or 'stay-ins' an opportunity to remain connected.
- Maintain strong ties to the UCC Denomination.

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- Keep asking “How can we recognize and help Jesus in our midst?”