

Crossroads United Church with Four Winds Presbytery

Joint Needs Assessment Committee Report May 2017



Crossroads
UNITED CHURCH

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Joint Needs Assessment Committee:

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Report approved by Crossroads Church Council: May 23, 2017.

Report approved by Crossroads Congregational Meeting: June 4, 2017.

INTRODUCTION:

Crossroads United Church became a new congregation through amalgamation on January 1, 2010. Over the past 7 years, the church has continued to come together, attracting some new members along the way.

The church is eager to continue building relationships, both within the church and within the larger Kingston community, despite an aging congregation. People at Crossroads believe being a caring and supportive community, being a welcoming and inclusive community, and growing the congregation are priorities for this church.

Our congregation is looking for one full-time minister to work with other staff, lay leaders, and congregation members, to help us grow in our faith and service and to realize the goals which we have set in the Statement of Purpose and Mission on the following page.

STATEMENT OF PURPOSE AND MISSION:

Purpose Statement:

Crossroads United Church, as a congregation of The United Church of Canada, is a welcoming and supportive community of Christians who gather to worship, seeks spiritual growth and humbly works to advance God's justice in the world.

Mission Statement:

Crossroads United Church is a congregation of the United Church of Canada.

We are a welcoming and supportive community of Christians,

- Seeking to be kind and caring
- Affirming our own and others' self-worth in authentic relationships
- Providing a place where all people can feel safe and welcome
- Offering opportunities for fellowship

We gather to worship,

- Celebrating God's presence joyfully
- Engaging all ages intentionally
- Listening for God's wisdom in word, scripture, and Christ's teachings
- Praising God through music, prayer, and the sacraments

We seek spiritual growth,

- Learning through youth worship and Sunday School
- Seeking meaning and understanding through questions, reflection, and discussion
- Growing through Bible study and other study groups
- Being open to new opportunities for spiritual development and expression

We humbly work to advance God's justice in the world,

- Living with respect in God's creation
- Seeking to understand and respond to the needs of others locally and globally
- Sharing ourselves, our time, talent, and treasures through outreach initiatives
- Promoting the Mission and Service of the United Church of Canada
- Supporting the peaceful resolution of human conflict

COMMUNITY PROFILE OF KINGSTON

Kingston is a city of 123,708 people (2016 census) located at the east end of Lake Ontario. It is just over two hours from Ottawa, about three from Toronto and Montreal. Kingston is accessible by car, bus, train or airplane (via Toronto). The population is less diverse than in Ontario generally. In 2005, 12.5% of Kingston's population was foreign-born compared with 28.3% in Ontario and only 5.8% in Kingston self-identified as visible minorities. Kingston is considered a wonderful place to retire or to raise a family.

Kingston has several large institutions: Canadian Forces Base Kingston; Royal Military College of Canada; Queen's University; St. Lawrence College, and Correctional Service Canada with several federal prisons in the Kingston area. These large institutions make Kingston less susceptible to major economic fluctuation than most other Ontario cities. There is also a wide variety of other employment in the city including tourism, manufacturing, and the usual service businesses.

Kingston has good health services, with tertiary level care available because of a Faculty of Health Sciences at Queen's University. Kingston General Hospital, Hotel Dieu Hospital, the South East Regional Cancer Centre, and Providence Care Centre cooperate in providing care. This (along with recreational and cultural opportunities) attracts retirees from the surrounding smaller communities, as well as people from Ottawa, Toronto, and Montreal.

Kingston has a good school system with some specialized high school programs available. A non-profit Pathways to Education program has significantly improved the high school completion rate in a low-income neighbourhood. There is a good public library system, the Kingston Frontenac Public Library, which serves the city of Kingston and Frontenac County with 17 branches.

Kingston's City Council has made steps towards addressing homelessness, although affordable housing is still a problem. There are many people with inadequate incomes. City Council has also supported a big improvement in public transit, important in our city which sprawls east-west, and City Council has taken steps to help low-income people afford transit. City Council has developed a strategic plan for 2015 – 2018. For more information please visit <https://www.cityofkingston.ca/apps/councilpriorities/>

The people of Kingston give generously in support of the community. The United Way of Kingston, Frontenac, Lennox & Addington is strong, funding many agencies. As well, the Community Foundation for Kingston & Area supports many new initiatives. Several agencies are involved with helping to provide food in schools, improved nutrition, and lunch programs; Kingston also has a major Food Bank as well as many other social service organizations.

We are close enough to the big cities for enthusiasts to travel to these cities for a variety of cultural events (musicals, opera, ballet, drama, art exhibitions, etc.) but we are also far enough from the big cities to have our own thriving entertainment and cultural life. For example, in music, there is everything from rock, pop, and blues, to folk and classical concerts. Kingston boasts several choral groups, some offering performances, and some encouraging participation. There are drama groups as well as a professional summer theater in nearby Gananoque. There is also a vigorous visual arts community in the Kingston area, with several galleries, including The Agnes Etherington Art Centre at Queen's University. As well, there is also a strong and dynamic writing community with several nationally known authors.

There are many recreational opportunities for people of all ages. Parks and conservation areas in the city offer attractive walks; provincial parks nearby are enjoyed by more serious hikers. Kingston is an important centre for sailing. Lake Ontario, the St. Lawrence River, and the Rideau Canal (with its southern end in Kingston) are popular with boaters. For children and youth, there are numerous sports opportunities.

Kingston is also busy with tourism in the summer months. Attractions include Fort Henry, the historic City Hall, the Rideau Canal, a variety of museums, and an interesting old downtown area.

For more information about Kingston please refer to the following sites:

www.cityofkingston.ca

www.kingstoncanada.com (economic development site with other information)

www.whatsonkingston.com (commercial site)

Location of Crossroads in Kingston

Crossroads United Church is located on Sir John A. Macdonald Boulevard (a major north-south road) and between two major east-west roads: Princess Street to the north and Bath Road to the south. The church is about 3 km from the downtown and from Queen's University. Across the Boulevard is the Kingston Centre which contains a Loblaws, two banks, a drug store, and other smaller businesses. The Kingston Centre is a major interchange site for the city's bus system. The Centre was the first mall in Kingston, but is now less important given the newer Cataraqui Centre, located much further west on Princess Street.

Crossroads is situated in a fairly high density area with several medium-sized apartment buildings close by; few residents from the apartment buildings are active at Crossroads. Further out are suburban single dwellings. The current members of the Crossroads congregation are spread very widely within Kingston and surrounding area, with no great density in any area of the city.

THE CROSSROADS CONGREGATION

Crossroads United Church is a 7 year old amalgamated congregation. In 2008 the congregations of both St. Margaret's and Queen Street United Churches realized their future was in jeopardy for a variety of reasons (maintenance costs, aging population, dwindling congregations). The churches, with a combined history of approximately 200 years, formally amalgamated in 2010 and now reside in the newer St. Margaret's building. A cornerstone was laid in the north-east corner of the Church in 2015 commemorating this union. Through amalgamation \$200,000 was donated to Queen's Theological College (now Queen's School of Religion) as a bursary for deserving theological students. Another \$200,000 from amalgamation has been designated as a Visioning Fund. A written history of the amalgamation is available on our website, <http://crossroadsunited.ca/about.htm>.

Crossroads is a very welcoming and inclusive congregation for both the young and the young at heart. It is a congregation united in mind and soul: it has weathered the storm of amalgamation and has settled in with intentions of serving God and the community for a long time to come. At this time the church is exploring ways this can be achieved in a way that leaves a lasting legacy for those who come after.

Average attendance at Sunday service is 60 – 90 people, including members in the choir and children. Since amalgamation Crossroads has lost approximately 50 people who have died. Sunday school varies from 1 – 10 children. The Crossroads choir is led by two talented music directors and has 14 dedicated members. Membership and adherents at Crossroads number approximately 250. Members come from all over the city and some even from outside the city.

Crossroads is predominantly an elderly congregation, a fact which seems to be the norm in most United Churches in Kingston:

Age	Members and Adherents	% of Congregation
0-5	5	2
06-12	13	5
13-18	2	1
19-30	0	0
31-45	12	5
46-60	61	23
61-75	68	25
76-85	92	34
86+	16	6

Crossroads is a busy church, offering activities for all ages. We have recently held family-oriented Dinner and Movie nights (complete with popcorn!) which were open to both the church community and the surrounding community. In an effort to reach out to the surrounding community, Crossroads has also offered free pancake breakfasts and a Crossroads Café.

Many of our seniors are quite active in the church - activities include: singing and playing chimes in the choir; helping with pot luck and other dinners; planning and taking part in special events; volunteering on committees; attending bible study, shuffle board, and/or bridge, and helping out with pastoral phone calls.

We have seen some young families join our congregation in the past few years and it is wonderful to watch the children's participation in the Sunday services and our Sunday school, Growing Souls Youth Worship. Worship at Crossroads is mostly traditional. Dress for services runs from casual to formal and the atmosphere is relaxed but serious. An overhead projection screen provides information on current and upcoming events prior to the beginning of service. During the service the screen is used to show words to the prayers and songs as well as accompanying pictures. Having the screen is a great asset in promoting congregational participation in shared reading and hymn singing. Lay participation and children and youth participation in the worship services are enjoyed by the congregation.

The need for pastoral care is a very important aspect of church life at Crossroads. With many elderly members house-bound, in hospital or nursing homes, and with families dealing with deaths, bereavement and personal crisis, our Minister and Designated Lay Minister are quite involved in pastoral care. Crossroads uses a number of volunteers to ensure all church goers are phoned or visited several times a year. This is especially welcomed by those unable to get to church.

Crossroads' outreach is concerned about local, national, and global issues. The Outreach Committee is mostly concerned about community issues, largely for disadvantaged members of our community. They have an annual budget of approximately \$7,000 which is spent funding mostly local organizations including Kingston Interval House, Kingston Youth Shelter, Extend-A-Family, as well as a coupon program with proceeds going to local shelters. Separately the congregation generously supports Mission and Service and the minister's Benevolent Fund (a monthly distribution of meal tickets and food vouchers and when possible monetary assistance for people in crisis).

The congregation realizes they have to change and adapt, and most are willing to do that in order to move forward. They realize in this changing world the church can't continue to keep on as it has in the past. A Communications and Event Co-ordinator has been retained by the

church to look at our situation and offer ways we can start to grow again by making a bigger footprint in the community. This position is the first significant expenditure from the Visioning Fund.

Crossroads has a wonderful music program, overseen by the two music directors. Both are skilled at playing piano, organ, and conducting. We have a very committed choir, and a very dedicated volunteer clarinet player who accompanies most musical selections. This volunteer is also an accomplished composer, and writes hymns for both the choir and for Growing Souls Youth Worship. Most of our anthems are new, less than 15 years old with occasional older tradition hymns added.

Crossroads United Church JNAC conducted a congregational survey in May, 2017. A total of 50 surveys were returned, providing valuable input for the JNAC. They provided valuable insight about this church, its strengths and challenges, its priorities, and recommendations for future ministry and direction. Of the 50 responses the majority of replies were female and a total of 42 respondents said that they attend church on a weekly basis. The majority of the respondents are in the 60+ age range. A detailed summary of the results provide Crossroads with an overall ranking of key issues; please see Appendix 1, Results of Congregational Survey.

The survey responses indicated an impressive support of Crossroads' Purpose and Mission Statement (please see page 4). A majority of members (76%) believe the Bible is basically a scribed account by humans seeking to know God. Main themes derived from "big picture" questions are as follows:

Strengths Crossroads should build upon include:

- Our warm and welcoming congregation
- Outreach
- Wonderful music program
- Recognition that both younger and older members bring different strengths to our congregation

Challenges facing Crossroads include:

- Need for more volunteer leaders and volunteers
- More young people and families
- Need to develop an ongoing financial plan

Changes respondents would like to see over the next 5 years include:

- Organizational restructuring
- Congregational growth
- Membership empowerment

Also of importance to members is pastoral care, thought provoking and spiritually challenging sermons, sermons that are biblically based but also informative, relevant, and reflective.

For future ministerial staff it was noted that the following attributes would be key characteristics for the role:

- Team player
- Effective communicator
- Compassionate
- Demonstrate an ability to inspire others
- Convey approachability and friendliness

These assets would continue to be invaluable as the church continues to adapt and move forward.

CROSSROADS CONGREGATIONAL RESOURCES

Human Resources

DLM (non-recognized): The incumbent has been employed at St. Margaret's and, after amalgamation, at Crossroads for over 20 years, first as a Staff Associate then as a Designated Lay Minister. (That she be a "recognized" DLM is strongly supported by Crossroads United Church Council but is currently up for decision in some higher court.) Her reappointment at Crossroads for the year July 1, 2017 – June 30, 2018 has been confirmed by Four Winds Presbytery. This will be valuable for a period when we expect to have a part-time supply and not a called minister. For many years, she has voluntarily taken a month off without pay (in addition to normal holiday) so she receives 11/12ths salary. She reaches normal retirement age in the fall of 2018.

There is a general feeling (not tested by formal process) that with the size and financial strength of our congregation, it is not feasible for us to employ a full-time called minister and a full-time DLM. If the incumbent retires in 2018 we will not seek to replace the DLM with someone to the same extent. We are discussing the option of part-time employment for one or more persons to provide leadership and/or support in some areas of our congregation's life and mission. Our experience so far with the part-time hiring of a Communications/Event coordinator is very encouraging. It seems prudent to defer this decision to a later date.

Music: Crossroads, currently, has two dedicated music directors who lead a choir of 14 members. Music is encouraged, supported, and is a cornerstone of our church's worship. A generous donation from a parishioner enabled the purchase of a set of chimes. The choir offers music every Sunday, September through June, accompanied by organ, piano, and clarinet. Intermittently through the year there are guitarists, a flutist, the Crossroads Chancel Chimers, and other guest musicians. One committed volunteer writes original hymns which are showcased on the Crossroads website "Original Music from Crossroads" <http://crossroadsunited.ca/spirit/>. Growing Souls Youth Worship (GSYW) (aka Sunday school) occasionally offers music to the congregation throughout the year.

Office: The Office Administrator is in the office Tuesday 8:30 a.m. to 11:30 a.m., Wednesday to Friday 8:30 a.m. to 12:30 p.m. The office is not staffed for July and August. The current Office Administrator is a dedicated individual who is also a member of the congregation. She takes pride in her work and her work place often going above and beyond the duties of secretary. This position also includes rental manager and is responsible for having outside groups sign contracts and ensures that the group has appropriate insurance. The incumbent has held this position for seven years.

Communication & Event Coordinator: Recently Crossroads has embarked on a new effort to raise the community awareness of the church by hiring a 10 hour/week person on a one year contract (with potential for renewal) as a Communications & Event Coordinator. The incumbent brings with him knowledge of community and what it takes to be noticed. This position is new as of 2017 and is funded by the Visioning Fund.

Building Cleaning: Cleaning of the building is currently hired out to a cleaning company.

The Congregation: The congregation has a strong and varied group of committed Christians; we often have to stretch our human resources to find enough people for all the tasks we wish to accomplish. The congregation works through a Church Council and Committees, (please see Appendix 2). GSYW is directed by the Designated Lay Minister and includes 5 regular teachers plus 3 parent volunteers. At registration GSYW had 25 children where weekly attendance is between 1 and 10 children. Volunteers also usher, make coffee, visit shut-ins, organize fund raisers, assist with communion, and work on committees, just to mention a few. The can-do attitude of the members of this congregation is inspiring. Many of these volunteers have been filling these important roles for many years and have expressed volunteer fatigue. We recognize the need to reconsider our governance structure and processes in order to more effectively engage our volunteers.

Property

Office Space and Facilities: There is a large Administrative (Secretarial) Office, one large Minister's Office (large enough for small meetings), and a second smaller Minister's Office. Each is equipped with a telephone on a networked system (3 lines) and with a computer on a networked system that allows file sharing and internet access. Our website is maintained by a volunteer.

Crossroads Building and its Use: Please see the “Photo Tour of Crossroads”, <http://crossroadsunited.ca/tour/>. We have an excellent mostly one level, accessible building with a grassy treed area in front of the church and a very large parking lot to its rear (there is no street parking nearby). Large and small spaces in the church and the large parking area make the building effective for congregational life and Christian education and also attractive to community groups. The sanctuary is rectangular with a nave and a slightly raised chancel. With some pews removed for wheelchairs, the nave still seats over 300. In 2013, Crossroads installed a new electronic Rodgers organ to replace an old Johannes organ. A large narthex is used for coffee time after worship. There are three offices, three meeting rooms and a kitchen. Three separate rooms provide for storage of chairs and tables, cleaning equipment, and garbage. The Hall roof was replaced in 2015, the Sanctuary and other roofs in 2012. In 2012, solar panels

were installed supported by a government incentive. In 2021 the loan (from us) will be paid off for the panels and the income will go to the operating budget.

The building is used during the week by various Crossroads groups and by other groups. Approximately 12 community groups utilize space at Crossroads. Groups such as Alcoholics Anonymous, Brownies, Overeaters Anonymous, a youth group from Immigrant Services Kingston & Area, the Kingston Youth Arts Cooperative (a boisterous children's program) and a writers' group use meeting rooms weekly or monthly for a below-market rent or for a nominal contribution. A Shuffleboard Club meets on Tuesdays, and a Bridge Club meets in the Hall Monday and Thursday afternoons (and provides very generous income to the church). Later Life Learning (a private enterprise paying a reasonable rent) fills the Church Hall with up to 300 retired folk many Friday mornings for a program of high quality lectures. In addition, there are many one-time rentals of the Hall for teas, bridge parties, dinners, etc.

Financial Summary

Of major concern is that Crossroads has been operating with a deficit every year since amalgamation in 2010. The annual deficit has been increasing almost every year and in 2016 it reached \$24,609, almost 9% of our operating expenses for the year. The deficits have been written off using money from our unrestricted Capital Fund. Envelope and PAR giving has held fairly well, other sources of income have declined a little. Salary costs have increased. M&S giving has decreased substantially over recent years but is still respectable in comparison with many churches in our Presbytery. We also have fairly generous giving for our non-operating expenditures such as the Benevolent Fund, Christmas basket program, and some other special causes.

The deficit is "structural" in that we are employing a called minister and a nearly full-time DLM. This seemed feasible at the time of amalgamation, but is ambitious for a congregation of our size – and our size is decreasing. With the retirement of our called minister this June, and the retirement of the DLM expected in 2018, we are considering what makes sense in 2018 and beyond in terms of our needs and our financial capacity. Since we will be operating with supply preachers and/or a supply minister in the last six months of 2017, our salary expense and therefore our deficit will be considerably less than our approved budgeted figures for 2017.

Our Balance Sheet is more encouraging, with total assets of over \$700,000. Most of this is held in Designated Funds, with specified uses. We could probably access the large Manse Fund for some good project but it provides significant investment income (rate of return about 5% in recent years). A Visioning Fund of almost \$200,000 (Operating and Capital) is available for actions that enhance our capacity to engage more people and to better serve our neighbourhood. The only unrestricted fund is the Capital Fund which stands at \$143,852 after

the 2016 deficit was written off. Our building is in fairly good shape after some recent major expenditures but there are projects such as some window replacement and an exterior door replacement that would be prudent.

Both the Operating Statement for 2016 and the Budget for 2017 are provided in Appendix 3; the Balance Sheet is provided in Appendix 4. The full 6-page financial report for 2016, approved at a congregational meeting in February 2017, is available upon request.

MINISTERING TO CROSSROADS CONGREGATION

The JNAC of Crossroads United Church developed this description based on the results of the congregation's Statement of Purpose and Mission, our congregational survey, interviews with our current Minister and Designated Lay Minister, and observations about the functioning of the congregation and its lay members.

We are an amalgamated congregation and recognize that our desire for change to enable growth doesn't always match our actions ("The spirit is willing, but the flesh is weak." Matthew 26:41). Ministry Staff will need the skills and sensitivity to lead a congregation seeking to understand and live out the changes we are called to.

We are seeking a Minister who is able to offer thought provoking sermons that often address current issues. A Minister who will prepare meaningful worship and has an interest in developing a variety of worship services with the Worship Committee.

There is significant need for pastoral care with our congregation and there is a core group of volunteers that strive to do organized visiting but a minister's guidance and participation ranked very high on the survey.

We envision a Ministerial Staff that have the desire, qualities and skills required to invite, encourage and empower people to participate in the life of Crossroads Christian church community. Enabling and leading church people to more effective ministry and service is important along with reaching out to the wider Kingston community. There are opportunities to engage and serve seniors as well as to develop new programs for young adults and young families.

Outreach is important in the life of this congregation. In 2017 \$7,000 is committed from the budget to support mainly local outreach and is managed by the Outreach Committee; this is above and beyond M&S donations. A called minister, to this congregation, is expected to be open and innovative in ways that we might reach out to the great community.

Ministry Staff will work with the Church Council, the Ministry and Personnel Committee, and other committees as appropriate. They will function as a team.

It will be very important that a person, in this position, works well in team situations such as working with the music directors, office administrators, lay leaders, and DLM. When the team succeeds we all succeed.

It is also necessary that the Ministry Staff be approachable, friendly and compassionate.

POSITION DESCRIPTION AND TERMS: MINISTER OF WORD, SACRAMENT AND PASTORAL CARE

Please note that the percentages assume a 40-hour week and are approximate and subject to fluctuation over time.

Word and Sacrament - 35%

- Take primary responsibility for planning and conducting worship services, in consultation with the Worship Committee and Music Directors.
- Deliver thoughtful and challenging sermons that express strong pastoral concerns and make connections between faith and the contemporary world of people's lives.
- Support and encourage lay participation in worship and worship leadership.
- Conduct sacraments.
- Perform marriages and baptism in consultation with the Worship Committee.

Pastoral Care and Spiritual Counsel - 25%

- Provide personal pastoral care and spiritual counsel.
- Support Lay pastoral care.
- As possible, maintain contact with members of the congregation who cannot regularly attend worship.
- Visit those in hospital, the bereaved, and, as possible, residents of seniors' homes.
- Conduct funeral services and related pastoral care as required.

Education and Outreach – 25%

- Explore and, as possible, follow up contacts with potential members, particularly newcomers, young families, and others looking for a spiritual community.
- Provide confirmation classes, marriage and baptism preparation.
- Encourage Adult Christian Education programs in cooperation with the Christian Development Committee and lay leaders.
- Strengthen and develop volunteers and volunteer leaders in the congregation.
- Promote the presence and role of the church in the community in cooperation with the Outreach Committee.
- Support the church publications as requested (Newsletter, Web-site, Facebook).

Organization and Administration – 15%*

*Note that there is administrative support.

Pastoral Charge:

- Meet regularly with staff and lay leaders to discuss and plan worship, address congregational concerns and support change and congregational mission.
- As team leader, support healthy collegial relationships among the staff.
- Participate in meetings of the Church Council and Worship Committee.
- Advise and encourage committees as required.

Presbytery:

- Attend Presbytery and Conference meetings and share in responsibilities, including a committee of the wider church, in consultation with the Ministry and Personnel Committee.
- Report to the charge, in conjunction with the lay representatives, about Presbytery matters.

Terms for Minister of Word, Sacrament and Pastoral Care

Crossroads will negotiate a salary commensurate with experience in line with the current Salaries and Allowances Schedule of the United Church of Canada and congregational resources. Crossroads does not have a manse, and is in Cost Of Living (COL) Group 3.

There are allowances for travel, books/resources, and continuing education, and the church will pay reasonable moving costs to Kingston.

Holidays are flexible, with one month vacation and 3 weeks of approved study leave.

Other provisions are as outlined in the section on Congregational Resources. This includes part-time office support. An office with a computer is provided at the Church. The computer is linked to the Internet as well as the Church network.

In addition to the items listed above, we offer our loving and prayerful support.

APPENDIX 1: RESULTS OF CONGREGATIONAL SURVEY

The results of this survey are based on 50 respondents (please note, some respondents did not answer all questions).

ABOUT THE RESPONDENTS:

Age Group	0-13	14-18	19-40	41-60	61-75	75+
	2	0	2	9	16	18

Female	Male
31	17

Church Attendance	Most Weeks	Once a month	Occasionally	Rarely
	42	1	3	2

Household Membership	1	2	3	4	5
	27	16	1	0	3

Your view of the Bible: some Christians say the Bible is “the unerring word of God”, some say the Bible is “a human account of humans seeking to know God.”				
Unerring word of God				Account by humans to know God
2	7	13	13	12

In the following five tables, the first four columns show the number of respondents choosing that response for that part of church life. To get an overall ranking of issues, the fifth column contains a weighted total.

The weighted total was calculated using the following formula:

Weighted total = (number of Very Important responses x 4) + (number of Important responses x 3) + (number of Less Important responses x 2) + (number of Not Important responses x 0)

Items were then listed in order of the highest to the lowest weighted total, (in the original survey they were listed alphabetically to avoid biasing the responses).

CONGREGATIONAL PRIORITIES:

Priority	Very Important	Important	Less Important	Not Important	Weighted Total
Be a caring and supportive community	34	13	0	0	175
Worship	37	8	0	0	172
Be a welcoming and inclusive community	34	11	0	0	169
Family friendly church (all ages are welcome)	32	12	1	1	166
Sunday School / Youth Worship	22	20	3	1	164
Grow the congregation	28	15	3	0	163
Pastoral Care	27	15	3	0	159
Music	22	21	3	0	157
Outreach - local	19	25	1	0	153
Christian development / spiritual growth	16	25	4	0	147
Environment, live with respect in creation	18	21	5	0	145
Engage the community around Crossroads	9	33	4	0	143
Mission and Service	13	24	7	1	138
Train volunteers for pastoral care	11	25	9	1	137
Congregational fellowship (i.e. getting together for events, etc.)	18	19	4	1	137
Programming – spiritual development	8	31	5	0	135
Programming – social activities	6	32	7	0	134
Engage people not connected to a church	9	27	7	1	131
Interact with other United Churches	8	26	10	0	130
Interact with other churches and faith groups	9	18	19	0	128
Programming – current issues	4	31	9	1	127
Outreach - global	8	24	11	1	126
Social Justice issues	8	26	8	1	126
Engage in more partnerships	10	22	9	0	124
Bible study	4	23	13	1	111
Development of church property	3	17	16	6	95

PRIORITIES FOR A MINISTER:

Roles and Responsibilities	Very Important	Important	Less Important	Not Important	Weighted Total
Minister to those in crisis	37	9	1	0	177
Plan / deliver weekly & other worship services	31	13	2	0	167
Provide pastoral care	27	19	0	0	165
Welcome and integrate newcomers	25	17	4	0	159
Prepare individuals for and administer the sacraments of communion and baptism	24	18	4	1	158
Attend congregational fellowship events	15	27	7	0	155
Support music staff and programs	13	28	5	0	146
Provide guidance and resources to church groups and committees	11	31	4	0	145
Develop programming that appeals to potential new members	13	27	5	1	143
Communicate with every congregational member / family	16	18	11	1	140
Work with local United Churches	12	25	8	1	139
Facilitate and foster a giving church community: giving of time, talent, and donations	11	26	8	0	138
Develop and support volunteer leadership	10	27	7	0	135
Develop new partnerships	11	22	12	0	134
Engage with the larger Kingston community	9	22	16	0	134
Develop new and diverse models for worship	9	25	11	1	133
Develop and support Christian education programs for children, youth, and adults	11	25	7	0	133
Work with local social / outreach agencies	6	27	12	0	129
Attend committee meetings	5	23	17	2	123
Work with other churches and faith groups	6	21	18	0	123
Lead adult Christian development programs	6	18	19	1	116
Develop and lead Bible study	5	11	30	2	113

PRIORITIES FOR A MINISTER continued:

Qualities/Experience in Future Ministry Staff	Very Important	Important	Less Important	Not Important	Weighted Total
Ability to inspire others	39	7	1	0	179
Team player / ability to work cooperatively with other staff and volunteers	34	14	0	0	178
Effective communicator (listening, speaking and writing)	36	10	1	1	176
Approachability and friendliness	34	13	0	0	175
Skilled engaging preacher	37	9	0	0	175
Ability to make decisions	29	18	1	0	172
Open and inclusive	33	13	0	0	171
Compassionate and caring	33	13	0	0	171
Ability to relate effectively to all age groups	29	16	2	0	168
Ability to relate effectively with people from a wide variety of backgrounds	27	20	0	0	168
Change: understands need for change, process for change, can build consensus	22	25	1	0	165
Sense of humour	28	15	4	1	165
Commitment to pastoral care and visitation	25	18	4	0	162
Ability to delegate	23	20	4	1	160
Effective in personal counselling	23	21	2	0	159
Commitment to building community	16	26	4	1	150
Skills in relationship-building and community development	16	27	2	1	149
Possesses a variety of leadership skills	14	30	1	0	148
Commitment to social justice	17	24	3	1	146
Organizational / administrative skills	12	28	5	0	142
Developed social media skills	4	22	17	1	116

PRIORITIES FOR A MINISTER continued:

Priorities in Preaching/Sermons	Very Important	Important	Less Important	Not Important	Weighted Total
Thought provoking	31	12	3	0	166
Addresses current issues	27	14	3	0	156
Spiritually challenging	24	18	1	0	152
Personally relevant and reflective	22	19	2	0	149
Informative / educational	16	25	4	0	147
Socially relevant	13	27	3	1	139
Contemporary theology	13	22	9	0	136
Biblically based	14	16	14	1	132
Post-sermon prayer	5	17	18	2	107

PRIORITIES FOR A MINISTER continued:

Other Aspects to Regular Worship	Very Important	Important	Less Important	Not Important	Weighted Total
Lay participation in worship	13	26	7	0	144
Diversity in musical expression	13	27	5	0	143
Youth / children participation in worship	13	27	4	0	141

The JNAC noted individual's comments made in the survey and they were considered in this report.

THE BIG PICTURE:

1. What strengths of our congregation should we build on?

Theme 1: Personality of the Congregation

We are a welcoming, warm, caring, inclusive, compassionate, dedicated, friendly, and open congregation. We are willing to help, have a sense of community, and are open to change and innovation.

Theme 2: Outreach

Outreach (and fellowship) is driven by concern for social justice, inclusiveness, and wanting to engage with the larger Kingston community.

Theme 3: Music Program

The program is innovative, varied, and great.

Theme 4: Demographics of the Congregation

The older congregants have great life experience, a high level of commitment, and a desire to survive as a congregation; the younger congregants are enthusiastic and part of a strong youth program.

2. What do you see as the primary challenges facing our congregation? Where must we improve?

Theme 1: Need for more leaders and volunteers

This is an older congregation with a decreasing number of members. There needs to be more volunteer leadership and volunteers to put ideas into action.

Theme 2: Lack of new members

We need to attract younger people (of all ages) as well as families.

Theme 3: Operating Deficit

Overcome operating deficit on the path to stronger financial responsibility.

3. What changes would you like to see at Crossroads over the next five years?

Theme 1: Organizational Restructuring (staff and volunteer)

Have fewer staff and fewer committees.

Theme 2: Growth of Congregation

Increase the number of younger members (mixed ages), families, and provide programming they are interested in.

Theme 3: Empower Membership

By providing and engaging membership in energizing initiatives, supporting a “can do” attitude, and providing discussion group opportunities.

APPENDIX 2: COUNCIL STRUCTURE AND COMMITTEES

Church Council:

- Ministers
- Chair
- Past Chair
- Vice-Chair
- Secretary
- Treasurer
- Up to 3 Presbytery Representatives
- Up to 3 Members at Large
- Committee Representatives outlined below

Committees Represented on Church Council:

- Trustees
- Worship
- Finance
- Congregational Care
- Property
- Ministry and Personnel
- Christian Development
- Outreach
- Ad Hoc Committees/Groups/Teams

Groups, Teams, or Committees that Report Through Committees or Officers:

- Nominating Committee is led by the Chair
- Pastoral Care reports through the Congregational Care Committee
- Fundraising reports through the Finance Committee
- Bible Study and Growing Souls Youth Worship report through the Christian Development Committee

APPENDIX 3: OPERATING STATEMENT & BUDGET

<u>Revenue</u>	<u>2016 Actual</u>	<u>2016 Budget</u>	<u>2017 Budget</u>
Envelopes	152,862.	158,000.	155,000.
Special Donations	7,565.	10,000.	7,500.
Loose Collection	2,452.	2,800.	2,500.
Memorial Donations	830.	4,000.	2,000.
Rental Income	21,265.	18,000.	19,500.
Fund Raising	13,485.	11,000.	12,000.
Investment Income	37,736.	35,000.	32,500.
Misc. Income	280.	500.	500.
Bridge Club	19,649.	21,000.	18,500.
TOTALS	256,125.	260,300.	250,000.
 <u>Expenses:</u>			
Salaries & Benefits	194,468.	198,900.	196,000.
Property	16,881.	16,000.	16,000.
Utilities	18,005.	23,000.	21,000.
Janitorial Service	20,629.	22,000.	21,000.
Office Expenses	4,014.	6,000.	5,000.
Telephone & Internet	3,636.	4,000.	4,000.
Insurance	4,712.	4,712.	4,540.
Presbytery Dues	7,472.	6,700.	7,150.
Advertising	893.	1,000.	1,000.
Worship	1,744.	1,500.	1,500.
C.D. & Fellowship	1,138.	1,500.	1,500.
Outreach	6,127.	7,500.	7,000.
Misc. Expenses	1,015.	500.	500.
TOTALS	280,734.	293,312.	286,190.
 Net Surplus / Deficit	 (24,609)	 (33,012)	 (36,190)

APPENDIX 4: BALANCE SHEET (CASH BASIS) AS AT DECEMBER 31, 2016

ASSETS

CURRENT ASSETS

TD Bank - Current Account	131,051.17
Petty Cash	100.00
GST Receivable	906.30
PST Receivable	2,364.41
Investment Income Receivable	<u>418.52</u>

TOTAL CURRENT ASSETS **134,840.40**

OTHER ASSETS

Long Term Investments	577,786.00
Solar Panel Investment	<u>32,168.67</u>

TOTAL OTHER ASSETS **609,954.67**

TOTAL ASSETS **744,795.07**

LIABILITIES

UNRESTRICTED FUNDS

Capital Fund	168,461.08
	168,461.08

DESIGNATED FUNDS*

Memorial Flowers	1,139.84
Key Deposits	360.00
Youth Fund	447.04
Benevolent Fund	2,060.29
Crossroads Vision - Operating	99,327.36
Music Memorial - Operating	218.00
Special Projects	2,140.29
Paterson Memorial - Capital	17,000.00
Music Memorial - Capital	7,250.00
Manse Fund	318,000.00
Crossroads 'Vision' Capital	100,000.00
Four Winds Presbytery Projects	<u>53,000.00</u>

TOTAL DESIGNATED FUNDS **600,942.82**

TOTAL LIABILITIES **769,403.90**

EQUITY

EARNINGS

Current Earnings	<u>-24,608.83</u>
TOTAL EARNINGS	-24,608.83

TOTAL EQUITY **-24,608.83**

TOTAL LIABILITIES AND EQUITY **744,795.07**

