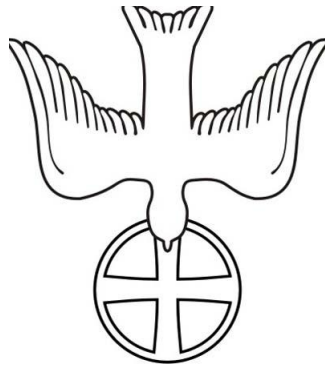


SHAUGHNESSY HEIGHTS UNITED CHURCH

JOINT NEEDS ASSESSMENT REPORT

SUBMITTED TO COUNCIL

FEBRUARY, 2010



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Summary

The Joint Needs Assessment Committee recommends that a 1.0 fte Lead Minister be appointed to Shaughnessy Heights United Church on the retirement of Rev. Dr. G. How in 2011. This appointment represents an increase of 0.2 fte in the ministry staff. The additional cost of replacing the incumbent will be approximately \$30,000. Current budget projections suggest that this can be done with the requirement of 2 % increase in the general offering per year. This projection is viewed attainable by the Finance Committee, the Trustees and the JNAC.

Over the last four years, Shaughnessy Heights United Church has stabilized after a number of somewhat turbulent years. Church attendance and Church school numbers have shown an increase, the choir has doubled in size and the music program is well respected. The finances are secure and the buildings have undergone considerable modernization and maintenance. The church is ready to move forward.

What is now required is for the congregation to mimic the choir, double in size and attract younger people. The question is as to how this can be done in an environment of challenging demographics and apparent lack of interest in “organized religion” and “genteel decline” in numbers over the last 20 years.

The JNAC feels that a church that offers a worship service with excellent traditional music, strong preaching and a modern Christian education program for children and youth can achieve growth from a neighbourhood source as well as from individuals who are prepared to travel from greater distances because of the quality of the programs. A membership drive with emphasis on SHUC as both destination and neighbourhood church should be implemented over the next few years.

In the desire to increase our numbers what must not be forgotten is pastoral care of an aging population of dedicated members of the congregation.

To accomplish the above, the JNAC recommends that we need a minister with inspirational preaching skills, ability to relate to all ages especially children and youth and who possesses effective people and team building skills. Especially important would be the ability to strike a good working relationship with our existing talented staff.

Introduction

The Joint Needs Assessment Committee (JNAC) was initiated in October 2009 as a result of the announcement by the Shaughnessy Heights Council that the Rev. Dr. Gordon How wished to retire in June, 2011 after a five year tenure as lead minister at 0.8 fte. In early November, the committee was appointed by the Council and approved by the congregation. The Council felt it important that there be representation on the committee of a cross section of the congregation incorporating younger as well as older persons.

The purpose of the Joint Needs Assessment Committee is to consider and review the ministry and mission of the pastoral charge and the relationship with the community that is served, by carrying out an open and participatory process of information gathering and analysis. The JNAC then considers how the results affect the ministry personnel needs of the pastoral charge.

Committee work commenced in November, 2009 and worked through to February, 2010. Eight meetings were held and interviews were conducted with the lead Minister, the Minister for Children, Youth and Families (CYF), the Minister for Music, the Choral Director, the administrator, the custodian and the M& P Committee. Information was also obtained from the Worship and Music Committee, Finance Committee, Youth Groups, the Thursday Morning Group, Men and Muffins, Downtown Business Group, Christian Education and many individuals obviously interested in the process and eager to contribute to this effort.

Information was also gathered by:

- a) An on line congregational questionnaire.
- b) An up-to-date Environics Report, derived from the latest census and polling data, was obtained at our request. The report details population, religious affiliation, ethnic diversity, educational level and other factors within a 3.5 km radius of the church. Similar reports have been used by other churches as part of the Emerging Spirit program of the UC.
- c) A “Second Hour meeting” following the service was held on 24th January with about 90 in attendance. The attendees were split into groups of 6, asked to discuss some key topics and then transmit responses verbally and in written form to the JNAC. The responses were summarized along with the questionnaire results and are given in Appendices 3 and 4.

Community Profile (area demographics)

Shaughnessy Heights United Church is located at the geographic centre of Vancouver's west side and is roughly equidistant from the following:

1. On the south side; Fraser River bordering Richmond.
2. On the north side; English Bay and False Creek bordering downtown
3. On the west side; University endowment lands
4. On the east side; Main Street

The driving-time to SHUC from within these borders is less than 15 minutes on a Sunday morning. Granville Street is a major public transportation artery but using public transit from within the above borders could take up to 1 hour on a Sunday morning.

The following information is taken from the Environics Analytics Service Area Report Environics analyzed 2009 congregational data, and defined a service area, the boundaries designed to encompass the locations of 75% of 221 member households (See Appendix 2 for map).

The following are key characteristics of our service area:

Population	183,083
% With Post-Secondary Education	70%
Number of households	84,669
% who are Roman Catholic	17.5%
% who declare membership in the United Church	7.1%
Number who declare membership in United Church	11,187
No religion	38.5 %
First generation immigrants	45.6%
Second generation immigrants	23.0%
Third generation immigrants	31.4%
Visible minorities	
Chinese	27.4%
Filipino	2.5%
Mother tongue or first language learned	
English	57.9%
Chinese languages	21.1%
Average household income	\$112,470

It should be noted that the demographics in the table are not necessarily representative of the present church population which was formed from area demographics of 40 years ago. At that time, the 8 United Churches were needed in the area to serve the community and the "local service area" in Appendix 2. These churches still service the area but congregations are much reduced. If people claiming United Church affiliation were active and equally distributed across the United Churches in the service area, SHUC

would expect a congregation of approximately 750 families. SHUC actually has 166 families in the area.

Of the 221 households affiliated with SHUC, 55 are located outside the local service area shown in Appendix 2. These families come from as far as Burnaby, White Rock, North Vancouver and West Vancouver to attend our church. For them we are more of a destination church as opposed to neighbourhood church. The attachment is generally preserved by strong family, musical and friendship associations and good programs.

Pastoral charge (SHUC, who we are and what we do)

The congregation at (SHUC) is mainly made up of well educated people. They comprise many families, empty nesters, retired people and seniors with a very few young singles. The congregation has many professionals who volunteer their time in their area of expertise. They are very good at what they do but tend to become over-burdened with volunteer work. They tend to be busy people.

SHUC was founded in the late 20's and since its inception has had 11 lead ministers with each having an average of 7- 8 years in tenure (excludes interim ministers). Over the years, it acquired a reputation for excellence in preaching, music and well run programs. There have, however, been a number of challenging periods over the years. For example the period 1987 – 1990 experienced a reduction of 30 % in members and adherents largely as a result of conflicting views in the congregation regarding the decision of the United Church to ordain homosexual clergy. At the time this decision was made, the lead minister at SHUC was the moderator of the General Council.

In 1998 and again in 2005 the congregation underwent the resignation of two ministerial staff teams as a result of a number of difficulties – some financial, some to do with incompatibility in the clerical team and some to do with differences in style and vision between the clergy and the congregation. These events in the SHUC have been hard on the congregation and of course the clergy – perhaps even giving SHUC a “hard to govern” reputation, but the congregation have an incredible capacity to recover and move ahead.

At the end of 2009, membership of the church was 298 members, 214 adherents and 306 households. In comparison, the church in 2005 had 332 members, 247 adherents and 352 households. This decline has been fairly gentle and constant since 1992 and is attributed to demographics, real estate prices, families with both parents working and the Canada wide decrease in main line church attendance since the 70's. The decline is “the elephant in the room” for the congregation and is one of their main concerns for the future.

Over the last 4 years average Sunday attendance (children included) at SHUC in the months of October and November – as monitored for the annual United Church of Canada Statistical Yearbook -- has risen from 130 to 156 (See Appendix 6). The church questionnaire appears to indicate that the stabilization in church attendance from 2006 to

2009 is attributed to good sermons, a high quality music program and progressive CYF programs. At present morale is high.

The questionnaire and the JNAC meeting at church gave interesting insights on what has attracted people to the church.(summary given in Appendix 3). The main reasons were, a) looking for a neighbourhood church, b) introduced by a family friend and c) drawn by the preaching and d) the ministry of music. Other important reasons included a sense of community and the children's and youth programs. The congregants were also asked to choose which three words or phrases best describe SHUC. The leading word with 100 responses was musical; next was "family oriented" (55 responses), socially aware (47), intellectual (38), close knit community (36); evangelical, innovative and radical received one response each.

The questionnaire also included some faith based questions which people seemed to enjoy answering. The first question asked about which images of God best described your faith. Source of Love (62 responses) and Spirit (61) were the most highly favoured followed by Evolving Presence (50), Ground of all Being (39), Father (16), Saviour (11) and Judge (4). A second faith based question asked if the chosen image of God was the one which you experience in worship and programs at SHUC. Approximately 60 % replied a "yes" to the question and the remainder was also "yes" but with some reservations.

In 2004, the Council and congregation produced statements of the Four Core Ministries and the Mission and Values of our Christian Faith Community. These are given in Appendix 1.

Children, Youth and Family Ministry at SHUC is seen as important and vital to the life of our church. The ministry is supported by a full time Children, Youth and Family Minister and a team of gifted volunteers who provide opportunities for young people to deepen their relationships with God and understand their role as disciples of Jesus.

Godly Play has been implemented as the primary Sunday school program with three active classrooms. There are youth group programs for children 8-11 and youth grade 7 and up and the programs include outreach, developing friendships, participating in the life of the church and having fun! Our children and youth participate in wider church community events including Children's retreats, youth retreats and various other projects. Families are encouraged and supported in their role as primary Christian educators.

SHUC recognizes the importance of intergenerational ministry, providing opportunities for all generations to learn and grow in faith together, to worship together on a regular basis, and to build relationships.

The music program is one of the pillars of SHUC and has evolved into a vital and energizing force within worship. The choir is well respected by the congregation and according to the local newspaper also by Maestro Bramwell Tovey! .Because of the talent and dedication of the music director and choral conductor the choir has almost

doubled in size over the last five years. Oh - that the same would happen with the congregation! Music is performed at a very high level, and is mainly traditional with occasional gospel or contemporary anthems. There is interest in having some music of other styles performed in church, but the congregation recognizes that this could best be done with personnel enthused by this type of music- perhaps at another service if numbers and interest so require.

Other successful programs include a Thursday Morning Discussion Group covering the latest books of theological relevance. Examples include books by Marcus Borg, Karen Armstrong, John Shelby Spong, Doug Todd and Tom Harper to name a few. There is also a senior luncheon program, a men's group, bible study/discipleship groups, a meditation group and a healing touch group.

Outreach projects include the longstanding financial and volunteer support for First United Church in the downtown eastside, an outreach luncheon program, and supplying board members for Chishaun Housing Association. In January 2010 a "Hope for Haiti" concert and fund raising drive led to \$11,000 being contributed to the National United Church's Haiti disaster relief fund.

The church buildings are important to the congregation and have been well maintained, over the years. This is in part due to the rental funds provided by numerous other organizations that use the church. Trinity Korean Church worships in our sanctuary and successful daycare and music schools operate in our building as well as musical groups such as Bells of Shaughnessy, Zing children's choir, Vancouver Philharmonic Orchestra and the Broadway chorus. The well known Phoenix choir is the Resident Ensemble at SHUC.

The members of the church see themselves as progressive, but are sensitive to change that may be too fast They believe in God and Jesus Christ, but also have an interest in learning new concepts of God and the views of other faiths . They are willing to see some changes in the church, but done slowly, and with feedback. They are worried about their aging population, and the decline in numbers that brings. They would dearly like to see something done to attract new members. Many have children or grandchildren who do not attend church and they worry about why this is so.

The following points summarize our hopes for the future:

1. Build on the stability of the last four years by preservation and enhancement of the traditions of good preaching, modern Christian education programs and high quality traditional church music.
2. Encourage the development of appropriate alternative music but not at the expense of the existing music program. Changes must be done with sensitivity.
3. Become a church known for the quality of its pastoral care and outreach programs.
4. Become known as a church which respects tradition while encouraging the exploration of new ways of understanding scripture and God. Become known as

- a church which delights in story and metaphor in biblical narrative, which respects the evolving mystery of the transcendent and which takes seriously the ethical values engendered by Christian faith.
5. Become a congregation with a genuine community spirit and supportive presence in the journey through life.
 6. Embrace the reality of the decline in United Church membership in the area, connect with other United Churches facing similar challenges and create a strategy for sustainability.

Resources (human, financial, property, what we can afford)

Our most important resource at SHUC is the staff. At present, the ministerial staff includes a Lead Minister, Rev. Dr. Gordon How at 0.8 fte and a Minister for Children Youth and families, Pamela Jeffrey at 1.0 fte.. The Music Director, Roy Campbell and the Choral Director, Ramona Luengen, each spend a minimum of 15 hours, and often more, each and every week fulfilling their respective musical responsibilities

The church administrator, Sue Zhu, works 35 hours per week looking after church affairs and also the renting of the church facility. SHUC also have a custodian, Harold Kruk who works a variable 5 to 20 hours per week. Harold lives in the apartment attached to the church and is on call for emergencies. Other part time staff includes Janet Livingstone, Accountant – 1 day per week, Phyllis Hayter, Memorial Coordinator, and Gwen Olsen, Wedding Coordinator.

Property maintenance has been a major consideration over the years. In 2005, the Facility Visioning Team produced a report for SHUC Council with the purpose of identifying and analyzing options for the long-term sustainable best-use of SHUC's property and facilities. A number of recommendations were made in this report most of which have already been accomplished (manse roof replacement, church hall carpet replacement, painting, kitchen renovation, organ tuning and maintenance). In 2008, a special drive raised \$122,55 for the kitchen and by the end of the year it was modernized at a total cost of \$148,500. Recommendations were also made regarding the greening of the church property: windows have been double glazed, energy efficient light bulbs and thermostats installed . A project for the near future is replacement of the boiler with an energy efficient unit and a sustainability fund has been created with this as one of the objectives.

SHUC has built up an endowment fund valued on 30 Sept 2009 at \$1,163,948. In addition, there a number of special purpose funds which have total value of \$111,770

Over the years, the Finance Committee and the Trustees have demonstrated dexterity in adjusting to financial stress resulting from declining numbers in the congregation. One of the key factors in maintaining financial stability was the decision in 2003 to rent the church facilities to the Korean Trinity Church. This has been a successful venture and at present , the Korean church provides \$86,336 per year to the church revenues.

On December 31st at the close of the 2009 financial year, the following revenue and expense figures were reported for SHUC:

Revenue	\$	Expenses	
General offerings	301,000	Ministry & Personnel	238,500
Transfer from endowment	35,000	Property & Manse	167,000
Golf and Fall fair	22,000	Outreach	64,000
Use of facilities	214,000	Other	39,500
Total Revenue	572,000	Total Expense	509,000*

*Retained earnings (\$63,000) to sustainability and contingency funds

In the spring of 2008, as a result of the decision of Gordon How to retire in June 2011 the Finance Committee embarked on a 2 year program with the objective of supporting a ministerial staff level of 2.0 fte – an increase of 0.2 fte from the present figure of 1.8 fte. This program is on track and budget projections taking the increase into account and detailed in Appendix 7 have been assessed by the Trustees and the Finance Committee as reasonable. The JNAC agrees with this assessment.

Ministry Personnel Description

Description of Lead Minister position:

The JNAC committee reaffirms its support for the model used at SHUC over the past 4 years. The model consists of an ordained Lead Minister who provides leadership in a collegial partnership with other staff and the Executive Council to ensure the congregations' unity, wholeness's and inspiration for fulfilling the Mission and Ministries of SHUC.

As outlined in the current Lead Minister Job Description (LMJD) used by SHUC (2008), this position has an intended outcome to guide and foster passion and abilities in the members to know and act as people of faith fulfilling the congregation's mission.

The current Lead Minister, Gordon How provided JNAC with the following breakdown on how he actually spends his time in the various areas of his responsibility.

- Worship Leadership (33%)
- Pastoral Care (30%)
- Christian Education & Congregational Life (5%)
- Governance & Administration (13%)
- Staff Co-ordination & Leadership (19%)

It is interesting to compare the above actual breakdown with the following ranked priorities for time allocation for a new Lead Minister obtained from the questionnaire (Appendix 4).

1. Worship Leadership: planning, coordinating & implementing worship in collaboration with others.
2. Congregational Life, participation in congregational events and activities).
3. Christian Education: preaching, teaching, fostering educational & prayer programs in collaboration with CYF Minister & committees.
4. Pastoral Care to all, especially older members; lead memorial services & weddings.
5. Outreach, support and direct SHUC priorities & activities.
6. Administration: participate in and advise Council, mentor & support colleagues,

The above noted priorities for a new Lead Minister time allocation are different than what currently exists as the Lead Minister's practice. In particular, it appears that the % of time spent in Christian education and congregational life is lower than the congregation expects of the lead minister. This is in part due to the time spent by the (0.8 fte) incumbent on pastoral care, leadership and mentoring perhaps at the expense of congregational life. This situation may be partly resolved by the 0.2 increase in fte but the balance and priorities will have to be re-evaluated by the M & P committee in the light of the JNAC information.

Skills required for Lead Minister

The 'Top 10' desired skills and qualities of the Lead Minister identified by the JNAC process and the questionnaire (Appendix 4) include:

1. inspirational preacher
2. an ability to relate to all ages including support for the C&Y ministry.
3. effective people skills & team builder
4. compassionate
5. excellent communicator
6. empowering and nurturing
7. sense of humor
8. open to new ideas
9. sincere
10. energetic

We feel that the last four years have seen a stabilization and morale growth in the congregation and that the resulting fertile soil will provide an attractive environment for the new minister to apply the above skills. However, these skills will also be needed to undertake and solve the challenges that SHUC faces in the future. Of immediate concern is that the church grows in numbers, particularly in the 30 – 50 age groups. This will need inspiring leadership working closely with the dedicated staff team and supported by a determined congregation.

Conclusions and Terms of Employment

As a result of the JNAC process, the congregation has clearly indicated that a Lead Minister at 1.0 fte is required to meet their diversified needs. The Finance Committee and the Trustees have advised council and the JNAC that the 2010 – 2012 budget projections will support a 0.2 increase in the Lead Minister position to 1fte.

The Lead Minister is accountable to the Church Council through the Ministry and Personnel Committee, and to the Vancouver Presbytery.

The salary for the above position will be in accordance with the United Church of Canada Annual Salary and Allowance Schedules applicable to Ministry Personnel. Benefits include pension, group insurance, EAP, CPP, EI and sick leave. A housing allowance (approx \$35,000 per year) in accordance with Vancouver South Presbytery guidelines will be paid annually. In addition, travel, book, study leave and entertainment allowances are offered as well as 4 weeks annual vacation. A three month sabbatical will be offered after five years of service.

Acknowledgements

Thank you to:

1. All those congregants that filled in the survey and attended the Second Hour meeting;
2. The staff – Gordon, Pamela, Roy, Ramona, Sue, Phyllis and Harold for their patience with our questions,
3. The Council chairs, Allan and Elizabeth for support and direction,
4. The committee chairs – Heather, Clif, Norm, Bill, John and Bob for well thought out submissions and verbal information,
5. Carol Saxon for providing a summary of the Second Hour Meeting,
6. Individuals who took time to chat with us or sent us an E-mail,
7. The two Presbytery representatives who gave of their time and their experience to help us on our way.

Appendix 1

Shaughnessy Heights United Church: Four Core Ministries

Celebrating: Encountering God and each other gratefully, joyfully, prayerfully. Our celebrations also take the form of lunches, suppers, and social gatherings where we live in communion as a community of hope.

Learning: Growing and maturing in knowledge, skill and wisdom as people of God. Retreats, workshops and learning programs enhance awareness and learning

Reaching Out: Making the love of God real for people near and far by word and deed. The Mission and Service Fund of the United Church is our direct link to places where God's love is made real – our support of First United Church mission and other organizations makes a difference in Vancouver.

Caring: Being a welcoming and loving household because Christ's spirit dwells among us. We share each other's joy and sorrow, successes and failures, strength and weakness, sickness and health.

Shaughnessy Heights United Church: Mission and Values

We seek to love above all the mystery who is God and to love local and global neighbours as ourselves, while sharing in God's persistent, self-giving love to make the world whole. We are committed to making a creative difference in the Spirit of Christ, open to partnership with all people of goodwill.

In gratitude to God and in celebration of God's gifts, we, the people of Shaughnessy Heights United Church, commit ourselves to be:

Trusting – developing and deepening trust in God, in ourselves, and in one another.

Hospitable – creating a safe and welcoming environment for all people.

Respectful – encouraging open, clear and honest communication.

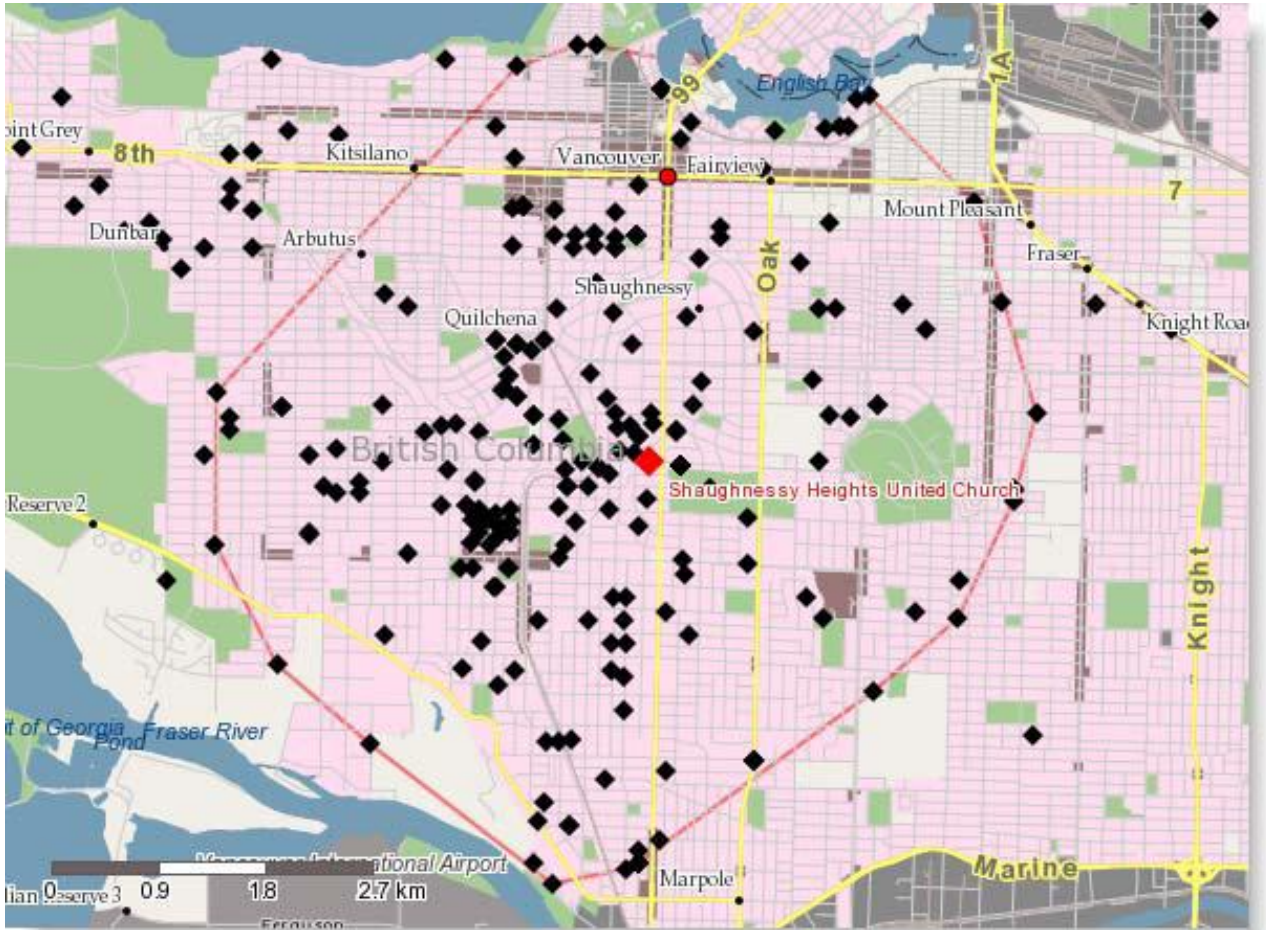
Compassionate – caring for the well-being of one another and reaching out to those in need, near and far.

Faithful – supporting individuals, families and community in spiritual growth, seeking the will of God as disciples of Jesus Christ.

Responsible – being careful stewards of God's creation and the gifts of people, facilities and money.

Appendix 2: Map of service area

Area encircled by the red line contains 75 % of the households affiliated with SHUC. Each household is represented by a black diamond and there are 166 of them. Within the red circle there are 9 United Churches including Shaughnessy Heights U.C.



Appendix 3

Members Speak (Second Hour Meeting and questionnaire summary)

Members and friends were asked to “paint a picture” of Shaughnessy Heights United. We wanted to define who we are, what’s important to us and what qualities of leadership are most valued. As at February 10th 126 members and friends had completed an on-line or hard copy questionnaire. Some 90 members and friends attended a Second Hour program in which key questions were discussed in small groups.

The questionnaire with aggregate numerical responses is included at the end of this document. In addition to marking check-boxes or rating characteristics, responders contributed more than 400 written responses. We have attempted to capture some common themes in these very considered opinions and insights.

What brought you to SHUC or what kept you in the congregation in the past?

Introduction by friends or family is probably the most common explanation for attending a particular church. In our case that explanation is almost matched by those who are here because Shaughnessy is their neighbourhood church and an equal number of responses refer to preaching as a key factor.

Spiritual and intellectually stimulating preaching was often mentioned by those attending the second hour as a reason why folks are drawn to SHUC.

In open ended replies members spoke of long time family connections, introduced as children, for example; others spoke of the importance of being married in SHUC. Others spoke of the welcoming, supportive SHUC community.

What are the things you think will encourage growth and stability in the congregation?

Welcoming, energetic and friendly leadership, both from clergy and from members, is often mentioned. Continuation of the strong youth program and fine preaching is very important.

An interesting tension is evident in a number of responses. Some see a need to make changes to respond to changes in the neighbourhood. Others are concerned that too much of a contemporary style may drive long-standing members away. As one responder says: “...I do not think a wide swing to something more contemporary; i.e., modern hymns, less structured services, different music (no traditional hymns) will accomplish the objective [of attracting new people]. We may gain some new adherents or members but we will definitely lose some of the current congregation.”

Another response addresses the tension: “...More diversity – I like the present system but I recognize that it will not attract or hold the younger generation and we need that group of individuals.”

Another comment on the theme of change: [We need] “A genuine effort to combine both the traditional and the new in all aspects of our worship and mission.”

What are the things which might inhibit growth and stability in the congregation?

In responding to the question, what would keep you away from SHUC? A speaker at the second hour made this comment: “A minister who tries to change us too much – we just need a gentle nudge.” Questionnaire responses speak to similar ideas; i.e., failure to change with consultation and respect for what works now, the youth program, the music and preaching. Many of those answering the questionnaire spoke to the need to attract and respond to younger members.

Choose 3 phrases which best describe SHUC.

In written responses as well as in answers to this question, it is clear that SHUC’s music program is quite special. “Musical” garnered 27% of total responses, nearly double the number of responses to “family oriented” and “socially aware.” “Close-knit” and “intellectual” were selected by many. Interestingly, the number who describe SHUC as “liberal” is virtually the same as the number who describe SHUC as “conservative.”

Which image of God best describes your faith? And, is this image one you experience in worship at SHUC?

Source of love, Spirit and Evolving Presence garnered 2/3 of the total responses in almost equal measure. Approximately 60% also felt their image of God is the one they experience in worship. As one member said: “At SHUC, the service creates a feeling of love and support. I know that if I were ever in need I would have a family to look after me.”

The most important attributes of clergy members at SHUC.

The top 5 of 12 attributes members selected were: inspirational preaching, a leader with effective people skills including team building, ability to relate to all ages, compassion and communication skills.

The most important responsibilities of clergy members at SHUC.

Members were asked to rate each of 6 broad areas of responsibility from 1, less important, to 2 important and 3, most important. Worship leadership including sermons is most important, congregational life is second and Christian education is third. While pastoral care ranks fourth several written responses suggest many members place great importance on one on one support from their clergy team.

Appendix 4: Questions asked and aggregate numerical responses.

1.	What brought you to SHUC or what kept you in the congregation in the past?		
	Looking for a neighbourhood church	45	
	Introduced by a friend or family member	44	
	Drawn by preaching	44	
	Other (please explain)	34	
	The ministry of music	33	
		<hr/>	
		<i>126 Responses</i>	200
2.	What are the things which you think will encourage growth and stability in the congregation?		126
3.	What are the things which might inhibit growth and stability in the congregation?		126
4.	Choose 3 phrases from the list below which best describe SHUC.		
	Musical	100	
	Family Oriented	55	
	Socially Aware	47	
	Intellectual	38	
	Close-Knit Community	36	
	Liberal	34	
	Conservative	27	
	Pastoral	26	
	Program Oriented	7	
	Evangelical	1	
	Innovative	1	
	Radical	1	
		<hr/>	
		<i>122 Responses</i>	373
5.	Which of the following images of God best describes your faith?		
	Source of Love	62	
	Spirit	61	
	Evolving Presence	50	
	Ground of All Being	39	
	Other	21	
	Father	16	
	Saviour	11	
	Judge	4	
		<hr/>	
		<i>120 Responses</i>	264

6. Is this image of God which you have chosen the one which you experience in worship and programs in SHUC? If not, what primary images of God do you experience at SHUC? 103

7. SHUC participants have identified a number of attributes desirable in clergy members at SHUC. Please choose no more than 5 that you regard as critical and list them in order of importance, 1 being the most important and 5 being the least. *Ranked by*

weighted responses

Inspirational preacher	348
Effective people skills, good team builder	282
Ability to relate to all ages	237
Compassionate	200
Excellent communication skills	189
Empowering and nurturing	176
Sense of humour	110
Open to other ideas	94
Sincere	92
Energetic	81
Skilled teacher	43
Skilled administrator	30

117 Responses

8. The following roles have been the responsibility of the clergy team at SHUC. Please rate each role according to its importance to you. 1 = Less Important, 2 = Important, and 3 = Extremely important.

	No. Of Responses		
	<i>1</i>	<i>2</i>	<i>3</i>
	<i>Ranked by number of "3s" received</i>		
Worship leadership including sermons.	6	17	96
Congregational Life including support for the health and well-being of the SHUC community as a whole.	11	38	70
Christian Education for children, youth and adults	7	47	64
Pastoral Care including weddings and memorial services	13	64	38
Outreach including support for the outreach committee and liaison with community groups and programs.	31	57	26
Administration including support of Executive Council and committees and liaison with the wider church.	41	55	16

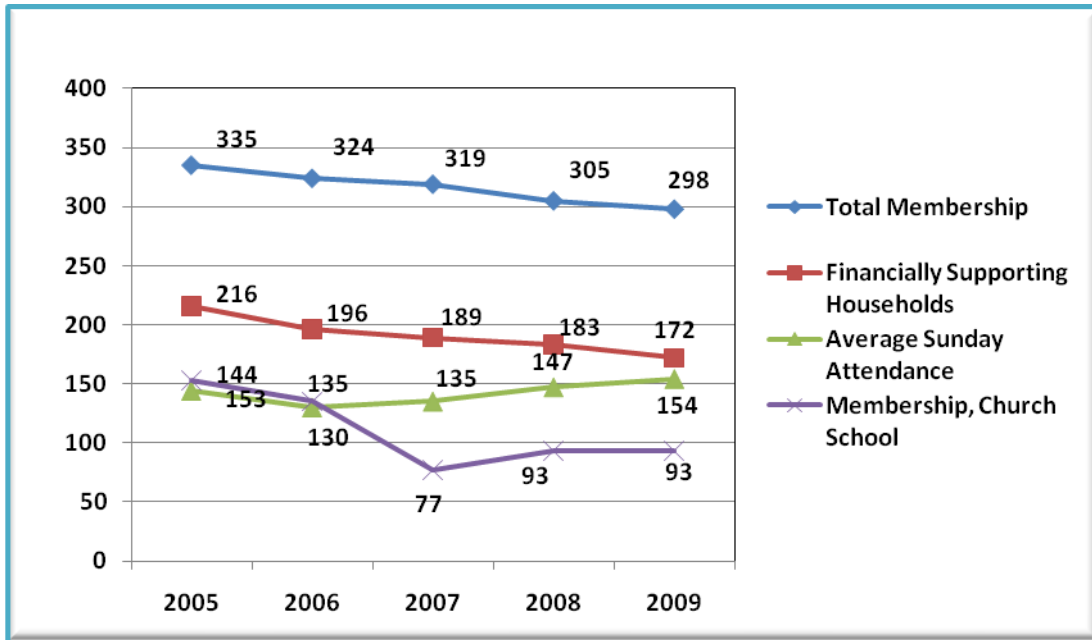
122 Responses

Appendix 5: SHUC 2005 -2009 operating results, 2010 budget, and projections to 2012

SHUC Operating Account	2005	2006	2007	2008	2009	2010	2011	2012
<u>Revenue</u>	Actual	Actual	Actual	Actual	Actual	Budget	Pronj.	Projn.
General offerings	298	280	287	273	301	290	295	300
Use of Facilities	197	213	219	209	214	215	223	232
Investment Income	45	28	27	32	35	33	33	33
Other Income								
- Fall Fair and other	12	17	18	18	18	18	18	18
- Golf Tournament			8	4	4	4	4	4
Total revenue	552	538	559	536	572	560	573	587
<u>Expense</u>								
Staff								
- Ministers	159	141	120	112	113.5			
- Other Staff	108	113	111	121	125	246	263	278
- Recruit/reloc Expenses						10	25	
Property & Manse	157	150	158	142	167.2	160.5	162.0	165.0
Outreach								
- M&S Fund	37	38	38	40	40	40	40	40
- other outreach	4	6	11	9	5.2	8.4	8.4	8.4
-Guatemala			6					
Presbytery assessment	18	19	20	19	19	20.4	20.4	20.4
All Other	37	41	40					
- Christian Education				7.1	7.6	10.1	12	12
- Congregational Life				1.3	3.1	2.5	2.5	2.5
- Administration				20.4	16.5	20	20	20
- Council				0.2	0	0	0	0
- Worship & Music				12.7	12.3	15.1	15.1	15.1
- Pastoral Care				0.0	0	0.2	0.2	0.2
Subtotal	520	508	504	485	509	533	568	562
Provision for sustainability To the Organ Fund	32	20	30	30.0	30	25	25	25
				2.4				
<u>Total expense</u>	552	528	534	517	539	558	593	587
Surplus/(Deficit) To Sustainability	0	10	25	19	33	2	(20)	0
Retained Contingency Fund				26	43	44	24	25

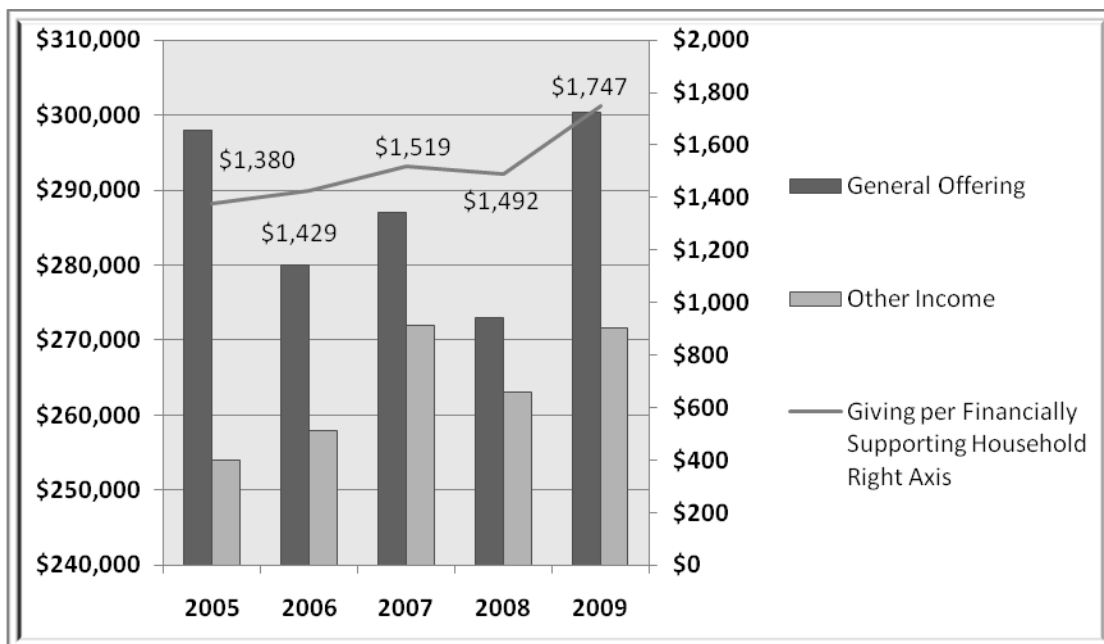
Appendix 6: Trends in Numbers

Membership, Supporting Households, Attendance



Income and Average Giving

This chart compares giving received through weekly envelopes, loose offering, pre-authorized remittances (PAR) and donations for the operation of the Church including the Mission and Service Fund, with income from other sources including rental income, interest from endowments and any transfers from Trustees. The line graph with numbers shown, tracks annual giving for operating purposes on a per financially supporting household basis.



Appendix 7: Members, adherents and households (1985 – 2009)

SHUC: Members, adherents & households. 1985 -2009

