



COMMUNITY OF FAITH PROFILE

McClure United Church:
a Christian community of faith,
boldly proclaiming the gospel of Jesus Christ to the world
through our attitudes, actions and words.

**INSPIRATIONAL WORSHIP
SERVICE TO OTHERS
MEANINGFUL CONNECTIONS**



April 30, 2020

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Acknowledgements

This report is dedicated to the visionary people who formed McClure United Church 53 years ago. They were a faith-filled people who boldly proclaimed the gospel of Jesus Christ to the world through their attitudes, actions and words, living out their mission of outreach, founded on the examples of Dr. Robert and Amy McClure's lifetime of service to others.

In doing the work that informed this report, today's McClure United Church Community of Faith demonstrated that they are determined to do what it takes to continue to be church in Saskatoon. We believe that we are all called to live the gospel of Jesus Christ by nurturing spiritual growth and by continuing to act on our mission of outreach. We publically affirm that we are all one in Jesus Christ regardless of sexual orientation, gender, gender identity, ability, age, race, ethnicity, marital status and social or economic circumstances.

Many individuals have been celebrating the heritage of this Community of Faith and looking to the future with expectation and excitement through renewal activities. We are grateful for the members of the McClure community who shared their fears and their dreams and who never lost interest or hope. We acknowledge with gratitude the members of the Joint Needs Assessment Committee, the Search Committee, the Dream Team, the Board and Committees, members of task groups and the church staff. We were inspired and supported in faith by the team of ministers – Debra Berg, Laura Fohse and Brian Walton. We are so very grateful for their service and their leadership.

COMMUNITY OF FAITH PROFILE

MCCLURE UNITED CHURCH

April 30, 2020

Executive Summary

McClure United Church entered a Joint Needs Assessment process in June of 2017, in response to a long-serving member of the ministerial team, Rev. Ron McConnell, being called to the Outlook Pastoral Charge. The Joint Needs Assessment Committee (JNAC) final report was presented to the congregation in February of 2018. The report identified a trend that began five years previous by of a drop in membership and attendance in Sunday worship, and declining revenue compared to expenditures. The report advised that a rigorous renewal process was warranted before issuing a call to a full-time permanent minister. In response to the recommendations of the JNAC, a Joint Search Committee was struck to recruit a minister into a three-year term appointment with a focus on Worship and Renewal. While the search was ongoing, the congregation engaged in renewal activities with the support of the ministry team, the church board and a Renewal Dream Team. Rev. Brian Walton was retained on a part-time term basis. A communications director was hired to facilitate efforts to engage the larger community as well as to find new ways to maintain close relationships within our own community. Church renewal was perceived by the congregation as the solution to our financial concerns, declining attendance and the ability to live out our vision and mission-in-action.

The Joint Search Committee was not successful in identifying a viable candidate and, by motion of the congregation in October 2019, the search process was suspended. Despite actively engaging in renewal activities and reductions in the ministerial complement, and not including the generous one-time gift from Third Avenue United Church on its dissolution, expenditures have exceeded revenue for the past two years such that the operating reserve is nearly depleted. Pending reliable revenue increases, expenditures need to be reduced and balanced budgets restored on an annual basis. Taking active measures now to eliminate the structural deficit in the operating fund will take the focus and worry away from financial viability and hopefully foster a creative attention to refreshing the vision and mission-in-action of the McClure Community of Faith.

The responsible action required now is to reduce the full-time order of ministry staff complement to two from the three that existed prior to 2017. Reducing the complement comes with a need to amend the responsibilities of the two members of the ministry team to reflect the priorities of the Community of Faith. Additionally, an increase in lay ministry is expected. Strong congregations actively involve the lay members in ministry, not just as receivers but also as active participants. Hillhurst United Church in Calgary experienced rejuvenation in part due to a different way of engaging with its members and its community. In our own congregation we have seen the benefits of offering lay ministry in the past: in the Stephen Ministry program and most recently in a massive telephone campaign to reach out to all McClure households during the coronavirus pandemic. The benefits of these programs were felt both by those on the receiving end of the pastoral care that was offered and by those that offered it. This process to engage, train and support lay leaders will take time and leadership from a reduced order of ministry team and may seem stressful - kind of like the time that a carpenter spends building or sharpening a tool even when she is hard pressed to get on with hanging some more doors. We've had three years of reflection and conversation and although it will now feel rushed as we get closer to the inevitable decisions, we cannot and should not put off these decisions.

This document will summarize the renewal activities engaged in by McClure United Church since the JNAC report was presented to the congregation in 2017 and up until the Congregational meeting in March of 2020, where the congregation approved a budget for 2.3 ministerial staff. The document ends with a strategic plan for the remainder of 2020 and that leads into 2021. It is anticipated that the budget for 2021 will be for two order of ministry positions.

McClure United Church Vision Statement (2017)

1. Explore ways to tell the McClure story to the wider community
2. Explore how best to minister to and with young families
3. Deepen and enlarge our conversation around stewardship

McClure United Church Mission Statement

McClure United Church, as a Christian community of faith, participates in the worship of God in study and in service to others. The people, enabled by the Spirit of God, reflect God's love by their attitudes and actions.

McClure United Church Mission in Action

We believe that we are called by Jesus Christ to proclaim the gospel and live the gospel in the world by:

1. encouraging faith development and nurturing of spiritual growth for people of all ages;
2. providing meaningful worship;
3. reaching out to our own church community, the wider community and the world;
4. promoting stewardship, encouraging people to use their talents and resources and encouraging care of our environment;
5. fostering Christian fellowship; and
6. publically affirming that we are all one in Jesus Christ regardless of sexual orientation, gender, gender identity, ability, age, race, ethnicity, marital status and social or economic circumstances.

As an Affirming Ministry we will:

- a. embrace and celebrate the richness of God's gift of diversity, as well as the gifts of one another, and encourage full participation of all people in the life and work of our ministry;
- b. continue to discern what it is to be an affirming and inclusive community;
- c. create and maintain a safe, respectful and welcoming community for all; and
- d. continue to work, by word and action, for justice and dignity for all God's people.

The Joint Needs Assessment

February, 2018

“Early in 2017, Rev. Ron McConnell announced that he had decided to seek a new pastoral relations assignment as of June 30, 2017 following a 19-year ministry with McClure United Church (McClure). Soon thereafter, the Board asked River Bend Presbytery to strike a Joint Needs Assessment Committee (JNAC)” (JNAC Report, p. 7). The Joint Needs Assessment was completed and presented to the congregation in February, 2018. The entirety of this report can be found at <http://mcclureunitedchurch.org/files/documents/JNAC-Report-FINAL-Feb-20-18.pdf>. The document included a thorough description of the McClure congregation (including a summary of its resources and challenges), history of the congregation, financial overview and a detailed overview of the surrounding community. The members of the JNAC did considerable consulting with the congregation and included all of the feedback from those consultations in their report.

The report stated that “McClure is a relatively large church community, which has enjoyed a tremendous faith venture for more than 50 years. While the faithfulness continues, as with many churches, McClure is experiencing a changing world, not the least of which is a changing relationship with its members and others in the community. Indeed, the members of JNAC heard very early on that this time around there was some serious work to be done in determining the future of our church.” (JNAC, 2018, p. 7) A major theme in the feedback received by the JNAC Committee was the need to engage with children and young families, and the need to reach out into the community. The JNAC reported that average church attendance during the fall and winter periods had declined by about 25% over the prior decade (p. 14). Feedback also included concern about finances, though the preference was stated to make courageous financial decisions in order to remain vital.

The JNAC report concluded with the recommendation to enter a period of “active reflection, discernment, regeneration and renewal” and to hire a Minister of Worship and Renewal to lead that process. With acceptance of that report the congregation began the search for a third member of the ministry team. As recommended, the congregation also actively engaged in a discernment process directed at renewal.”

Renewal activities

The McClure United Church Board did not wait for the advertised ministry position to be filled to begin an exploration of what renewal meant to our community. We used a variety of means to engage in active reflection and discernment about the future of this congregation. The purpose of the renewal discussions was to create fertile soil for new growth and renewal. Seeds planted before the soil is prepared will wither and die.

Being from Saskatchewan, we can all relate to the farmer who seeded his crop, with some of the seeds landing in the ditch, or in alkali, or in the weeds. They died. However seeds that fell into well fertilized soil produced “a hundred times as much as had been planted”. Matthew 13: 2-8

The Church Board

The Church Board provided a number of opportunities for the congregation to engage in discussions about renewal. Renewal activities were grounded in Appreciative Inquiry (The Power of Appreciative Inquiry: a practical guide to positive change, 2010, Whitney, D. & Trosten-Bloom, A.) which posits that studying our assets/strengths is more likely to lead us to positive change than contemplating our deficits. Appreciative Inquiry is based on the belief that we grow and change in the direction of what we study. Shawn Achor’s Ted Talk (https://www.ted.com/talks/shawn_achor_the_happy_secret_to_better_work) supported this process of reflecting about our assets /strengths.

Questions were shared at Church Board and committee meetings over a number of months. These questions were used to frame focus group discussions as well. See Appendix 1 for a list of the Appreciative Inquiry questions that were used. The questions were also presented to the congregation during worship services and in newsletters and announcement sheets, asking members of the community to share their thoughts verbally and in writing with the church board. See Appendix 2 for a description of the focus groups and the themes that arose from those focus groups.

Some of the answers to the focus group questions included the following: when asked what the congregation looked like at its best, responses included honoring the congregation’s roots in outreach founded on the vision of Bob and Amy McClure, strong spiritual leadership, and a community built on strong relationships where occasions were celebrated together. When participants were asked about their dreams for the future of the congregation, the importance of reaching out to youth and young families was a prevalent theme as well as the growth of our ministry of outreach and ongoing initiatives for the congregation to be multigenerational and welcoming to all. Participants in the groups viewed Sunday worship as inspiring and viewed current renewal efforts as reasons to be hopeful for the future of the congregation. Members of the focus groups voiced concern about the obvious aging of the congregation and were also concerned about the congregation’s financial security. Concerns were voiced that decision makers in the church were entrenched, resistant and intolerant of suggestions about change.

In addition to the Appreciative Inquiry questions, members of the congregation were asked by the board to share questions with their adult children who had been active in the church but are not currently. They were asked about what is important to them about church (see Appendix 3). The young folks who responded to the questionnaire said that McClure is an important institution in spite of the fact that none of them currently attended. They reported that the community had been important for them in

their youth to make friends and continued to be important to them as a place that they believed they could reach out to if they were in a time of need. It was important to them as a place for celebrations and for ceremonies. The respondents believed that McClure continues to play an important role for youth to make connections with each other. They believe that McClure continues to need to have a role in Outreach and particularly mentioned supporting refugees and the elderly. They shared positive memories of being involved with CGIT, Sunday school, Christmas concerts and potlucks.

At McClure's Annual Meeting in April of 2019, the board asked the congregation to consider a major theme from the focus groups, which had been identified by the Renewal Dream Team: "Celebrating Connections". Following the AGM, the board continued to invite the congregation to engage in discussion about the importance of social connection. Members were asked to consider the following questions through the newsletters and bulletins:

- What can you do this Sunday that will increase your own sense of belonging here, in this space?
- What can you do today that will increase the sense of connection for someone you are sitting beside?
- What will you plan to do so that by the end of this year you feel more connected to our McClure Community?
- What suggestions do you have for the Church Board to enhance the connections of those involved with this Community of Faith?

The Ministry Team

Since the JNAC was completed, McClure United Church has been ably served by a team of two full-time and one part-time minister. Debra has worked with the Worship committee to coordinate a team of retired preachers to assist with worship and funerals, in addition to assisting to coordinate pulpit supply for Sundays when a worship leader was not available. Debra has cared for the pastoral needs of the congregation providing care when people have been ill and hospitalized and care for our community through funeral services. She has been a strong presence in the office dealing with a multitude of big and small emergencies as they arose. Laura experimented with new ways to be community and to worship, outside of Sunday services, such as the All Ages Dinner Worship on Wednesdays and the "Connections" group which meets monthly for fun on Fridays. Laura joined a cooperative effort to provide city wide youth programming in partnership with St Martin's, Grosvenor, St. Paul's and St. Andrew's College as well as organized a province wide youth rally. Laura developed a new format for Rainbow Village and continued to offer programming to kids on Professional Development days as well as supporting the UC sponsored Adventure Camp at McClure. When Brian Walton joined the ministry team in the spring of 2018 he began to challenge our community to consider what renewal will require through his sermons, book studies and spiritual conversations. He encouraged us to use the journey of Hillhurst United as a guide inviting us to study their book "Fishing Tips" written by Rev. Dr. John Pentland in various settings. He was a strong support for the Renewal Dream Team.

The Congregation

Our Community of Faith engaged in renewal activities throughout 2019 with enthusiasm and creativity:

- The Affirming Committee planned an event with the Open Door Society about making new Canadians feel welcome in our spaces, worked at learning about the Truth and Reconciliation Calls

to Action that are specific to church communities, and building connections with Communities of Faith outside of the United Church

- The Outreach Committee provided volunteer opportunities to assist with meals at the Lighthouse and to prepare meals with residents of the inner city at Integrated Community Ministries' Chop and Chat program
- 3 members enthusiastically agreed to attend Living Skies Regional Council representatives in order to help chart the future of our church, on its new path. They returned from the gathering with a renewed passion for our church. 2 members agreed to join the church board. 1 member became active with provincial programming for United Church youth. 1 member became involved with the Saskatoon United Church Cluster.
- The formalization of a Joint Facilities Committee created a new way of communicating between McClure United Church and McClure Place
- A Capital Planning Committee made up of members of Stewardship, Trustees, and Support Services developed of a 25 year Capital Reserve Plan
- The summer engagement team offered fun and creative programming including art classes, an ice cream social, a trip to the zoo, movie nights, dance classes for young and not so young, drama classes, Sylvia Chave concert, parent and tot playdates, board game nights, VBS (67 kids attended!), mature drivers course, a workshop with OUT Saskatoon, a BBQ with doggies, a fire safety presentation, and a reconciliation workshop

The Renewal Dream Team: a multigenerational think tank

A small group of individuals from all age groups agreed to participate in the Renewal Dream Team. The team was supported by Rev Brian Walton, and meetings opened with themes from the book "Fishing Tips". The group was composed of Muriel Baxter, Rick Burton, Norm Biram, Robin Bray, Natasha Burlingette, Melissa Wilson, Lisa Bryant, Ruth Mireau, and Andrew Wilson (Communications Director). The team began meeting January of 2019 and met every 6-8 weeks to support the work of church renewal. The Dream Team

- reviewed the themes that arose in focus groups and the ideas emerging in the "Fishing Tips" book studies and suggested that the mission presented at the AGM in April of 2019 be 'Celebrating Connections': strengthening the relationships inside of our community so that we can reach out in the future with renewed energy and strength. The team agreed to explore the consistency of our current activities with this theme and make recommendations to the board about what to do more of and what to do less of in the upcoming year.
- participated in creating a video for the 2019 AGM and the website which Kendall Knuttila filmed and edited: "Why do I attend McClure?"
- had creative discussions about how to engage with different groups of individuals. Not all ideas were acted on. However, the discussions at that meeting led to the "Operation Coffee Pot" initiative – having coffee in the foyer prior to and between services in order to facilitate a welcoming atmosphere. Members of the congregation were invited to use this as an opportunity to better get to know other members of the congregation and extend welcome to new comers.
- A member of the Dream Team became inspired to be involved at the first Regional Council meeting and to become active with the Saskatoon UC Cluster Group.

- posed a question to the congregation in the Sunday announcements: *If you were to tell your neighbour / friend / kids about your faith, what would you tell them about ... How your faith impacts your day to day life? How your faith shapes the choices you make in your life? How your faith impacts the way that you are in your community?* The Team agreed to ask the same questions of themselves, and as a result three members of the team shared their answers with the congregation during a sermon series in the fall of 2019.
- supported the Communications Director as he developed the questions he used in his focus groups, and participated in the focus groups as note takers.
- Supported the Embracing the Spirit Grant application (see Appendix 4)

Communications Director

Andrew Wilson began a Communications Contract with our community in October of 2019. Our decision to make this investment grows from a priority long stated by the McClure community to engage with the neighbourhood surrounding our facility. Andrew's work is essential in leading us to design a communications and marketing strategy that builds on our vision and aspirations, one that connects internally within the congregation and reaches out to others who could engage with McClure through our varied ministries. Andrew began by reviewing previous documents including the JNAC, board records and the summaries of previous focus groups. He presented the board with a Communications Plan in November of 2019. (See Appendix #5). The plan included hosting a number of Visioning Workshops within our community and then to continue to collect data through exploring the needs and ideas of the community surrounding McClure. The goal was to understand how McClure can be relevant and appealing to those wanting to engage in a multigenerational community of faith and explore appropriate ways to communicate about what activities the church is engaged in.

Saskatoon United Churches Cluster Group

As a result of changes to the structure of the United Church of Canada, the Communities of Faith of the UCC in Saskatoon have begun to talk about collaborating in how we express our values and mission by the way we interact with each other and with the community. Such an exciting opportunity for McClure to be part of!! This organization is embryonic at this point with all United Churches in Saskatoon currently participating. A team from McClure has been attending these meetings and is examining how we will be involved in this larger United Church community. Even at this early stage the member churches are voicing a commitment to making a coordinated effort to maintain important ministries previously supported by Riverbend Presbytery, such as Northern Saskatchewan Hospital Chaplaincy, University of Saskatchewan Chaplaincy and the Integrated Community Ministries. In addition to exploring how to "do ministry" in a cooperative fashion, discussions are also taking place about how to cooperatively meet the needs of the members of our congregations. Rather than asking the members of congregations to "dig a little deeper", discussion has begun about how to use our current collective resources more strategically.

The Joint Search Committee Report, Summary

October, 2019

The McClure United Church Joint Search Committee (JSC) was formed in spring 2018 based on the recommendations of the Joint Needs Assessment Committee (JNAC) at the Special Congregational

Meeting held at McClure United Church on March 18, 2018. The committee was comprised of Joanne Hamlin, Keith Johnson, Leyta Ducasse, Ryan MacGillivray, Robyn Bray, Rod Delahey, Kathleen James-Cavan (Presbytery Rep.), and Michael Webster (Presbytery Rep.). The Committee held their first meeting in June 2018. The committee met 21 times.

20 potential candidates were directly contacted. 10 applications were received. 5 candidates were interviewed. The committee determined that none of the applications received by the fall of 2019 met the JNAC job description. The committee recommended that the Needs Assessment Process be revisited to confirm the needs of our community of faith at the Congregational Meeting held in October 2019.

Financial report

2019

Our congregation approved the 2019 budget cycle with a large projected deficit of more than \$75,000 in order to maintain staffing and programming at the same level and additionally to continue to fund a concerted renewal effort. Our community rose to the challenge by controlling expenditures and contributing revenue to end the year with a smaller than budgeted deficit in the range of \$28,000. Please see the Audited Financial Statement in Appendix 10. Sources of revenue outside of congregational givings assisted the congregation to do creative work and to maintain financial stability:

- We entered the year with a gift of \$107,185.00 from Third Ave UC at their closure. A portion of this gift was dedicated to renewal, including hiring a Communications Director. Our plan has been to use the funds for an ambitious outreach project in the future. During 2019, this fund was designated as unrestricted in order to meet day to day operating expenses.
- We received a federal grant of \$10,000 through the Canada Summer Job Grant program, for wages for our summer engagement staff
- The Support Services committee successfully applied for a \$30,000 Faithful Footprints Grant from the United Church of Canada, which has assisted with the sanctuary lighting project, and some window repair and maintenance.
- The board successfully applied for a \$3000 Embracing the Spirit Grant from the United Church of Canada to assist with a needs assessment and a new community engagement project. In the future, we will be able to apply for a \$25,000 Growth grant and a \$25,000 New Ministry grant to build on our initial engagement project, all from the Embracing the Spirit project of UCC

A change in direction

Congregational meeting, Oct, 2019

The Congregational meeting was called because:

- The McClure United Church Joint Search Committee had been unsuccessful in finding a suitable candidate to meet the JNAC job description for a Minister of Worship and Renewal. The Joint Search Committee recommended “that the Needs Assessment Process should be revisited, to confirm the needs of our community of faith”.

- The board believed that the needs of the congregation had shifted from where we were at in the spring of 2018, in part because Rev Brian Walton joined our ministry team and had made “renewal” the focus of much of his work. Additionally the congregation along with Debra and Laura continued to explore what “renewal” might look like through focus groups, book studies, committee discussions and innovative programming, with the assistance of the “Renewal Dream Team”.
- Our financial health was deteriorating. When the search process began for a Minister of Worship and Renewal (3 year term) it was stated that McClure’s Reserve Funds would need to be utilized to keep the congregation afloat for the 3 year commitment, if giving did not increase. Because our expenditures continued to exceed our income we have had to rely on our reserve funds to the degree that we were no longer able to guarantee that we would have the financial resources to support a third ministry position for a minimum three year commitment.

The congregation voted in favour of the 2 following motions at that meeting:

1. **Motion:** Be it moved that the current search for a Minister of Worship and Renewal be concluded and the search committee be disbanded with our thanks.
2. **Motion:** Be it moved that the congregation direct the Board to complete a Community of Faith Profile to be followed by a congregational meeting to review the findings no later than the AGM scheduled for 2020.

To assist with completing a Community of Faith Profile, our Communications Director was tasked with running a series of Visioning Workshops, enabling us to evaluate our 6 “mission-in-action” priorities (Outreach, Faith Development, Congregational Care, Affirming, Worship and Stewardship). It was additionally our desire that once the Visioning Workshops were completed we would be prepared to use the Embracing the Spirit Grant to engage with the community based on the findings of the workshops.

An Ad Hoc Committee struck on September 24, 2019 (Michael Gorniak and Cal McCarthy) was tasked with providing a rigorous financial review and providing a report to the church board. An Ad Hoc committee also was struck to engage in an aggressive fall “Faith in Action” fundraising campaign (Jim Goodridge, Ken Anderson, Glen Reeve, Dennis Johnson and Brian Walton). At the same time, the decision was made to maintain a half time relationship with Brian Walton potentially until the end of June 2020.

Visioning Workshops

November, December, 2019, January, 2020

(See Appendix #7)

Communications Director, Andrew Wilson, drew on the themes gleaned in previous initiatives to design and lead a set of age-stratified (10-19; 20-39; 40-55; 56-75; 76+) Visioning Workshops. These workshops facilitated participation from different age groups, and sometimes from individuals who have not had the opportunity or did not feel enabled to offer their ideas previously. Members of the Board, the Renewal Dream Team and of the ministry team were invited to participate and to provide feedback based on what was shared at the workshops. Throughout the process, Andrew consulted with an Ad Hoc team including the chair, chair elect, the ministry team and a member of the congregation (Ruth Mireau, Ernie Barber, Laura Fohse, Debra Berg, Brian Walton and Terry Clark).

In brief, the Visioning workshops identified McClure as welcoming, supportive, safe and comfortable – like a family. However, they also identified the congregation as aging, struggling, rigid, lagging behind and declining. Participants in the workshops identified a clear desire to create an atmosphere that supports a multi-generational church. They envisioned worship as involving all ages, integrating thought provoking messages and including a vibrant music program with both traditional and contemporary musical genres. The workshops identified pride in McClure’s outreach legacy and a desire to work together to make change in the world in areas such as poverty, mental health/addiction issues and the environment.

The participants in the workshops identified ways that our congregation can regain its once youthful vibrancy. Recommendations emerging from all of what has been learned over the past few years include:

- encouraging tomorrow’s leaders,
- elevating the ministry of music,
- making and accepting a call to action,
- fostering small groups to build connections,
- tweaking our visual appearance for first-comers,
- a strong vision that is distinctly McClure’s, and
- creating a modern communications hub including a social media Ministry that will continue to be about our own congregation and about the way we reach out to the communities beyond McClure.

Stewardship of Financial resources

With concerns being voiced about our financial bottom line, it’s tempting to hunker down, look after the building and the people already served by McClure, clean the rugs and pay the heating bills. In order to take a breather from asking folks to “dig deeper”, the proposed 2020 budget ensured that we will live within our means in our planned expenditures for this year and in our plans for 2021 while at the same time living into our faith by finding new ways to care for the community around us. Thanks to the efforts of the Ad Hoc Financial review team, we were provided with a report that was presented to the board in January of 2020 and included recommendations for putting our mission and our varied ministries into action in a faith filled and sustainable way (see Appendix #6).

At the Congregational Meeting held on March 1, 2020, a budget was approved which included a reduction in staffing from 3 members in the ministerial team to 2.3 for 2020, and which foreshadowed a further reduction to 2 members on an ongoing basis starting in 2021. In anticipation of a full-time ministerial complement of 2, see Appendix #8 for proposed changes in responsibilities for Order of Ministry Personnel. In addition to reducing ministry positions, the budget included an intention to draw on the Memorial and Third Avenue Funds to support the work of the congregation during this renewal period, a slight reduction in the custodial services budget and a \$25,000 investment in our Communications Director. Additional recommendations included:

- Increasing the reliance on volunteers for some activities that have been performed by salaried staff
- Completing a needs assessment to explore what is required of the administrative staff team

- Reviewing facility usage and the fees that are collected
- Working cooperatively with United Churches across Saskatoon to find efficiencies through shared resources.

The recommendation made by the Financial Review Ad Hoc team in regard to making changes to salaries and benefits for order of ministry staff was reviewed with staff from Living Skies Region, who further investigated the proposals with the national UCC office. It was determined that it would be unacceptable to make changes to the salary and benefits packages that Order of Ministry staff are currently receiving, particularly considering the major changes they are being required to make in regards to the way that they do their work.

Please see Appendix #9 for a Financial Viability Review, as recommended in the UCC document “Pastoral Relations: Guidelines for a Community of Faith Profile”, December, 2019.

Stewardship of Time and Talent

Reducing the complement of Order of Ministry staff means that we will need to make changes to the responsibilities of our ministry team. The participants in the visioning workshops identified the importance of ministering to a multi-generational church with worship involving all ages and small groups designed to build connections. Shared responsibility for worship leadership, pastoral care and small group programming are the primary responsibilities for the ministry team in the new proposals. The position descriptions are intended as living documents; intended to adapt to the changing needs of the congregation through consultation with the ministry team, M&P and the church board.

To ensure that we continue to meet the pastoral needs of our community, lay leadership will also need to engage in new roles. We want to continue to be a church that cares about and supports its long-serving members; that evolves with the needs of those who have come more recently, and that anticipates the needs of those who may not yet be involved with McClure. It will be important to provide adequate training and mentoring to members of our community who become involved with these ministries. Roles for lay leaders will include:

- Worship leadership, in consultation with Ministry Team
- Lay pastoral care, in consultation with Ministry Team (hospital, in home visits, welcome of newcomers)
- Small group leadership and Christian education in consultation with Ministry Team
- Participation in and leadership for the work of the Region and the Saskatoon Cluster of United Churches

As important as our financial resources are, the resources of time and talent that are provided voluntarily by members of our congregation are essential. Already thousands of volunteer hours provided by members of our community keep us viable and vital. Volunteers maintain our facility, provide tech support, deal with the details of weekly worship, provide support to our ministerial team and assist with the administration of our office. Volunteers collaborate with our ministers to ensure that high quality weekly and monthly programming with children, youth and seniors is provided to members of our community and to the community at large. Volunteers design and conduct our outreach programs and care for the refugees whom we sponsor. Volunteers coordinate all aspects of our community of faith through participation in committees and on the church board. Like finances, these resources are not unlimited. Individuals become fatigued in their volunteer and fundraising roles

and require rest periods to contemplate and to be rejuvenated in order that they can continue to participate with passion in the life of our church.

In 2020 and 2021, the Church Board will continue to explore new ways to be good stewards of the gifts of time and talent. The church board is already experimenting with ways to reduce the demand on the members of committees. One initiative that was put into practice in 2018 was setting a time limit for committee membership within each committee's terms of reference. In 2019 the Board made an effort to reduce the number of board meetings that needed to be attended by some. The Board Executive met every month. This included the chair, chair elect, and treasurer as well as representatives from the Ministry and Personnel committee, Trustees, and Support Services. Only one member of the ministry team was asked to attend these Executive meetings. The remainder of the Board attended meetings every second month. Though there were some bumps in the road, we will continue to make efforts to reduce the number of meetings held by the Board and various committees. Over the next year the configuration and roles of committees will continue to be reviewed in order to determine efficiencies and reduce the demands on volunteers, as well as to engage tomorrow's leaders in ways that make sense to them. We will also explore long standing activities of the church and determine which of these activities continue to be relevant to the current vitality of the church and good stewardship of volunteer resources.

Among other duties the church will continue to rely on volunteers for:

- Leadership of standing committees and of the Board and Trustees
- Active support for ministry and other staff, particularly through the M&P Committee
- Oversight of real property and financial management, including preparation of budgets and financial reports
- Leadership for significant outreach initiatives
- Nurture and provide oversight for the "covenant" and business relationship with McClure Place, including Amy McClure House
- Maintain covenant with Holy Spirit Roman Catholic Parish

Strategic Plan

In closing, since McClure United Church entered the JNAC process in June of 2017, the congregation has been actively engaged in renewal activities. Though renewal was perceived as a potential answer to our financial woes, the congregation has continued to spend more than we are taking in as revenue. We have come to the conclusion that until revenues increase, we need to reduce expenditures. This will include reducing building related expenses as well as reducing costs for other-than-ordered-ministry personnel. Additionally, the costs associated with more than two Order of Ministry personnel cannot be supported with our current revenue. If we can eliminate the deficit we will have a platform from which to get back on a path of growth in our McClure Community of Faith. Three years of reflection and conversation have provided us with the ability to create a strategic plan moving forward.

The priorities for the Church Board in the upcoming year will include:

- Implement changes to our relationship with our Order of Ministry team based on the changes in their Position Descriptions, and then recruit if necessary
- Continue to respond to new realities related to COVID 19

- Use the remainder of the Embracing the Spirit Grant to engage with the community based on the findings from the Visioning Workshops.
- Given that the most vital congregations are those where the lay members are not passive consumers, the church board will actively engage the members of our community in the mission of our congregation: pastoral and congregational care, faith development, worship and outreach. The board will create opportunities for training and mentoring of lay leaders and volunteers, including pastoral care, faith development, worship, and administration.
- Develop strategies for revenue generation, including annual giving, targeted initiatives, memorials and legacy giving, and grants
- Assessment of administration needs, staffing and honoraria positions
- Review building revenue and costs with intention to reduce net facility costs
- Review of Board and Committee structure, with consideration of greater use of task groups and alternative strategies for communication among initiatives
- Continue to implement the Strategic Communications Plan, including web-site design and social media strategy
- Development a "covenant" between McClure United Church and McClure Place/Amy McClure House
- Strategize for joint and shared ministries with Saskatoon Cluster of United Churches

Proposed Motions:

1. Be it so moved by MUC Board that McClure United Church reduce its complement of Order of Ministry Staff from 3 full time positions to 2 full time positions, and that the MUC Board informs the congregation of this decision, which will become effective June 30.
2. Be it so moved by MUC Board that the Order of Ministry Position Descriptions: Minister of Worship and Pastoral Care, Children, Youth, Young Adults and Families and Minister of Worship and Pastoral Care, Middle and Older Ages and Families be adopted, and that the MUC Board informs the congregation of this decision, which will become effective June 30, 2020.

APPENDICES

APPENDIX #1: Appreciative Inquiry Questions

- A question celebrating who we are right now: Share a memory about a moment that was a high point in the life of this congregation, a time when you felt most alive, most engaged, and really proud of the congregation. What was your personal role in it?
- Questions about finding a meaning in our peak experiences: What gives life to this congregation when it is at its best? What is your role in this?
- Forward thinking questions to elicit our hopes and dreams and aspirations: Dream. Imagine that in 5 years the congregation is brimming with energy. What is happening?
- Transition questions which are retrospective reflections from the imagined future state that assist in considering first steps in transitioning from the current reality to the imagined future: What is happening now at McClure that are the first steps to making those dreams a reality?

APPENDIX #2: Church renewal focus groups

Church Renewal Focus groups were held Nov 22 & 25 / 2018, January 20, 27, Feb 3, and 10 / 2019 using an Appreciative Inquiry lens (**The Power of Appreciative Inquiry: a practical guide to positive change**, 2010, Whitney, D. & Trosten-Bloom, A.). All members of the congregation were invited to attend one of the focus groups, with some groups offering specific invitations to youth, and to past members of the clergy who were connected to McClure. As well one group was held during worship at both services.

Themes from the Visioning Workshops:

High points in the life of this congregation – what gives life to this congregation at its best?

- Shared vision – shared values
- Community building – relationships are important -- safe -- small group ministries -- expression of feelings is accepted
- Strong Spiritual leadership -- Opportunities to deepen faith
- Hardy roots – persistence – vision – built on Bob and Amy McClure’s vision for the world
- Outreach work – inner city, parenting programs, seniors, refugees
- Donations keep coming
- Some folks experience welcome
- Celebrations and ceremonies – weddings, baptisms, confirmation, funerals
- Worship: Easter Sunday, Easter sunrise, Christmas worship, palm Sunday, and attending worship with family
- Potlucks

Dreams

- Grounded in Christian faith
- Ministerial staff continue to be strong
- Worship at different times in the week and with different focuses, taize
- Optimism – focus on what we can do, rather than what we can’t do
- Ongoing renewal discussions – what are we doing now that we need to stop
- Intergenerational -- diversity
- Opportunities to connect with each other
- Outreach to young families who are over committed and overwhelmed
- Connection with other faiths
- Evangelism
- Connection with community at large – not focused on increasing membership – free building access – reaching into local community / schools
- Lots of activity: Sports – physical activity; dances, theatre, bbq’s coffee house
- Lots of kids, families
- Outreach to youth and families
- Financially secure
- Shared meals
- Outreach to seniors in the community

- MUSIC -- Contemporary music -- energetic – creative & old hymns
- Big initiatives that take a large number of congregation into the community
- Big events that involve the majority of the congregation
- Opportunities to explore faith / vision
- Simpler board structure -- Make up of committees – lots of turnover and opportunities to refresh
- Sunday morning is full, noisy, fun, folks actively visiting with one another / services at other times in the week – not only coffee but snacks to bring into church
- Use of technology
- Increase awareness about our Affirming position – welcoming to LGBTQ community is more overt
- Outreach to inner city
- Work with church at large on renewal
- Make our vision clear to others: ie. Message – music – affirming

What do we see now? Evidence that we are already renewing?

- Strong ministry team
- Sunday worship is inspiring
- Strong relationships in community that is respectful and caring towards one another
- Affirming congregation
- Multigenerational – strength and wisdom in elders and in youth
- Openness to experimenting with new ideas and to explore what renewal looks like
- Openness to exploring who we are and who we might become
- Youth are active in congregation and are accomplishing amazing things
- Current conversations – spiritual discussions – book discussions
- Activities for children
- Worship is creative and meaningful
- Website is inviting
- Pastoral care
- Strong lay leadership
- Capital planning is occurring
- Sunday coffee
- Mid-week activities
- Music
- People are talking to each other – not sitting silently

Concerns:

- Aging congregation
- Financial security
- Find another way to bring awareness to congregation of the financial issues
- Missed opportunities for pastoral care
- Don't like the renewal discussions
- What if I like the old ways?
- What are other congregations and denominations doing that we are not doing to attract young folks and families?

- What has happened to the people who used to be active but are gone?
- Balance need to survive with outreach activities
- Decision makers in church are “entrenched” and “resistant” and intolerant of criticism
- More opportunities to explore the congregations strengths / weaknesses / opportunities and threats and then to strategize
- Balance what we spend with our resources – maybe we need to make some cutbacks.
- Running out of volunteers

APPENDIX #3: Invitation to young folks who have been previously involved to provide feedback

Jan, 2019: 8 responses

- Do you believe that McClure United Church is an important institution? Why or why not?
- What kinds of things do you think the church should be involved in?
- What kinds of things do you think the church should NOT be involved in?
- Please share an anecdote about a good memory related to being involved in church.

Do you believe that McClure United Church is an important institution? Why or why not?

- I absolutely believe that McClure United Church is an important institution. Although I no longer regularly attend church, it was a large part of my childhood, and an important way for my family to be together. It left an impact on me because of the important people I met there as a child, including ministers and other leaders. Although I no longer attend church, I think that McClure provides a really strong community and network of friends for many people.
- Yes of course it is! It is important for me to know it's there. It always has been there for me. My family started coming to McClure when I was about 2 1/2. It is important for me that it available and there when I need it. NB to have a place to go that supports my beliefs. Feels comfortable to me.
- Believes McClure is important for those who go there. It's welcoming for those who go there. If she wasn't familiar with McClure and was driving by on the street she wouldn't stop in and see what happening. Sees it as a 'closed' community.
- Important yes. For a lot of people it's a good place to belong-good social environment and to be part of a place where they can do something for the community. Place for instilling good values.
- I am just not interested in the whole idea of church. I don't know what I think about everything.
- I think it is important because that is where I got married.
- McClure is very important to me, I think it is such a uniquely welcoming space that really makes efforts to welcome any and every one. Spaces of worship like this can be hard to come by and I think McClure has a lot to offer to folks who might feel uncomfortable in a religious setting otherwise.
- Yes. It provides a place where people can meet together and be part of a community. It offers help for some, comfort for others, and social engagement for many.

What kinds of things do you think the church should be involved in?

- I think that the church should be involved in youth programs and outreach programs that benefit those in need, such as low-income families, etc.
- Involved in community. I think McClure has a good feeling what the community needs are and knows best.
- Community involvement- sports leagues, games nights, fitness classes, cooking classes. Hard because Lakewood next door. People work all day and don't want to leave home in the evening. People make choices about their interests and where they will spend their time. Kids' activities often consume huge amounts of time and energy and total commitment- fund raising, tournaments, parents meetings etc.
- Involvement community outreach, seniors programs they have the time and need. Thinks they are a target market.
- It's hard - I just don't have much to say about it. (Brain strain?)
- I don't know - religious things that relate to the church?
- I particularly love McClure's work to bring refugee families to Saskatoon and to support them throughout the transition. I think this work is more important now than ever and it is important that

it is continued. I also love that McClure makes efforts to spend time with other faith communities and build relationships outside of McClure and the united church. This also includes McClure's work to become an affirming community which is of huge importance to me.

- Helping with charities, supporting the elderly

What kinds of things do you think the church should NOT be involved in?

- I cannot think of any specific example of what the church should not be involved in.
- nothing jumps out
- Can't think of anything other than NO pub in the church
- I don't know
- Anything that doesn't have to do with religion. People who aren't church people don't want to be bombarded with church stuff
- I'm not really sure, but I think it is important for the church to ask for consent before becoming involved in the community. The church community may not always be welcome at some events or with some people for some very legitimate reasons. Examples of this would be community LGBTQ events and/or indigenous celebrations/events. It is important that the church asks how the community feels before making itself present at such events.
- Public Schools.

Please share an anecdote about a good memory related to being involved in church.

1. Through McClure, I was able to be a part of CGIT for a few years when I was growing up. This group provided really amazing weekly time to meet with friends in a very positive, relaxed, and creative environment that I think was a big part of shaping me as an adult.
2. Loved Sunday school. Even taught it. The Pot Luck suppers.
3. Dad's cookies at Sunday school. Always thinks of McClure when she sees a Dad's cookie, Photo books, guess who's coming for dinner. Lots of good memories
4. When church was at WM many people were from Eastview. McClure seemed like an integral part of the community. Went to school and church with the same people. Saw people at the mall. Played on the same sports teams. We hardly ever missed church or church events.
5. Memories- Story time for the kids. Really liked how the adults got involved and enjoyed the stories too. liked the music
6. CGIT!
7. The Sunday school church pageant!
8. I grew up at McClure so the whole community is very important to me. Even though I don't attend (in part because I now live in another city), I still think of McClure as a safe space for me. Whenever I am there I feel safe and welcome. I know that isn't an anecdote but it is my main association with McClure. The most meaningful thing for me about attending services and events at McClure is spending quality time with my parents and grandparents for whom I know the church is hugely important.
9. Going with my mom and sister when I was young. I always liked the leaves/fronds on the Palm Sunday service. I liked the potlucks.

Other thoughts:

- As fewer and fewer people go to church it becomes more and more responsibility for those still there.
- Feels many people now very science based. Want to see proof. Can check for facts on internet. He believes in Christian values but does not believe in God.

- Sees that Sunday is not a sacred day. Very few business closed on Sundays. Many sports teams, events choose Sunday as a day to hold tournaments etc. Often the only day of the week for families to spend time together and be at home
- I don't go to church anymore because I have different beliefs about how the world works. Not sure if I believe in God as spoken about in the Bible.

And from the parents:

- My daughter is a member of McClure, children were baptized at McClure, comes to church at Christmas and brings whole family including in-laws. I must say it is a pleasure to attend church with her children. They seem comfortable, sing enthusiastically and are respectful of the time there. Her kids attend school in the Separate school system. It's hard for me to report this because it then begs the question - why isn't she more involved? all this talk at McClure and then my sister called me last night to tell me that another church has closed and been sold. Wow!
- It was a great opportunity to have a conversation about something we wouldn't usually talk about. My daughter doesn't live in Saskatoon and doesn't go to church. Her husband is from another country and as a result of seeing a life time of religious conflict has little appetite for organized religion.
- My son doesn't live in Saskatoon. Rarely goes to church. Lives in large Mennonite community
- I asked both of them how they learned values and if they learned them from church There was a undercurrent 'theme' of caring for many years at church. Learned values from many areas parents, grandparents, role models, teachers, coaches, church
- I was intrigued by your insert in the announcement bulletin so I took to asking my 2 daughters the questions you had listed! I have not been able to "convince" them to go back to church ... yet. I recall slipping away from the church in my 20's and at the time it didn't seem like I was missing out on anything. I had been brought up going to church with my mom and sisters from a young age (dad and brothers didn't go except for Christmas time but dad liked to watch Billy Graham on TV!) I was very involved teaching Sunday school and going to the Youth Group led by the Baptist church in a small town. Once I moved away from home I didn't look to go to church anywhere else but I would accompany my mom whenever I was back home visiting. It was only when I had children of my own that mom told me I should consider finding a church in Saskatoon as she reminded me that church had been important to me. She was right! I found McClure shortly after my daughter was born and have been forever grateful to have that "family" in my life.
- I was surprised that my daughter chose to get married in a church

APPENDIX #4: Embracing the Spirit Grant Application Summary

- **What is the problem? What is the problem / need / opportunity that you are addressing?**

We need to re-imagine our role in the community in keeping with our mission which focuses on service to others, reaching out of our own church community to the wider community and the world and embracing the richness of God's gift of diversity, working for justice and dignity for all God's people.. We have a large accessible complex with lots of parking that could serve as a hub in the community. We have a large corps of enthusiastic and willing volunteers. We have a team of young people with creative new ideas. We are located in the midst of a rapidly expanding area of the city. We are struggling with how to communicate with those in our surrounding neighbourhoods in a way that is relevant, meaningful and helpful. We are curious. Is there a way that we can become more connected with both newcomers to our neighbourhood and to our country?

- **How important is this problem? How impactful is this problem?**

We don't know yet how big the problem is, until we start asking people. We completed an extensive JNAC in 2018 and ran focus groups for the congregation in the fall of 2018 and winter of 2019 to solicit feedback from our own community about renewal. However, we have not asked questions of those outside of our community of faith in regards to how they would see our role if we are to remain relevant to the community. To our own community this is very important. We are at risk of losing our vision, of focusing ever more inward as we face the very real concerns about dropping numbers and our deficit budget.

- **How are you going to solve this?**

Our church board has consistently received the feedback that "someone" needs to communicate with our neighbourhood. Our goal is to use this grant to do just that. Though we have speculated about what might be helpful, we don't know what is needed until we ask more questions. We are in the process of hiring a Communications Director to assist us to communicate with the community and to market our programs.

- **What is unique about the idea that you are proposing?**

Rather than being unique, this exploration is a continued effort to be relevant to our community. It is the next step in reaching out so that we remain vibrant.

- **What are you asking for from Embracing the Spirit?**

We are requesting an Innovation Grant of \$3000 to begin our initial assessment and get the program off the ground. The initial assessment would take approximately 4 weeks and we would estimate needing \$1000 to develop, market and run a Round Table event. The remaining \$2000 would be spent on developing, marketing and running a program that would come directly out of the Round Table session. In preparation, we will be excited to spend some time learning about Social Innovation Jams and Community Round Tables to facilitate this event.

APPENDIX #5: Communications Plan Road Map

Introduction

McClure United Church is a large community with a complex array of communications needs and opportunities – both internally with our congregation, staff, volunteer leaders and McClure Place, and externally within our wider faith-based and secular communities.

Resources are limited even at large churches. In order to best reach McClure's internal and external communities – we have to work smarter, not harder. By working together to develop a Communications Plan, we will maximize our resources, keep focus on our goals, strengthen our church's reputation and create and nurture relationships within our community.

Our annual Communications Plan will serve as a formal document that will lay out our goals as a church, who to target with our communications, when to reach out to them, what message we aim to get across and how we are going to distribute that message.

Scope of Work

Perform Situation Analysis

We need to conduct research to evaluate where we currently stand and how we can improve in terms of communications.

This may include:

- Workshop sessions with the Board
- Interviews with McClure ministry and staff
- Conducting surveys and focus groups with the congregation

Define Goals and Objectives

After collecting and analyzing all the information, we need to define our overall communications goals and messages.

Our objectives will help us reach our goals and should be SMART:

- Specific
- Measureable
- Achievable
- Realistic
- Time-focused

Define Key Audiences

We need to identify to whom we need to deliver our messages in order to achieve our goals.

These may include something like the following:

- Active church-goers who have yet to volunteer
- Those who desire to make a difference with their lives
- Young adults who are seeking a place to belong

Identify Media Channels

We need to plan to deliver our messages to our key audiences using multiple tools and media channels.

We will zero in on the channels that would be most effective, from a price and engagement standpoint, to reach each specific audience profile.

Establish Timetable

In order to achieve our communications objectives, we need to plan and time our actions for the best results.

Based on our research, resources, audience profiles, events and campaigns, we will develop a solid content calendar to execute the steps of our communications plan.

Evaluate Results

It is always important to measure the results of our campaigns to understand if we achieved our objectives. If we are not satisfied with the results, we will make the necessary adjustments to perform better next time.

Our evaluations might take the form of the following:

- Annual reports
- Progress reports
- Event debriefings

APPENDIX #6: Ad Hoc Financial Analysis Committee Report to the Board of McClure United Church

January 22, 2020

*Please note that wherever the report mentions the 'Personnel' Committee, the proper name of the committee is 'Ministry and Personnel'.

The Ad Hoc Financial Analysis Committee was formed in the fall of 2019 with two members, Cal McCarthy and Michael Gorniak. The Committee members conducted interviews with the Personnel Committee and the Support Services Committee, along with analyzing the September 30, 2019 internally prepared financial statements, to provide recommendations to the Board with the goal of improving the financial position of the Church.

Time, Talent and Treasure Awareness (Revenue)

There are two ways to increase the financial position of any organization. The first is to increase revenue, the second is to decrease expenses. The revenue of the Church is not limited simply to financial revenue. In order to offer the desired programs and services of the Church, a large volume of volunteer hours are also required. In light of the need for an increase in cash donations and volunteer hours, the ad hoc committee makes the following recommendations:

1. Create an educational campaign for the congregation to make the members aware of the annual costs to operate the church. Such a campaign should break down the operating costs of the Church to a per member figure. For example, if the annual Church expenses are \$700,000 and there are 500 families/members making charitable donations, the average donation needs to be at least \$1,400 per family/member for the Church to break even. The figures can be further broken down to an average Sunday attendance figure to calculate what each member needs to donate on a weekly basis.

We must be open and honest with the congregation when it comes to financial matters to ensure everyone is contributing their fair share to the operations of the church. If every member only contributes \$5 per service they attend, the Church has no medium to long-term future. A specific ask must be made to the congregation to firstly increase givings to cover current costs, and secondly, provide a minimum 3% annual increase to those givings to simply cover inflationary costs.

Some examples that can be used to educate the congregation include special Sunday congregational meetings, weekly announcements and "Did you know" slides on the screens before Church services.

2. Create an educational campaign for the congregation to make members aware of the volunteer hours required each year to undertake the Church activities. A figure can be calculated to advise members as to the minimum number of hours we each need to contribute to the Church.

A long-standing problem with Church volunteerism is that it is continually the same group of individuals volunteering their time. Members of the Church need to be made aware of their obligation to not only financially support the Church but to also volunteer their time. An increase in volunteerism will get more people engaged with the Church (thereby increasing revenue) and can also assist in reducing expenses. Attracting new volunteers may be an issue, but if a call goes out for a specific need there may be new volunteers willing to help. For example, specific volunteerism could include renting a steamer and cleaning all the chairs rather than hiring an external business to do the work for us.

The same examples provided earlier to educate the congregation of financial responsibilities can also be used for volunteer responsibilities.

3. A final means by which to best utilize existing cash resources is to undertake a complete review of the available restricted funds, specifically the Memorials & Bequests and Other Restricted Funds. If current projects and undertakings of the Church are able to be financed from these funds, the bottom line of the Church will be improved because some planned expenditures can be financed from previous donations.

Expenses

70% of the annual costs to operate the Church fall under the Personnel and Support Services Committees and therefore the focus of the Ad Hoc Committee was on these two areas. Even though the committee focused on these two Committee expenditures, the following recommendations are made regarding general expenses.

1. A 3% reduction in all committee budgets (excluding Personnel and Support Services) would result in an annual saving of approximately \$6,000.
2. A review of the current membership Roll to ensure those listed are actively attending Church. We know that McClure's financially contributing members are going down but does that reflect the amount of members that are on our Roll? It is our understanding this Roll is used to determine our Presbytery Assessment and therefore the more accurate the number of members on the Roll the more accurate our fee determination.

Personnel Committee (Expenses)

The majority of Church expenses relate to ministerial and non-ministerial salaries and honorariums. Given our current financial situation, we can no longer provide top-ups to salaries and have honorariums simply because "that is what we did in the past".

It is our understanding McClure United Church pays ministerial staff a 20% top-up over the United Church of Canada's grid. What is the rationale behind such a top-up? When the Church has three full-time ministerial staff is a 20% top-up justifiable for each minister when the workload is being more

evenly distributed? During periods of time when the Church only has two full-time ministerial staff a 20% top-up may be more justified.

A survey of other United Church ministerial staff salaries in Saskatoon revealed two other churches pay 15% over the grid, one is 16% over the grid and another pays the grid amount but provides two additional weeks of vacation.

The Ad Hoc Committee's recommendations in the Personnel Committee area are as follows:

1. Freeze current ministerial salaries to reduce the current top-up to 15% (or some other figure as determined by the Board) from the current level of 20% over the next few years. A freeze of salaries with a corresponding annual inflationary grid increase will result in a reduction in the top-up without actually cutting ministerial salaries in a given year. In years in which only two ministers are employed by the Church, a bonus system can be considered. The estimated budgetary savings from this recommendation is \$12,000 when fully implemented.
2. Participation in the group benefit plan is mandatory for all employees working more than 14 hours per week. Our committee was unable to ascertain if short-term disability coverage is a requirement of the United Church of Canada. The premiums for such coverage are expensive and therefore if it is not a United Church of Canada requirement, we recommend eliminating such coverage. Substitute coverage can be obtained by the employee in the form of EI short-term disability.
3. A determination of whether the Church can effectively function with two ministerial staff should be undertaken. Moving to two ministerial staff from three would create an annual financial surplus rather than having to consistently run large financial appeals each fall to try and break even. If two ministerial staff are viable, what administrative tasks can be offloaded to the Board, Committees or perhaps members of the congregation to reduce the workload of the ministerial staff? This point ties into the need for an increase in volunteer hours from members of the Church.
4. In order to achieve economies of scale, the ability to share resources amongst various Saskatoon United Churches should be explored:
 - a. Could all the Saskatoon United Churches employ one treasurer to handle the bookkeeping on Power Church? The bookkeeper would become very proficient with the software using it every day, thus reducing accounting costs for all the churches.
 - b. If all the Saskatoon United Churches are using the same bookkeeper, they could all use the same auditor to achieve savings in audit fees. The auditor should charge less for several similar audits that have the same bookkeeper and use the same software.

- c. Can all the Saskatoon United Churches share the services of one Youth Minister?
Perhaps McClure United Church requires two full-time ministerial staff and one shared Youth Minister.
5. Why is McClure providing honorariums to the pianist, music director and Sacred Sounds? Do other United Churches provide honorariums for music services or are these done on a volunteer basis? Expenditures in these areas for the period January 1, 2019 to September 30, 2019 totaled over \$15,000. Payments to Sacred Sounds were \$2,667 (included in \$15,000 total) but there was no amount in the 2019 budget for such payments. The Ad Hoc Committee's recommendation is to undertake a complete review of these honorariums to determine if they are needed, or should be reduced, given our current financial position.
6. There appears to be a disconnect between the finances of the Church and the Personnel Committee because the Personnel Committee has indicated they do not receive a monthly report indicating where they are in relation to budget. It is our recommendation that such a report is provided monthly, and the Personnel Committee must manage salaries and wages in such a manner that they do not exceed the annual budget. Part-time and casual office support for the period January 1, 2019 to September 30, 2019 was \$15,046; can any of this support be provided on a volunteer basis?
7. The Search Committee for filling vacant staff positions usually consist of different people every time. It is our understanding this Committee sets the pay scale for the position but does not appear to report to the Personnel Committee. We recommend at least one member from the Personnel Committee be part of the Search Committee to provide direct feedback to the Personnel Committee and because the new employee reports directly to the Personnel Committee.

Support Services Committee (Expenses)

This committee has oversight over two primary areas – annual expenses and revenue directly associated with facility usage, and capital expenditures.

Facility usage charges can be itemized as follows:

- full rates are charged to the Health Region and condo associations
- funerals are charged for lunch with a donation requested for use of the facility, there is no charge for ministerial staff time
- weddings are charged regular rates
- associations such as AA and the preschool are provided with substantially lower rates; presumably this relates to indirect outreach

The fees charged for weddings was last analyzed in 2014 with the last fee update occurring in November of 2017.

The 2019 budgeted allocation of custodial services from McClure Place is \$64,000. Based on our discussions with the committee, the allocation is not based on a per hourly rate.

Recommendations relating to Support Services are as follows:

1. The custodial allocation between McClure Place and McClure Church needs to be analyzed to ensure the Church is not being overcharged for its allocation. Would an increase in volunteer hours (ie. setting up chairs in rooms for meetings) reduce the custodial charge and save the Church money? The Executive Director at McClure Place appears to be very collaborative; now is the time to have such discussions.
2. Establishment of a Joint Use Facility Committee between McClure Place and McClure Church could result in overall cost savings for both organizations.
3. The facility usage fees need to be looked at to not only ensure custodial costs are being covered, but to also ensure the fee covers utilities and wear and tear on the building. Is there anything wrong with charging a facility usage fee for funerals and weddings to ensure we are at least breaking even on the rental when depreciation is taken into consideration?
4. Is it time to adjust the preschool rental rate so that, at a bare minimum, we are at least receiving a rental increase that keeps up with inflation?

Capital Contingency and Planned Capital Expenditures

As of October 2, 2019, the Capital Contingency Fund had a balance of \$265,000. Based on estimated annual maintenance costs of \$100,000 for each of the next five years, a substantial deficit will occur in the capital reserve by 2025.

Lately there has been an emphasis on raising operating revenues to offset annual projected deficits. It is possible donations that would historically have been designated to the capital contingency fund are being re-directed to general revenues. No matter which bank account has the resources, the Church is facing substantial challenges to provide existing programming while ensuring the physical space of the Church is maintained.

The Ad Hoc Committee recommends the following pertaining to the Capital Contingency Plan:

1. A congregational awareness campaign (see recommendation number 1 under Revenue) must be undertaken to ensure the members of the Church are not only aware of annual operating costs, but also the inherent financial liabilities associated with an aging facility. The projected deficit in the Capital Contingency Fund must be explained to the members so they are aware that without additional direct donations to this Fund, future repairs and maintenance to the building will

need to come from the operating fund. As we are all aware, the operating fund has historically not had sufficient operating surpluses to offset the projected Capital Contingency Fund deficit.

The Budget

Historically a deficit budget has been with the rationale that a campaign in the fall will generate the additional funds needed to provide a breakeven or surplus for the year. So why is this? If historically the congregation gives extra at year end based on an appeal, why not include an amount in the budget that is a conservative average of what the extra giving usually is? This would set a balanced budget. The board and its various committees can then spend based on a known revenue that is based on commitments from the congregation. As an example, 55% of the budget relates to the Personnel area. Even if the costs in that section of the operation of the Church stay within budget (as recommended in point 6 under the Personnel Committee recommendations), there is still an amount from that specific section that is contributing to a large portion of the budgeted deficit. Maybe part of the educational piece is to switch the thinking so that everyone gives extra in their commitment up front instead of sitting on their financial hands until the special appeal.

Conclusion

McClure United Church could be facing a financial crisis if steps are not taken within the next year to increase revenues and substantially reduce expenses. We should not be happy, satisfied, or even complacent, with an \$18,000 annual operating deficit. The expected maintenance of the facility in the next five years will place substantial financial strain on the cash resources of the Church when the Capital Contingency Fund is depleted. Action must be taken now to ensure future operating budgets are either break even, with major increases in capital donations; or, significant operating surpluses to assist with the maintenance of the facility in the coming years.

If actions are not taken within the next year to solidify the long-term financial viability of the Church, creative options will need to be explored.

Sincerely,

Michael Gorniak and Cal McCarthy

APPENDIX #7: Communications Director Summary of Visioning Workshops

Method

From November to January, we held a series of five Visioning Workshops—one for each age grouping (Generation Z, Millennials, Generation X, Baby Boomers and the Silent Generation). Special attention was made to invite participants that represented the circles within our church: curious, comfortable and committed. We developed a set of questions that would remain consistent for each workshop while discussion was led by participants and guided by a facilitator. Responses were recorded by a volunteer note-taker at each session.

We put an emphasis on introducing play—not just for younger generations, but to instill creativity, curiosity and joy into our work. Icebreakers, one-word answers, sticker voting, writing exercises and group discussions were all part of our arsenal.

We also placed significance on assuring participants that these workshops were a safe place to share how they really feel. Every answer would be a correct answer. Our focus was never on our shortcomings but rather collecting opinions, attitudes and ideas on what could be possible.

Questions

Vision/Mission

- How would you describe McClure United Church?
- Write a description of your ideal church community.

Worship

- If a church service could only last 5 minutes—what would you include?
- What does a church need to do to cause a lineup outside of its front doors every Sunday?

Outreach

- Write down a cause that you are passionate about.
- What could a church community do to help this cause?

Recommendations

Encouraging Tomorrow's Leaders

There is no greater investment in the future of our church than raising tomorrow's leaders. We need to give youth and young adults a proper seat at the table. Whether on formal committees or informal small groups, we need to make sure mentorship, guidance and encouragement are available for this crucial segment of our congregation.

Elevating Music Ministry

Universally, across all age groups, music was identified as an integral part of the church experience. In addition to our already strong music ministry team, we should seek out and encourage others to share their gift of musical talent with the congregation. We need to put resources towards creating and cultivating a diverse musical culture at McClure.

Call to Action

An easy definition of church growth is simply increasing the amount of people attending Sunday worship. However, anyone who has served a church can tell you that volunteers are the lifeblood of the church. We need to excite and inspire our fellow parishioners into action—move past Facebook likes into volunteer signups. We also need to recognize and remove barriers that may be preventing this action.

Big Connections, Small Groups

Attending worship takes one hour out of every week. What are we doing to build community the remaining hours of the week? There are countless opportunities for interest and faith-based groups—we just need to ignite the spark in prospective leaders. To use a well-known quote: “if you build it, they will come.”

Visual Makeover

A participant brought up the fact that churches are special because there aren’t a lot of places where every age group is represented in a community. The problem is that our younger generations, while active participants, don’t see themselves in their church community. Moving past a simple logo update, we need to concentrate on updating our physical spaces and communications with a modern flair.

Strong Vision

As McClure works through the process of renewal it is integral that we determine a strong vision for our church. This vision should light a fire in the belly of our church members and attract others to follow. Our very name, “McClure”, implies a ministry built on outreach and service. Is a focus on our outreach ministry roots the answer we are looking for?

Reimagining Announcements

We can all agree that announcements during worship can be an effective way to communicate the life and work of the church. But are we capturing the attention of our captive audience? If we spent a little more time crafting engaging stories and developing stronger calls to action, we could turn a weakness into a strength.

Central Hub

Can growth truly come from doing less? Sometimes we can confuse our congregation with chaotic communications. Check the bulletin! Call the church! Visit the lobby! We need a way to consolidate every connection point into a single destination—not just for the administration time savings but for clear calls to action that lead to better engagement.

APPENDIX #8: Proposed Order of Ministry Position Descriptions

MINISTER OF WORSHIP AND PASTORAL CARE: CHILDREN, YOUTH, YOUNG ADULTS AND FAMILIES

This is a full time position, in a team ministry with one other minister who is responsible for Worship and Pastoral Care with Middle and Older Age Adults and Families

- Prepare, coordinate, and provide leadership & preaching for worship, including youth led worship, & alternative worship, with responsibility for worship to be shared equally
- Provide pastoral and spiritual care to the community of faith at large, with a particular focus on the needs of children, youth, young adults and young families (in office, hospital visits, home visits, welcome of newcomers)
- Develop, coordinate and lead children, youth, young adult and family small groups / Christian education (including recruiting volunteers to participate in this ministry) – including Bible study, thematic study, book study, topical small groups
 - youth and young adults from all United Church congregations in Saskatoon will be included in this programming

SHARED DUTIES

- Sacraments of Baptism and Communion, Funeral services, Wedding services to McClure members and wider community (including pre and post sacrament visits / education / pastoral care)
- Day to day interactions with church administrative staff
- Spiritual guidance in support of Committee work and the MUC Church Board.
- Participation in the life of the congregation through involvement in congregational events
- Participation in and sometimes leadership for the work of the wider church including with the Saskatoon Cluster of United Churches, the Living Skies Regional Council and the National Church.
- Care for personal wellbeing, including spiritual, through regular times of rest, reflection and study.
- Engage retired ministers and lay leaders in support of worship and pastoral care as appropriate, including for funerals
- Nurture the covenant relationship with Holy Spirit Roman Catholic Church

SALARY AND RELATED BENEFITS

- Salary: Compensation will be according to the United Church of Canada Minimum Salaries Compensation Model + 20%.
- Vacation: One month of vacation (including five Sundays) within each pastoral year
- Sundays off: One in 6 Sundays to be taken as time off
- Sabbatical: A sabbatical of 5 months will be granted after a minimum of 5 years of service to the congregation, and may be granted every 5 years thereafter, as per the policy of the United Church of Canada (https://www.united-church.ca/sites/default/files/pastoral-relations_supporting.pdf).
- Entitled to 3 weeks of education and study leave per year
- Continuing education and learning resources: In consultation with the M&P Committee, reimbursement for the cost of attending workshops/conferences, purchasing books, acquiring

spiritual direction and obtaining electronic and other resources relevant to providing ministry leadership

- Benefits: Employer contributions as per United Church of Canada policy.
- Travel: per kilometer.
- Telephone: The cost of the telephone and long-distance charges for church-related business.
- Moving expenses: Based on reasonable estimates and receipts.

ACCOUNTABILITY

The minister is accountable to the Official Board of McClure United Church, the M&P committee.

SKILLS DESCRIPTION

This position is suitable for an Ordained or Diaconal minister.

MINISTER OF WORSHIP AND PASTORAL CARE: MIDDLE AGE AND OLDER ADULTS AND FAMILIES

This is a full time position, in a team ministry with one other minister who is responsible for Worship and Pastoral Care with children, youth, young adults and families.

- Prepare, coordinate, and provide leadership and preaching for worship, including alternative worship, with responsibility for worship to be shared equally
- Provide pastoral and spiritual care (in office, hospital visits, home visits, welcome of newcomers) to the community of faith at large, with a particular focus on the needs of middle age and older adults and families, including McClure Place and Amy McClure house residents and staff regardless of any affiliation with MUC.
- Develop, coordinate and lead small groups / Christian education (including recruiting volunteers to participate in this ministry) – including Bible study, thematic study, book study, topical small groups

SHARED DUTIES

- Sacraments of Baptism and Communion, Funeral services, Wedding services to McClure members and wider community (including pre and post sacrament visits / education / pastoral care)
- Day to day interactions with church administrative staff
- Spiritual guidance in support of Committee work and the MUC Church Board.
- Participation in the life of the congregation through involvement in congregational events
- Participation in and sometimes leadership for the work of the wider church including with the Saskatoon Cluster of United Churches, the Living Skies Regional Council and the National Church.
- Care for personal wellbeing, including spiritual, through regular times of rest, reflection and study.
- Engage retired ministers and lay leadership in support of worship and pastoral care as appropriate, including for funerals
- Nurture the covenant relationship with Holy Spirit Roman Catholic Church

SALARY AND RELATED BENEFITS

- Salary: Compensation will be according to the United Church of Canada Minimum Salaries Compensation Model + 20%.
- Vacation: One month of vacation (including five Sundays) within each pastoral year
- Sundays off: One in 6 Sundays to be taken as time off
- Sabbatical: A sabbatical of 5 months will be granted after a minimum of 5 years of service to the congregation, and may be granted every 5 years thereafter, as per the policy of the United Church of Canada (https://www.united-church.ca/sites/default/files/pastoral-relations_supporting.pdf).
- Entitled to 3 weeks of education and study leave per year
- Continuing education and learning resources: In consultation with the M&P Committee, reimbursement for the cost of attending workshops/conferences, purchasing books, acquiring spiritual direction and obtaining electronic and other resources relevant to providing ministry leadership
- Benefits: Employer contributions as per United Church of Canada policy.
- Travel: per kilometer.
- Telephone: The cost of the telephone and long-distance charges for church-related business.

- Moving expenses: Based on reasonable estimates and receipts.

ACCOUNTABILITY

The minister is accountable to the Official Board of McClure United Church, the M&P committee.

SKILLS DESCRIPTION

This position is suitable for an Ordained or Diaconal minister

APPENDIX #9: Financial Viability Review

“Pastoral Relations: Guidelines for a Community of Faith Profile”, United Church of Canada, December, 2019.

1. Income and Expenses Comparison Over 6 Years

	2014	2015	2016	2017	2018	2019
Total Income	\$737,100	\$742,000	\$728,200	\$719,500	\$790,181	\$787,729
Offering: Undesignated	\$508,700	\$497,600	\$514,700	\$502,900	\$464,546	\$487,875
Offering: Designated	\$160,600	\$192,700	\$142,000	\$132,700	\$119,556	\$109,950
Total Expenses	\$661,900	\$664,300	\$676,200	\$701,200	\$697,862	\$824,418
Operations	\$169,500	\$175,100	\$182,300	\$248,700	\$238,400	\$253,697
Committees	\$128,800	\$125,100	\$138,600	\$129,800	\$123,200	\$123,286
Salaries	\$363,600	\$364,100	\$355,300	\$322,800	\$321,003	\$399,113
Excess Income/ Expenses	\$ 75,200	\$ 77,600	\$ 52,000	\$ 18,200	\$92,319	-\$36,689

Notes:

- 2018 income figure included a \$107,185.00 gift from Third Avenue Church.
- 2014, 2015, and 2016 there were 3 full time ministers, an accountant and an office administrator.
- 2016 there was one staff member on sick leave for part of the year
- 2017 there were 2 1/2 ministers, one accountant and one office administrator. One staff member was on sick leave for part of the year
- 2018 there were 2 ministers for 7 months and 3 ministers for 5 months and 3 office administrators each for part of the year.
- 2019 there were 3 ministers for 6 months, 2 ministers for 2 months and there is 2 1/2 ministers for 4 months, 2 part time office administrators and 3 part time office staff. One staff member is on sick leave for part of the year.
- When a staff member is on sick leave, 85% of his/her wage is paid by insurance.

2. Payroll costs for 2019

Ministers: 100 hrs / wk in total for 3 order of ministry staff (2 full time, 1 part time)

Administrative staff: 60 hrs / wk in total for 3 part time staff

Communications director: \$16,275 / year

Treasurer: \$625 every 3 mos (honorarium)

Custodian and housekeeping: 56.5 hours/ week (housekeeping contract with attached seniors residence)

Youth and Children programming: \$300.00 / month x 8 mos/year

Summer engagement staff: 100 hours / wk x 3 mos

Newsletter editor: \$103 / mos x 9 mos (Honorarium)

Music staff:

Director: \$1020 / mos

Pianist: \$330 / mos

Worship band: \$445 every 3 mos (honorarium)

TOTAL PAYROLL / YEAR: \$462,308

3. Have you experienced a deficit for more than two consecutive years in the last five years? No.

See notes in Section #1. A large financial gift was received in 2019 which removed the predicted deficit. Additionally, full staff compliment has not been at work since 2017, accounting for positive year end balances.

4. Are there any outstanding loans? No

5. Utilities / Maintenance

	Church van	House Keeping, Maintenance & Utilities*	Capital expenses	=		Exceeds 25% of revenues
2019	\$3,200	\$90,099	\$62,275		\$155,574	No
2018	\$7,100	\$96,787	\$11,988		\$103,887	No
2017	\$4,715	\$91,598	\$50,244		\$146,557	No
2016	\$3,497	\$88,435	\$36,722		\$128,654	No
2015	\$6,106	\$82,866	\$37,907		\$126,879	No
2014	\$6,001	\$86,452	\$33,752		\$126,205	No
*McClure Place bills McClure United Church for House Keeping, Maintenance and Utilities. Because of a change in accounting procedures, we are unable to compare these items separately on a year by year basis.						

6. How many contributors support your congregation?

2020	2019	2018	2017	2016
347	495	519	554	525

7. Is there a reliance on a few generous contributors where 50 percent of the revenue comes from one or two contributors?

Annual giving	Number of givers in 2020*	2019	2018	2017	2016
\$0-\$200	152	101	128	134	132
\$200-\$400	91	67	67	70	69
\$400-\$750	59	95	93	101	111
\$750-\$1500	30	116	117	133	136
\$1500-\$2500	9	64	65	60	43
\$2500-\$5000	5	38	38	45	27
\$5000+	1	14	11	11	7
Total	347	495	519	554	525
*Note that this column is based on records for 4 rather than 12 mos.					

8. Have you taken part in a stewardship campaign in the past two years?

McClure United Church runs a “Faith in action” stewardship campaign every year in the fall. One Sunday in November is designated as Stewardship Sunday and in addition to drawing attention to the congregation’s financial status, a sermon is preached about Stewardship. Members of the Stewardship Committee make Sunday announcements throughout October and November, drawing the congregation’s attention to the way that offering is designated, programs that are occurring in the church and the status of the budget. Additionally the financial status of the church is included in the Sunday announcement sheet and in the newsletter on a monthly basis. Early in the fall a letter is sent out to all members of the congregation asking them to complete a pledge card for the upcoming year. At that time congregants are invited to join PAR. At the annual meeting, the congregation is again invited to join PAR, during the presentation of the budget for the upcoming year. In 2019 an additional campaign ran in the spring called “13th month”. Congregants were invited to make an additional donation in preparation for the summer, which is often a time when the church struggles to meet expenses. Congregants were asked to consider giving an additional amount equal to the amount that they usually donate in 1 month.

9. Investments, special funds

- GICs for Operations - no restrictions
- Van/Music Funds GIC - use only for Van capital expenses and music expenses
- Endowment Fund - Interest provides some income for operations every month
- Capital Reserve Fund - Savings account and GICs - used for Capital repairs and projects
- Memorial and Bequest Fund - use for anything that lives out the life of the church
- Refugee Fund - savings account to be used for refugee families support

**McClure United Church Funds Report
As of March 21, 2020**

Non-restricted funds		
Operating	\$69,334	Income from contributions to the operations of the church, fundraising for the Operating Fund, building use and program registrations. Used for staff wages & benefits, office expenses, housekeeping and maintenance, committee expenses
Third Avenue	\$54,910	Donation of \$107,185.00 from Third Avenue United Church upon closure. 2019 - \$12,500 of the Donation used to the Communications Director. 2020 - \$40,000 budgeted to be used for operations of the church. This remaining part of the gift is being used as a loan to support the operations of the church
Legacy	\$14,751	Interest is paid monthly to the operating account.
Total non restricted funds	\$138,995	

Restricted Funds		
Capital reserve	\$299,559	Donations given regularly for capital building maintenance and replacement. Estimated that \$100,000 will be required each year for building maintenance. The projection is That a deficit in the fund will occur by 2025
Memorials and bequests	\$47,671	Donations given in memory of a past member of the church or of someone else as a donor request. The Memorial Funds are used for purposes compatible with McClure United Church mission for the betterment of the church or as designated by the donor.
Legacy	\$146,148	Initial investment of endowment was \$146,148. Distributions of investment growth used for Church operations
Embracing the Spirit Grant	\$2,001	Grant to be used for community engagement project
Van	\$6434	Donations and fundraising for Van updates and replacement Donations received or funds raised for each fund. Fund money is to be used by each group Prior to using operating money for expenses unless a group has the money designated for a Particular expense.
Refugee	\$17,308	
Music	\$5450	
Sacred Sounds	\$35	
Youth ministry	\$4380	
Van maintenance	\$190	
Outreach	\$695	
Congregational care	\$81	
Mens Breakfast	\$1100	
Total Restricted Funds	\$531,052	

Total available funds	\$627,464	Cash and investments owned by the church
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10. Real Property Description

McClure Place, and Amy McClure House are legally owned by the McClure Place Inc. McClure Place Inc is owned by McClure United Church. The church exercises authority over McClure Place Inc through its approval of the Board of Directors and the annual budget and financial reports. They share a kitchen, dining room, meeting space, custodial staff and parking with McClure United Church. An active Board of Trustees for McClure United Church and a separate Board of Trustees for McClure Place Inc. oversee all properties and ensures that they are cared for and used as directed by the congregation. McClure United Church is mortgage-free.

“McClure United Church is housed in an approximately 30-year old building located at 4025 Taylor Street East in Saskatoon. McClure’s congregation envisioned enriched seniors’ housing for the community, and that outreach project was realized through the building of McClure Place. McClure Place, located to the west of the church, is a 14-story tower containing 108 one and two bedroom suites. A second outreach project, Amy McClure House, which was built in 2005, is located to the east of the church. Amy McClure House is a single-story, 21 room (23 bed) intermediate care facility, which is staffed 24 hours each day.

McClure’s main floor is wheelchair accessible. The sanctuary has capacity to accommodate approximately 300 people, with stackable chairs used for seating purposes. It features a pulpit on a raised platform, which is accessible via steps or a wheelchair ramp. There is also a raised platform for the choir. An organ, piano and audio-visual system with three large screens support worship services. The main sanctuary was designed to serve as a multi-use facility during the week and can easily be converted for a variety of uses such as meetings, music recitals, small concerts, and church fundraisers. In addition to the sanctuary, the main floor of the church includes a multi-purpose area (capacity approximately 100 people), with a sliding wall partition that allows it to be divided into three smaller spaces. There is a main office area used by the church office administrator and volunteers, with three adjoining smaller offices used by the ministerial staff. A small dedicated chapel (capacity 10), music room (capacity 35), craft room (capacity 30), gathering room (capacity 10), small lending library (capacity 10), and washroom facilities comprise the remainder of the main floor. The upper floor, consisting of three small balconies (one of which is the sound booth), a youth lounge, washrooms, and a couple of additional rooms, is accessible by stairs and a lift.

In 2015, McClure replaced the sound system in the Multipurpose Room and in the dining room. Microphones, and desktop and laptop computers, were also replaced. The same year, McClure purchased a 15-passenger wheelchair accessible van at the cost of \$82,000. (JNAC report, 2017, p. 13)

In 2018 the lighting system throughout the church, except the sanctuary, was upgraded to LED lighting. In 2019 the sanctuary lighting system was replaced with more efficient and more controllable lighting, as well as some window repair and maintenance, with the assistance of \$30,000 Faithful Footprints grant from the United Church of Canada. In 2019 shingles were replaced on two of the shingled sections of the roof, and the couch and easy chairs in the library were replaced. The phone system was also replaced in 2019. Computers are upgraded regularly, and the server was replaced in early 2020.

Entry to McClure is via an automated Alarm/Door locking system that uses a swipe-plate access system and electronic fobs rather than a physical key. The church parking lot accommodates approximately 40 – 50 vehicles, with additional parking available on neighbouring streets. During Sunday worship services, additional parking is available in the SGI Claims Centre parking lot located to the east of the church. On the south side of the church, along the Taylor Street boulevard, is a large sign announcing upcoming church events to the community. A Saskatoon city bus stop is located on the east side of the parking lot” and another bus stop is on the street in front of the church. (JNAC report, 2017, p. 13)

APPENDIX #10: Audited Financial Statement for 2019

Roseline Hounjet, co-founder, Alynn Tastad, co-founder, Dustin Harpham, co-founder

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgement and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

April 19, 2020
Saskatoon, Saskatchewan

Hounjet Tastad Harpham
CHARTERED PROFESSIONAL ACCOUNTANTS



MCCLURE UNITED CHURCH
STATEMENT OF OPERATIONS AND CHANGES IN NET ASSETS
FOR THE YEAR ENDED DECEMBER 31, 2019

	General Fund	Capital Fund	Memorial and Bequest Fund	Other Restricted Funds	2019	2018
REVENUE						
Donation from Third Avenue United Church	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 107,185
Facility use	40,968	-	-	-	40,968	33,929
Fundraising	37,491	-	483	13,630	51,604	43,407
Grants	13,065	29,000	-	-	42,065	14,029
Investment income	6,306	3,926	107	102	10,441	3,146
Offerings	487,875	34,752	2,383	4,546	529,556	518,826
Other	25,754	-	-	-	25,754	8,146
Pass-thru contributions	68,269	-	-	-	68,269	65,275
Unrealized gain (loss) on investments	13,072	-	-	-	13,072	(3,759)
	<u>692,800</u>	<u>67,678</u>	<u>2,973</u>	<u>18,278</u>	<u>781,729</u>	<u>790,184</u>
EXPENDITURES						
Affirming committee	679	-	-	-	679	400
Board	4,356	-	-	-	4,356	5,169
Congregational care	4,574	-	-	-	4,574	3,627
Facility use expenses	17,026	-	-	-	17,026	12,033
Faith development	15,016	-	-	304	15,320	12,098
Fundraising	13,431	-	-	2,581	16,012	15,219
Housekeeping and maintenance - McClure Place	90,099	-	-	-	90,099	96,787
Office and equipment	30,495	-	-	-	30,495	25,362
Outreach	18,800	-	-	1,426	20,226	37,488
Pass-thru donations	68,263	-	-	-	68,263	64,590
Presbytery assessment	29,654	-	-	-	29,654	34,158
Professional fees	21,343	-	-	-	21,343	17,803
Property - direct	29,886	62,275	-	2,573	94,734	42,517
Salaries and administration	397,913	-	-	1,200	399,113	321,004
Training and seminars	2,656	-	-	-	2,656	1,708
Worship	1,000	-	877	1,991	3,868	7,902
	<u>745,191</u>	<u>62,275</u>	<u>877</u>	<u>10,075</u>	<u>818,418</u>	<u>697,865</u>
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENDITURES						
	(52,391)	5,403	2,096	8,203	(36,689)	92,319
NET ASSETS, beginning of year (Note 2)						
	291,709	2,612,070	47,967	22,131	2,973,877	2,881,558
INTERFUND TRANSFER (Note 3)						
	(4,628)	-	-	4,628	-	-
NET ASSETS, end of year						
	<u>\$ 234,690</u>	<u>\$ 2,617,473</u>	<u>\$ 50,063</u>	<u>\$ 34,962</u>	<u>\$ 2,937,188</u>	<u>\$ 2,973,877</u>

(see accompanying notes)



MCCLURE UNITED CHURCH
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED DECEMBER 31, 2019

	<u>2019</u>	<u>2018</u>
CASH PROVIDED BY (USED IN)		
OPERATING ACTIVITIES		
Excess (deficiency) of revenue over expenditures	\$ (36,689)	\$ 92,319
Items not involving cash:		
Unrealized (gain) loss on investments	<u>(13,072)</u>	<u>3,759</u>
	(49,761)	96,078
Net change in working capital:		
Accounts receivable	(35,693)	2,196
Prepaid expenses	434	(429)
Accounts payable and accrued liabilities	22,594	(15,253)
Payroll deductions payable	<u>-</u>	<u>(730)</u>
	<u>(62,426)</u>	<u>81,862</u>
INVESTING ACTIVITIES		
Decrease (increase) in short term investments	47,747	(23,079)
(Increase) decrease in investments	(13,203)	25,750
Additions to capital assets	<u>(5,730)</u>	<u>-</u>
	<u>28,814</u>	<u>2,671</u>
(DECREASE) INCREASE IN CASH	(33,812)	84,533
CASH, beginning of year	<u>229,663</u>	<u>145,130</u>
CASH, end of year	<u>\$ 196,051</u>	<u>\$ 229,663</u>

(see accompanying notes)



5

APPROVED ON BEHALF OF THE BOARD:

HTH

(see accompanying notes)

MCCLURE UNITED CHURCH
NOTES TO THE FINANCIAL STATEMENTS
DECEMBER 31, 2019

The organization became a registered charity under the provision of the Canada Revenue Agency effective January 1, 1967. Its main purpose is to provide a focus of worship for members of its congregation.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The accounting policies of the organization are in accordance with Canadian accounting standards for not-for-profit organizations, except for the following departures:

- The organization records tangible capital assets at cost but does not subsequently recognize amortization on them. Canadian accounting standards for not-for-profit organizations require that all exhaustible tangible capital assets be amortized over their useful lives.

The effect of this departure from Canadian accounting standards for not-for-profit organizations on the accompanying financial statements has not been determined. Outlined below are those policies considered particularly significant, applied on a basis consistent with that of the preceding year.

Donated materials and services

Donated materials are recorded at estimated fair market value. If fair values cannot be reasonably estimated, such donations are not recorded in the accounts.

The value of contributed volunteer time is not reflected in these financial statements since such efforts are not generally susceptible to reasonable objective measurement or valuation.

Estimates

The preparation of financial statements in accordance with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amount of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amount of revenue and expenses during the reported period. These estimates are reviewed periodically and, as adjustments become necessary, they are reported in earnings in the period in which they became known.

Financial instruments

Financial assets and liabilities are recognized when the organization becomes a party to the contractual provisions of the instrument. Financial assets and liabilities are derecognized when the rights and obligations to receive or repay cash flows from the assets and liabilities have expired or have been transferred and the organization has transferred substantially all the risks and rewards of ownership.

The organization measures all its financial assets and financial liabilities at fair value. Changes in fair value are recognized in the statement of operations. Financial assets are tested for impairment at the end of each reporting period when there are indicators the assets may be impaired.

Tangible capital assets and amortization

Title to the land and church building is held by McClure Place Association Inc. This property has been reflected in the accounts of McClure United Church since all costs incurred to date have been financed or paid by the Church and beneficial ownership rests with the members of the Congregation.

No amortization is currently being taken on the Church building, furniture, equipment and vehicles.

Investments

Marketable securities and other investments are recorded at fair market value.



MCCLURE UNITED CHURCH
NOTES TO THE FINANCIAL STATEMENTS
DECEMBER 31, 2019

I. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Fund accounting

The accounts of the organization are maintained in accordance with the principles of fund accounting. For financial reporting purposes, accounts with similar characteristics have been combined into the following major funds:

(a) **General fund**

The general fund reflects the primary operations of the organization including revenues generated from offerings, fundraising, facility rentals, investments and organizational expenditures incurred.

(b) **Capital fund**

The capital fund reflects the equity of the organization in capital assets as well as designated offerings which will be used for the acquisition, replacement and refurbishment of church property.

(c) **Memorial and bequest fund**

The memorial and bequest fund consists of donations contributed in memory of a loved one as well as bequests received. The donations may be designated or undesignated; undesignated donations shall be used for the betterment of McClure United Church as decided by the Board.

(d) **Other restricted funds**

Other restricted funds consist of designated offerings and expenditures that are to be used for supporting various small groups within the church.

Recognition of revenue

The organization follows the restricted fund method of accounting for contributions, which include offerings, donations and grants. Unrestricted contributions are included as revenue of the general fund in the year received. Restricted contributions for which a fund has been established are recorded as revenue in that fund in the year received. Restricted contributions for which a fund has not been established are recorded as revenue in the general fund in the year in which the related expenses are incurred.

Facility use fees are recognized when the service has been provided and collection is reasonably assured.

Fundraising income is recognized when received or considered receivable.

Investment income is recognized when earned.

2. PRIOR PERIOD ADJUSTMENT

The beginning net asset balances have been restated to include the following changes:

- a) To reclassify roofing repairs that were incorrectly allocated to the capital fund in 2018 to the general fund. The effect of this adjustment is a decrease in the general fund and an increase in the capital fund in the amount of \$6,540.
- b) To reclassify the van maintenance fund that was incorrectly grouped with the general fund in 2018. The effect of this adjustment is a decrease in the general fund and an increase in the other restricted funds in the amount of \$1,525.
- c) To reclassify the memorial and bequest fund from the general fund. The effect of this adjustment is a decrease in the general fund and an increase in the memorial and bequest fund in the amount of \$47,967.



MCCLURE UNITED CHURCH
NOTES TO THE FINANCIAL STATEMENTS
DECEMBER 31, 2019

3. INTERFUND TRANSFERS

In the year, the men's gathering fund (\$21) and the handbell fund (\$1,351) were transferred to the general fund, and the general fund transferred \$6,000 to the refugee fund.

4. INVESTMENTS

The cost of the marketable securities invested in Frontier Capital Funds Inc. is \$148,308 (2018 - \$144,292).

	<u>2019</u>	<u>2018</u>
Current investments		
Guaranteed investment certificates	\$ 160,329	\$ 203,266
Accrued interest	1,495	1,364
	<u>\$ 161,824</u>	<u>\$ 204,630</u>
Non-current investments		
Guaranteed investment certificates	\$ 75,964	\$ 67,868
Accrued interest	990	824
Frontier Capital Funds Inc.	160,899	147,826
Teachers Credit Union equity	20	20
	<u>\$ 237,873</u>	<u>\$ 216,538</u>

5. TANGIBLE CAPITAL ASSETS

	<u>2019</u>	<u>2018</u>
Buildings	\$ 1,911,366	\$ 1,911,366
Equipment	91,638	89,581
Furniture and fixtures	147,221	143,555
Land	104,000	104,000
Vehicles	79,206	79,206
	<u>\$ 2,333,431</u>	<u>\$ 2,327,708</u>

6. OTHER RESTRICTED FUNDS

	<u>2019</u>	<u>2018</u>
Audio/Visual fund	\$ -	\$ 200
Congregational care fund	112	-
Handbell fund	-	1,351
Men's breakfast fund	918	282
Men's gathering fund	-	22
Music fund	5,895	6,389
Outreach committee fund	926	935
Refugee fund	13,000	3,662
Sacred sounds fund	35	100
Van fund	5,804	4,941
Van maintenance fund	-	1,525
Women's gathering fund	-	1,296
Youth and young adult ministry initiative fund	8,272	1,428
	<u>\$ 34,962</u>	<u>\$ 22,131</u>



MCCLURE UNITED CHURCH
NOTES TO THE FINANCIAL STATEMENTS
DECEMBER 31, 2019

7. INTERNALLY RESTRICTED FUNDS

These funds represent the initial amounts invested through the Legacy Giving Program. A legacy gift is a financial gift made from an estate or accumulated financial assets. When an undesignated legacy gift is made, thirty five percent of the gift is to be invested in the Church Endowment fund which is currently held at Frontier Capital Funds Inc. The interest income and growth of the investment is unrestricted. The use of these funds is subject to approval by the Board of Directors.

8. FINANCIAL RISK MANAGEMENT

The organization is exposed to various risks through its financial instruments.

Credit risk

Credit risk is the risk that a counterparty to a financial instrument will fail to discharge an obligation or commitment that it has entered into with the organization. It is management's opinion that the organization is not significantly exposed to credit risk.

Liquidity risk

Liquidity risk is defined as the risk that the organization may not be able to settle or meet its obligations as they come due. In actively addressing liquidity risk, the organization applies appropriate measures to ensure it will have sufficient working capital available to meet its obligations.

Market risk

Market risk is the risk the fair value or future cash flows of financial instruments will fluctuate because of changes in market prices. The organization is invested into a conservatively managed investment portfolio, therefore it is management's opinion that the organization is not significantly exposed to market risk.

Changes in risk

There are no significant changes to financial risk from the prior year.

9. COMPARATIVE STATEMENTS

Certain accounts from the prior year's financial statements have been reclassified for comparative purposes.

