

Joint Needs Assessment Committee  
Report (JNAC)

Glen Ayr United Church  
2011

Mission Statement: “The purpose of the church is to be the hands and feet of Jesus in the world. As the hands and feet of Jesus, the purpose of Glen Ayr is to develop community, deepen faith, and demonstrate compassion”

# Joint Needs Assessment Committee Report

## September 2011

Table of Contents

Summary ..... 3

1. Introduction ..... 4

2. Background ..... 5

3. Methodology ..... 6

4. Findings ..... 9

5. Conclusions ..... 12

6. Recommendations ..... 15

7. Appendix A ..... 18

8. Appendix B ..... 22

9. Appendix C ..... 25

10. Appendix D ..... 28

11. Appendix E ..... 32

12. Appendix F ..... 35

13. Appendix G ..... 38

14. Appendix H ..... 42

15. Appendix I ..... 45

16. Appendix J ..... 48

17. Appendix K ..... 52

18. Appendix L ..... 55

19. Appendix M ..... 58

20. Appendix N ..... 62

21. Appendix O ..... 65

22. Appendix P ..... 68

23. Appendix Q ..... 72

24. Appendix R ..... 75

25. Appendix S ..... 78

26. Appendix T ..... 82

27. Appendix U ..... 85

28. Appendix V ..... 88

29. Appendix W ..... 92

30. Appendix X ..... 95

31. Appendix Y ..... 98

32. Appendix Z ..... 102

33. Appendix AA ..... 105

34. Appendix AB ..... 108

35. Appendix AC ..... 112

36. Appendix AD ..... 115

37. Appendix AE ..... 118

38. Appendix AF ..... 122

39. Appendix AG ..... 125

40. Appendix AH ..... 128

41. Appendix AI ..... 132

42. Appendix AJ ..... 135

43. Appendix AK ..... 138

44. Appendix AL ..... 142

45. Appendix AM ..... 145

46. Appendix AN ..... 148

47. Appendix AO ..... 152

48. Appendix AP ..... 155

49. Appendix AQ ..... 158

50. Appendix AR ..... 162

51. Appendix AS ..... 165

52. Appendix AT ..... 168

53. Appendix AU ..... 172

54. Appendix AV ..... 175

55. Appendix AW ..... 178

56. Appendix AX ..... 182

57. Appendix AY ..... 185

58. Appendix AZ ..... 188

59. Appendix BA ..... 192

60. Appendix BB ..... 195

61. Appendix BC ..... 198

62. Appendix BD ..... 202

63. Appendix BE ..... 205

64. Appendix BF ..... 208

65. Appendix BG ..... 212

66. Appendix BH ..... 215

67. Appendix BI ..... 218

68. Appendix BJ ..... 222

69. Appendix BK ..... 225

70. Appendix BL ..... 228

71. Appendix BM ..... 232

72. Appendix BN ..... 235

73. Appendix BO ..... 238

74. Appendix BP ..... 242

75. Appendix BQ ..... 245

76. Appendix BR ..... 248

77. Appendix BS ..... 252

78. Appendix BT ..... 255

79. Appendix BU ..... 258

80. Appendix BV ..... 262

81. Appendix BW ..... 265

82. Appendix BX ..... 268

83. Appendix BY ..... 272

84. Appendix BZ ..... 275

85. Appendix CA ..... 278

86. Appendix CB ..... 282

87. Appendix CC ..... 285

88. Appendix CD ..... 288

89. Appendix CE ..... 292

90. Appendix CF ..... 295

91. Appendix CG ..... 298

92. Appendix CH ..... 302

93. Appendix CI ..... 305

94. Appendix CJ ..... 308

95. Appendix CK ..... 312

96. Appendix CL ..... 315

97. Appendix CM ..... 318

98. Appendix CN ..... 322

99. Appendix CO ..... 325

100. Appendix CP ..... 328

101. Appendix CQ ..... 332

102. Appendix CR ..... 335

103. Appendix CS ..... 338

104. Appendix CT ..... 342

105. Appendix CU ..... 345

106. Appendix CV ..... 348

107. Appendix CW ..... 352

108. Appendix CX ..... 355

109. Appendix CY ..... 358

110. Appendix CZ ..... 362

111. Appendix DA ..... 365

112. Appendix DB ..... 368

113. Appendix DC ..... 372

114. Appendix DD ..... 375

115. Appendix DE ..... 378

116. Appendix DF ..... 382

117. Appendix DG ..... 385

118. Appendix DH ..... 388

119. Appendix DI ..... 392

120. Appendix DJ ..... 395

121. Appendix DK ..... 398

122. Appendix DL ..... 402

123. Appendix DM ..... 405

124. Appendix DN ..... 408

125. Appendix DO ..... 412

126. Appendix DP ..... 415

127. Appendix DQ ..... 418

128. Appendix DR ..... 422

129. Appendix DS ..... 425

130. Appendix DT ..... 428

131. Appendix DU ..... 432

132. Appendix DV ..... 435

133. Appendix DW ..... 438

134. Appendix DX ..... 442

135. Appendix DY ..... 445

136. Appendix DZ ..... 448

137. Appendix EA ..... 452

138. Appendix EB ..... 455

139. Appendix EC ..... 458

140. Appendix ED ..... 462

141. Appendix EE ..... 465

142. Appendix EF ..... 468

143. Appendix EG ..... 472

144. Appendix EH ..... 475

145. Appendix EI ..... 478

146. Appendix EJ ..... 482

147. Appendix EK ..... 485

148. Appendix EL ..... 488

149. Appendix EM ..... 492

150. Appendix EN ..... 495

151. Appendix EO ..... 498

152. Appendix EP ..... 502

153. Appendix EQ ..... 505

154. Appendix ER ..... 508

155. Appendix ES ..... 512

156. Appendix ET ..... 515

157. Appendix EU ..... 518

158. Appendix EV ..... 522

159. Appendix EW ..... 525

160. Appendix EX ..... 528

161. Appendix EY ..... 532

162. Appendix EZ ..... 535

163. Appendix FA ..... 538

164. Appendix FB ..... 542

165. Appendix FC ..... 545

166. Appendix FD ..... 548

167. Appendix FE ..... 552

168. Appendix FF ..... 555

169. Appendix FG ..... 558

170. Appendix FH ..... 562

171. Appendix FI ..... 565

172. Appendix FJ ..... 568

173. Appendix FK ..... 572

174. Appendix FL ..... 575

175. Appendix FM ..... 578

176. Appendix FN ..... 582

177. Appendix FO ..... 585

178. Appendix FP ..... 588

179. Appendix FQ ..... 592

180. Appendix FR ..... 595

181. Appendix FS ..... 598

182. Appendix FT ..... 602

183. Appendix FU ..... 605

184. Appendix FV ..... 608

185. Appendix FW ..... 612

186. Appendix FX ..... 615

187. Appendix FY ..... 618

188. Appendix FZ ..... 622

189. Appendix GA ..... 625

190. Appendix GB ..... 628

191. Appendix GC ..... 632

192. Appendix GD ..... 635

193. Appendix GE ..... 638

194. Appendix GF ..... 642

195. Appendix GG ..... 645

196. Appendix GH ..... 648

197. Appendix GI ..... 652

198. Appendix GJ ..... 655

199. Appendix GK ..... 658

200. Appendix GL ..... 662

201. Appendix GM ..... 665

202. Appendix GN ..... 668

203. Appendix GO ..... 672

204. Appendix GP ..... 675

205. Appendix GQ ..... 678

206. Appendix GR ..... 682

207. Appendix GS ..... 685

208. Appendix GT ..... 688

209. Appendix GU ..... 692

210. Appendix GV ..... 695

211. Appendix GW ..... 698

212. Appendix GX ..... 702

213. Appendix GY ..... 705

214. Appendix GZ ..... 708

215. Appendix HA ..... 712

216. Appendix HB ..... 715

217. Appendix HC ..... 718

218. Appendix HD ..... 722

219. Appendix HE ..... 725

220. Appendix HF ..... 728

221. Appendix HG ..... 732

222. Appendix HH ..... 735

223. Appendix HI ..... 738

224. Appendix HJ ..... 742

225. Appendix HK ..... 745

226. Appendix HL ..... 748

227. Appendix HM ..... 752

228. Appendix HN ..... 755

229. Appendix HO ..... 758

230. Appendix HP ..... 762

231. Appendix HQ ..... 765

232. Appendix HR ..... 768

233. Appendix HS ..... 772

234. Appendix HT ..... 775

235. Appendix HU ..... 778

236. Appendix HV ..... 782

237. Appendix HW ..... 785

238. Appendix HX ..... 788

239. Appendix HY ..... 792

240. Appendix HZ ..... 795

241. Appendix IA ..... 798

242. Appendix IB ..... 802

243. Appendix IC ..... 805

244. Appendix ID ..... 808

245. Appendix IE ..... 812

246. Appendix IF ..... 815

247. Appendix IG ..... 818

248. Appendix IH ..... 822

249. Appendix II ..... 825

250. Appendix IJ ..... 828

251. Appendix IK ..... 832

252. Appendix IL ..... 835

253. Appendix IM ..... 838

254. Appendix IN ..... 842

255. Appendix IO ..... 845

256. Appendix IP ..... 848

257. Appendix IQ ..... 852

258. Appendix IR ..... 855

259. Appendix IS ..... 858

260. Appendix IT ..... 862

261. Appendix IU ..... 865

262. Appendix IV ..... 868

263. Appendix IW ..... 872

264. Appendix IX ..... 875

265. Appendix IY ..... 878

266. Appendix IZ ..... 882

267. Appendix JA ..... 885

268. Appendix JB ..... 888

269. Appendix JC ..... 892

270. Appendix JD ..... 895

271. Appendix JE ..... 898

272. Appendix JF ..... 902

273. Appendix JG ..... 905

274. Appendix JH ..... 908

275. Appendix JI ..... 912

276. Appendix JJ ..... 915

277. Appendix JK ..... 918

278. Appendix JL ..... 922

279. Appendix JM ..... 925

280. Appendix JN ..... 928

281. Appendix JO ..... 932

282. Appendix JP ..... 935

283. Appendix JQ ..... 938

284. Appendix JR ..... 942

285. Appendix JS ..... 945

286. Appendix JT ..... 948

287. Appendix JU ..... 952

288. Appendix JV ..... 955

289. Appendix JW ..... 958

290. Appendix JX ..... 962

291. Appendix JY ..... 965

292. Appendix JZ ..... 968

293. Appendix KA ..... 972

294. Appendix KB ..... 975

295. Appendix KC ..... 978

296. Appendix KD ..... 982

297. Appendix KE ..... 985

298. Appendix KF ..... 988

299. Appendix KG ..... 992

300. Appendix KH ..... 995

301. Appendix KI ..... 998

302. Appendix KJ ..... 1002

303. Appendix KK ..... 1005

304. Appendix KL ..... 1008

305. Appendix KM ..... 1012

306. Appendix KN ..... 1015

307. Appendix KO ..... 1018

308. Appendix KP ..... 1022

309. Appendix KQ ..... 1025

310. Appendix KR ..... 1028

311. Appendix KS ..... 1032

312. Appendix KT ..... 1035

313. Appendix KU ..... 1038

314. Appendix KV ..... 1042

315. Appendix KW ..... 1045

316. Appendix KX ..... 1048

317. Appendix KY ..... 1052

318. Appendix KZ ..... 1055

319. Appendix LA ..... 1058

320. Appendix LB ..... 1062

321. Appendix LC ..... 1065

322. Appendix LD ..... 1068

323. Appendix LE ..... 1072

324. Appendix LF ..... 1075

325. Appendix LG ..... 1078

326. Appendix LH ..... 1082

327. Appendix LI ..... 1085

328. Appendix LJ ..... 1088

329. Appendix LK ..... 1092

330. Appendix LL ..... 1095

331. Appendix LM ..... 1098

332. Appendix LN ..... 1102

333. Appendix LO ..... 1105

334. Appendix LP ..... 1108

335. Appendix LQ ..... 1112

336. Appendix LR ..... 1115

337. Appendix LS ..... 1118

338. Appendix LT ..... 1122

339. Appendix LU ..... 1125

340. Appendix LV ..... 1128

341. Appendix LW ..... 1132

342. Appendix LX ..... 1135

343. Appendix LY ..... 1138

344. Appendix LZ ..... 1142

345. Appendix MA ..... 1145

346. Appendix MB ..... 1148

347. Appendix MC ..... 1152

348. Appendix MD ..... 1155

349. Appendix ME ..... 1158

350. Appendix MF ..... 1162

351. Appendix MG ..... 1165

352. Appendix MH ..... 1168

353. Appendix MI ..... 1172

354. Appendix MJ ..... 1175

355. Appendix MK ..... 1178

356. Appendix ML ..... 1182

357. Appendix MM ..... 1185

358. Appendix MN ..... 1188

359. Appendix MO ..... 1192

360. Appendix MP ..... 1195

361. Appendix MQ ..... 1198

362. Appendix MR ..... 1202

363. Appendix MS ..... 1205

364. Appendix MT ..... 1208

365. Appendix MU ..... 1212

366. Appendix MV ..... 1215

367. Appendix MW ..... 1218

368. Appendix MX ..... 1222

369. Appendix MY ..... 1225

370. Appendix MZ ..... 1228

371. Appendix NA ..... 1232

372. Appendix NB ..... 1235

373. Appendix NC ..... 1238

374. Appendix ND ..... 1242

375. Appendix NE ..... 1245

376. Appendix NF ..... 1248

377. Appendix NG ..... 1252

378. Appendix NH ..... 1255

379. Appendix NI ..... 1258

380. Appendix NJ ..... 1262

381. Appendix NK ..... 1265

382. Appendix NL ..... 1268

383. Appendix NM ..... 1272

384. Appendix NN ..... 1275

385. Appendix NO ..... 1278

386. Appendix NP ..... 1282

387. Appendix NQ ..... 1285

388. Appendix NR ..... 1288

389. Appendix NS ..... 1292

390. Appendix NT ..... 1295

391. Appendix NU ..... 1298

392. Appendix NV ..... 1302

393. Appendix NW ..... 1305

394. Appendix NX ..... 1308

395. Appendix NY ..... 1312

396. Appendix NZ ..... 1315

397. Appendix OA ..... 1318

398. Appendix OB ..... 1322

399. Appendix OC ..... 1325

400. Appendix OD ..... 1328

401. Appendix OE ..... 1332

402. Appendix OF ..... 1335

403. Appendix OG ..... 1338

404. Appendix OH ..... 1342

405. Appendix OI ..... 1345

406. Appendix OJ ..... 1348

407. Appendix OK ..... 1352

408. Appendix OL ..... 1355

409. Appendix OM ..... 1358

410. Appendix ON ..... 1362

411. Appendix OO ..... 1365

412. Appendix OP ..... 1368

413. Appendix OQ ..... 1372

414. Appendix OR ..... 1375

415. Appendix OS ..... 1378

416. Appendix OT ..... 1382

417. Appendix OU ..... 1385

418. Appendix OV ..... 1388

419. Appendix OW ..... 1392

420. Appendix OX ..... 1395

421. Appendix OY ..... 1398

422. Appendix OZ ..... 1402

423. Appendix PA ..... 1405

424. Appendix PB ..... 1408

425. Appendix PC ..... 1412

426. Appendix PD ..... 1415

427. Appendix PE ..... 1418

428. Appendix PF ..... 1422

429. Appendix PG ..... 1425

430. Appendix PH ..... 1428

431. Appendix PI ..... 1432

432. Appendix PJ ..... 1435

433. Appendix PK ..... 1438

434. Appendix PL ..... 1442

435. Appendix PM ..... 1445

436. Appendix PN ..... 1448

437. Appendix PO ..... 1452

438. Appendix PP ..... 1455

439. Appendix PQ ..... 1458

440. Appendix PR ..... 1462

441. Appendix PS ..... 1465

442. Appendix PT ..... 1468

443. Appendix PU ..... 1472

444. Appendix PV ..... 1475

445. Appendix PW ..... 1478

446. Appendix PX ..... 1482

447. Appendix PY ..... 1485

448. Appendix PZ ..... 1488

449. Appendix QA ..... 1492

450. Appendix QB ..... 1495

451. Appendix QC ..... 1498

452. Appendix QD ..... 1502

453. Appendix QE ..... 1505

454. Appendix QF ..... 1508

455. Appendix QG ..... 1512

456. Appendix QH ..... 1515

457. Appendix QI ..... 1518

458. Appendix QJ ..... 1522

459. Appendix QK ..... 1525

460. Appendix QL ..... 1528

461. Appendix QM ..... 1532

462. Appendix QN ..... 1535

463. Appendix QO ..... 1538

464. Appendix QP ..... 1542

465. Appendix QQ ..... 1545

466. Appendix QR ..... 1548

467. Appendix QS ..... 1552

468. Appendix QT ..... 1555

469. Appendix QU ..... 1558

470. Appendix QV ..... 1562

471. Appendix QW ..... 1565

472. Appendix QX ..... 1568

473. Appendix QY ..... 1572

474. Appendix QZ ..... 1575

475. Appendix RA ..... 1578

476. Appendix RB ..... 1582

477. Appendix RC ..... 1585

478. Appendix RD ..... 1588

479. Appendix RE ..... 1592

480. Appendix RF ..... 1595

481. Appendix RG ..... 1598

482. Appendix RH ..... 1602

483. Appendix RI ..... 1605

484. Appendix RJ ..... 1608

485. Appendix RK ..... 1612

486. Appendix RL ..... 1615

487. Appendix RM ..... 1618

488. Appendix RN ..... 1622

489. Appendix RO ..... 1625

490. Appendix RP ..... 1628

491. Appendix RQ ..... 1632

492. Appendix RR ..... 1635

493. Appendix RS ..... 1638

494. Appendix RT ..... 1642

495. Appendix RU ..... 1645

496. Appendix RV ..... 1648

497. Appendix RW ..... 1652

498. Appendix RX ..... 1655

499. Appendix RY ..... 1658

500. Appendix RZ ..... 1662

501. Appendix SA ..... 1665

502. Appendix SB ..... 1668

503. Appendix SC ..... 1672

504. Appendix SD ..... 1675

505. Appendix SE ..... 1678

506. Appendix SF ..... 1682

507. Appendix SG ..... 1685

508. Appendix SH ..... 1688

509. Appendix SI ..... 1692

510. Appendix SJ ..... 1695

511. Appendix SK ..... 1698

512. Appendix SL ..... 1702

513. Appendix SM ..... 1705

514. Appendix SN ..... 1708

515. Appendix SO ..... 1712

516. Appendix SP ..... 1715

517. Appendix SQ ..... 1718

518. Appendix SR ..... 1722

519. Appendix SS ..... 1725

520. Appendix ST ..... 1728

521. Appendix SU ..... 1732

522. Appendix SV ..... 1735

523. Appendix SW ..... 1738

524. Appendix SX ..... 1742

525. Appendix SY ..... 1745

526. Appendix SZ ..... 1748

527. Appendix TA ..... 1752

528. Appendix TB ..... 1755

529. Appendix TC ..... 1758

530. Appendix TD ..... 1762

531. Appendix TE ..... 1765

532. Appendix TF ..... 1768

533. Appendix TG ..... 1772

534. Appendix TH ..... 1775

535. Appendix TI ..... 1778

536. Appendix TJ ..... 1782

537. Appendix TK ..... 1785

538. Appendix TL ..... 1788

539. Appendix TM ..... 1792

540. Appendix TN ..... 1795

541. Appendix TO ..... 1798

542. Appendix TP ..... 1802

543. Appendix TQ ..... 1805

544. Appendix TR ..... 1808

545. Appendix TS ..... 1812

546. Appendix TT ..... 1815

547. Appendix TU ..... 1818

548. Appendix TV ..... 1822

549. Appendix TW ..... 1825

550. Appendix TX ..... 1828

551. Appendix TY ..... 1832

552. Appendix TZ ..... 1835

553. Appendix UA ..... 1838

554. Appendix UB ..... 1842

555. Appendix UC ..... 1845

556. Appendix UD ..... 1848

557. Appendix UE ..... 1852

558. Appendix UF ..... 1855

559. Appendix UG ..... 1858

560. Appendix UH ..... 1862

561. Appendix UI ..... 1865

562. Appendix UJ ..... 1868

563. Appendix UK ..... 1872

564. Appendix UL ..... 1875

565. Appendix UM ..... 1878

566. Appendix UN ..... 1882

567. Appendix UO ..... 1885

568. Appendix UP ..... 1888

569. Appendix UQ ..... 1892

570. Appendix UR ..... 1895

571. Appendix US ..... 1898

572. Appendix UT ..... 1902

573. Appendix UV ..... 1905

574. Appendix UW ..... 1908

575. Appendix UX ..... 1912

576. Appendix UY ..... 1915

577. Appendix UZ ..... 1918

578. Appendix VA ..... 1922

579. Appendix VB ..... 1925

580. Appendix VC ..... 1928

581. Appendix VD ..... 1932

582. Appendix VE ..... 1935

583. Appendix VF ..... 1938

584. Appendix VG ..... 1942

585. Appendix VH ..... 1945

586. Appendix VI ..... 1948

587. Appendix VJ ..... 1952

588. Appendix VK ..... 1955

589. Appendix VL ..... 1958

590. Appendix VM ..... 1962

591. Appendix VN ..... 1965

592. Appendix VO ..... 1968

593. Appendix VP ..... 1972

594. Appendix VQ ..... 1975

595. Appendix VR ..... 1978

596. Appendix VS ..... 1982

597. Appendix VT ..... 1985

598. Appendix VU ..... 1988

599. Appendix VV ..... 1992

600. Appendix VW ..... 1995

601. Appendix VX ..... 1998

602. Appendix VY ..... 2002

603. Appendix VZ ..... 2005

604. Appendix WA ..... 2008

605. Appendix WB ..... 2012

606. Appendix WC ..... 2015

607. Appendix WD ..... 2018

608. Appendix WE ..... 2022

609. Appendix WF ..... 2025

610. Appendix WG ..... 2028

611. Appendix WH ..... 2032

612. Appendix WI ..... 2035

613. Appendix WJ ..... 2038

614. Appendix WK ..... 2042

615. Appendix WL ..... 2045

616. Appendix WM ..... 2048

617. Appendix WN ..... 2052

618. Appendix WO ..... 2055

619. Appendix WP ..... 2058

620. Appendix WQ ..... 2062

621. Appendix WR ..... 2065

622. Appendix WS ..... 2068

623. Appendix WT ..... 2072

624. Appendix WU ..... 2075

625. Appendix WV ..... 2078

626. Appendix WW ..... 2082

627. Appendix WX ..... 2085

628. Appendix WY ..... 2088

629. Appendix WZ ..... 2092

630. Appendix XA ..... 2095

631. Appendix XB ..... 2098

632. Appendix XC ..... 2102

633. Appendix XD ..... 2105

634. Appendix XE ..... 2108

635. Appendix XF ..... 2112

636. Appendix XG ..... 2115

637. Appendix XH ..... 2118

638. Appendix XI ..... 2122

639. Appendix XJ ..... 2125

640. Appendix XK ..... 2128

641. Appendix XL ..... 2132

642. Appendix XM ..... 2135

643. Appendix XN ..... 2138

644. Appendix XO ..... 2142

645. Appendix XP ..... 2145

646. Appendix XQ ..... 2148

647. Appendix XR ..... 2152

648. Appendix XS ..... 2155

649. Appendix XT ..... 2158

650. Appendix XU ..... 2162

651. Appendix XV ..... 2165

652. Appendix XW ..... 2168

653. Appendix XX ..... 2172

654. Appendix XY ..... 2175

655. Appendix XZ ..... 2178

656. Appendix YA ..... 2182

657. Appendix YB ..... 2185

658. Appendix YC ..... 2188

659. Appendix YD ..... 2192

660. Appendix YE ..... 2195

661. Appendix YF ..... 2198

662. Appendix YG ..... 2202

663. Appendix YH ..... 2205

664. Appendix YI ..... 2208

665. Appendix YJ ..... 2212

666. Appendix YK ..... 2215

667. Appendix YL ..... 2218

668. Appendix YM ..... 2222

669. Appendix YN ..... 2225

670. Appendix YO ..... 2228

671. Appendix YP ..... 2232

672. Appendix YQ ..... 2235

673. Appendix YR ..... 2238

674. Appendix YS ..... 2242

675. Appendix YT ..... 2245

676. Appendix YU ..... 2248

677. Appendix YV ..... 2252

678. Appendix YW ..... 2255

679. Appendix YX ..... 2258

680. Appendix YY ..... 2262

681. Appendix YZ ..... 2265

682. Appendix ZA ..... 2268

683. Appendix ZB ..... 2272

684. Appendix ZC ..... 2275

685. Appendix ZD ..... 2278

686. Appendix ZE ..... 2282

687. Appendix ZF ..... 2285

688. Appendix ZG ..... 2288

689. Appendix ZH ..... 2292

690. Appendix ZI ..... 2295

691. Appendix ZJ ..... 2298

692. Appendix ZK ..... 2302

693. Appendix ZL ..... 2305

694. Appendix ZM ..... 2308

695. Appendix ZN ..... 2312

696. Appendix ZO ..... 2315

697. Appendix ZP ..... 2318

## Introduction

The congregation of Glen Ayr United Church requested that the Presbytery establish a Joint Needs Assessment Committee (JNAC). This request was made necessary by the resignation of our part-time minister, Fran Ota in November 2010. Glen Ayr had two subsequent supply ministers, Sandy Evans-Jones whose term ended January 2011, and Darren Liepold whose term ended June 2011. Toronto Southeast Presbytery established a JNAC at a meeting on February 21, 2011 and Presbytery representatives were appointed. Glen Ayr appointed 10 members of the congregation to the Joint Needs Assessment Committee in February 2011. The purpose for the committee was to ascertain the future needs for Ministry and the congregation at Glen Ayr. The members of the committee were as follows:

### **Glen Ayr Members**

Mary Burton  
Murray Campbell  
Joy Carder  
Jim Dobbin  
Ingrid Harrison  
Barbara Johnson  
Deloris Jones  
Colin MacLellan  
Zena Mahabir  
Pat Murdock

### **Presbytery Representatives**

Margaret Collard (Clergy Representative)  
Mary Ethel Morton (Lay Representative)

Joy Carder resigned from the committee in early May.

The Joint Needs Assessment Committee convened over the winter and spring of 2011, and produced a report with the following sections:

This report is divided into the following sections:

- Recommendations
- " RtqŁng"3<"Vjg"Eq o o wpkv{"
- " RtqŁng"4<"Rcuvtcn"Ejctig
- " RtqŁng"5<"Tguqwtegu
- Conclusion
- Appendix 1- Survey Results
- Appendix 2- Financial Results
- Cr rgpfkz"5/"Tgrqtv"htqo "Vko" I qtnq{"."Ctej kvgev" Tguqwt eg" I tqwr "hqt"vjg" Wpkvgf" Ejwte j
- Appendix 4- Job Description of Ministry Position at Glen Ayr United Church

## Recommendations

After a review and analysis of the data, the Joint Needs Assessment Committee concluded for the future of the congregation of Glen Ayr. They are as follows:

- 1) To explore all avenues in order to maintain the Glen Ayr family.
  - 2) To have a constant part-time minister to lead the congregation in both spiritual and personal matters.
  - 3) To recruit and train Lay people to assist in the ministry of the members of the church, and to take on some of the duties of the part-time minister.
  - 4) To move away from the current model of the board and reinstate the formal roles and responsibilities of the Church Board, in order to provide a constant base for the Glen Ayr Community throughout this change.
  - 5) To continue to bridge our congregation with the other churches in the area in order to ascertain whether they are experiencing similar challenges, and to open a dialogue to see how they are addressing these challenges.
  - 6) To sell the church property. Some of the alternatives the JNAC recommend included but are not limited to: renting space in the current building from the new owners, renting an alternate church location, opening a storefront location and pursuing the concept of a
- these alternatives.



### RtqLlg"3<"Vjg"Eqo o wpkvf

Ingp"C{t"ku"qpg"qh"vj tgg"Wpkvgf"Ejwtejgu"ukvwcvgf"kp"Vqtqpvq"Yctf"5: "\*cnpq i" ykvj "Mpqd" Hill United, and Church of the Master). The three churches are located within ten minutes of each other by car.

### **Population**

Vjg"rqrwncvkqp"qh"Yctf"5: "ku"kpetgcukpi"0""Ukpeg"vjg"ncuv"egpuwu."vjg"vqvcn"rqrwncvkqp"i tgy" htqo"7: :.92"vq"85.5370"Vjku"tcvg"qh"i tqy vj "ku"uk o knct"vq"vjg"tguv"qh"Vqtqpvq0"

### **Housing**

Qh"vjg"qeewrkf"rtkxcvg"fygnkpiu."5906 ' "qh"tgukfgpvu"nkxg"kp"ukping"fgvcejgf"jqwugu" (including detached, semi-detached and row houses) and 62.1% of residents live in apartments. The number of residents living in single family homes has decreased by 9%, y jkng"vjg"rgtegpvcig"qh"rgqrng"nkxkpi"kp"crctv o gpvu"jcu"kpetgcugf"d{"9 ' 0"7 ;03 ' "qh"vjg" rgqrng"y jk"nkxg"kp"Yctf"5: "qyp"vjgkt"fygnkpiu."cpf"620; " ' "tgpv0"Vjg"pw o dgt"qh"qypgtu" has increased by 4%, while renters in the area have decreased by approx. 5%.

### **Ethnic Origin**

Vjg"vqr"vgp"gvjpk"i tqwru"kp"Yctf"5: "ctg"cu"hqnnqy u<

Gcu"kpfkp""	: : 92" "	36 ' "
Chinese	6,905	10%
Hknrkpq""	6.632" "	"9 ' "
Utk"Ncpmcp"	5.3; 7" "	"7 ' "
Canadian	2,900	5%
Gpinkuj""	4.267" "	"5 ' "
Lc o ckecp"	3.7: 2" "	"407 ' "
Kvcnkcp""	3.4: 2" "	"4 ' "
Greek	1,105	2%
Scottish	1,050	2%

Since the last census, the number of residents claiming East Indian, Chinese, Filipino and Sri Lankan descent has increased, whereas the number of residents claiming Canadian, English, Jamaican, Italian, and Greek descent has decreased. The most dramatic change in population has been in the East Indian, Sri Lankan, and Chinese communities. There has been an increase of 2,550 residents of East Indian descent, an increase of 1,510 residents of Sri Lankan descent, and an increase of 1,490 residents of Chinese descent.

The main languages spoken in the area according to the 2006 Census are "English, Ej kpgug""\*Ej kpgug"pqv"qvjgt ykug"ur gekLgf"/"cm"Ej kpgug"qvjgt"vjcp"Ecpvqpgug."Ocpfctkp." Taiwanese, Chaochow (Teochow), Fukien, Hakka and Shanghaineshan), Cantonese, Vc o kn." I wlctevk."Vc icnqi."Wtfw."Rgtukcp."cpf"Kvcnkcp0ö

## Age

Vjg"vyq"nctiguv"ci g"itqwrup"kp"Yctf"5:"ctg<"57/66"{gct"qnfu"\*32.427"qt"38 '+."cpf"47/56"  
{gct"qnfu\*";.8:7"qt"37 '+0""Vjg"pwodgt"qh"rgqrng"nkxkpi"kp"vjg"ctgc"dgvyggp"vjg"ci gu"qh"  
87/96"ku"7.357\*:'+'cpf"qxgt"vjg"ci g"qh"97"ku"6.2;7"\*807 '+

## Family Composition

According to the 2006 Census the Family Composition is as follows:

690; ' "qh"vjg"hc o knkgu"kp"vjg"Yctf"ctg"eqwrngu"ykvj"ejknftgp  
5208 ' "qh"hc o knkgu"kp"vjg"yctf"ctg"eqwrngu"ykvjqwv"ejknftgp"  
21.9% of families of in the ward are lone parent families.

: 306 ' "qh"eqwrngu"ykvj"ejknftgp"nkxkpi"kp"Yctf"5:"jcxg"3"vq"4"ejknftgp  
3:07 ' "qh"eqwrngu"ykvj"ejknftgp"jcxg"5"qt"oqtg"ejknftgp0  
8405" ' "qh"nqpg"rctgpv"hc o knku"jcxg"3"ejknf  
4709" ' "qh"nqpg"rctgpv"hc o knku"jcxg"4"ejknftgp  
3403" ' "qh"nqpg"rctgpv"hc o knkgu"nkxkpi"kp"Yctf"5:"jcxg"5"qt"oqtg"ejknftgp0

4305 ' "qh"vjg"hc o knkgu"kp"Yctf"5:"jcxg"ejknftgp"wpfgt"vjg"ci g"qh"80"  
5308 ' "qh"vjg"hc o knkgu"kp"Yctf"5:"jcxg"ejknftgp"dgvyggp"vjg"ci gu"qh"8"cpf"36"{gctu"qh"  
age.  
3208 ' "qh"hc o knkgu"nkxkpi"kp"vjg"yctf"jcxg"ejknftgp"dgvyggp"vjg"ci gu"qh"37"cpf"39"{gctu"qh"  
age.  
3;06 ' "qh"vjg"hc o knkgu"nkxkpi"kp"vjg"yctf"jcxg"ejknftgp"dgvyggp"3:"cpf"47"{gctu"qh"ci g0

## Household Income

Vjg"cxgtci g"jqwugjqnf"kp"Yctf"5:"ku"&7:..:55."eqo rctgf"vq"cp"cxgtci g"jqwugjqnf"  
kpeqog"qh"&:20565"kp"vjg"tguv"qh"Vqtqpvq

The number of people living in the area that live with a low income or “under the poverty  
nkpgö"ku"39.2:20

## Local Area Resources

**Recreation:** two movie theatres, Centennial Arena (swimming and skating), Thomson Park (Tennis, wading pool, children's recreation area, off leash dog area, picnic tables, a uqeegt"Łgnf."cpf"cdugdcn"fk o qpf0+. [ OEC

**Shopping Centres**<"Uectdqtw i j "Vqyp"Egvtg."Mgppgf {"Eq o o qpu."cpf"Egfctdteg"Ocnm0

**Hospitals:** Scarborough General Hospital Campus, Rouge Valley Health Services-Centenary Site, several Senior's facilities

## Religion

Dcugf"qp"uvcvkukcu"htq o "vjg"Wpkvgf"Ejwtej"qh"Ecpcfc."vjg"vqr"Łxg"tgnk ikpu"kp"Yctf"5:."nkuvf"kp"qtfgt."ctg<""Tq o cp"Ecjvqnk=" Jkpfw="pq"tgnk ikwu"chŁnkcvkqp="Owunk o ="cpf" Cpinkecp0"Cvj qw i j "vjg"Wpkvgf"Ejwtej"qh"Ecpcfc"fqgu"pqv"tg ikuvgt"cu"qpg"qh"vjg"vqr"Łxg." vjgtg"ctg"5.392" o g o dgtu"qh"vjg"Wpkvgf"Ejwtej"nkxkp i "kp"Yctf"5: "\*7 ' "qh"vjg"rqrwncvkqp+0" Ewttgpnv{."cm"Wpkvgf"Ejwtejgu"kp"vjg"ctgc"jcxg"cp"cxgtcig"qh"97/322"cevkg" o g o dgtu"kp" their respective congregations.

## RtqLng"4<"Rcuwqtcn"Ejctig

### **History:**

The Glen Ayr congregation was formally constituted in 1960, in the new community of Glen Andrew, in Scarborough. After meeting in temporary buildings and rented space, the current building was opened in 1962.

### **Structure:**

V j g" q t i c p k | c v k q p c n" u v t w e v w t g" q h" I n g p" C { t" k u" c" w p k L g f" D q c t f" y k v j" g k i j v" C t g c u" q h" O k p k u v t { <" Y q t u j k r" c p f" R t c k u g=" E j t k u v k c p" P w t w t g" ( " F g x g n q r o g p v=" R c u v q t c n" E c t g=" O k u u k q p" ( " Q w w t g c e j=" N q e c n" E q p i t g i c v k q p c n" O c p c i g o g p v=" F g p q o k p c v k q p" T g n c v k q p u=" O k p k u v t { " ( " R g t u q p p g n=" c p f" D q c t f" q h" V t w u v g g u 0" U k p e g" v j g t g" k u" c" n c e m" q h" x q n w p v g g t u" v q" v c m g" responsibility for the formal roles associated with a Church Board, most of the executive duties fall on the shoulders of a committed group of people known as "The Road Crew".

### **Who We Are:**

Many of the activities within the church take place under the auspices of an Area of Okpkuvt {="j q y g x g t." u r g e k c n" k p k v k v k x g u" c p f" r t q l g e v u" q h v g p" q t k i k p c v g" h t q o" k p f k x k f w c n u" y j q" prepare and carry out a program. Examples include Bible Study, video studies, and urgekL e" q w w t g c e j" r t q l g e v u 0

Cu" c" e q p i t g i c v k q p" v j c v" j c u" c p" g o r j c u k u" q p" e j c t k v { " c u" q r r q u g f" v q" u e k e c n" l w u v k e g." q w w t g c e j" r t q l g e v u" j c x g" i t q y p" v q" d g" v j g" o c k p" h q e w u" q h" e j w t e j" c e v k x k v { 0" k p" r c t v k e w n c t." the congregation has strong ties to Birkdale Residence, a local transition residence for women and children. This residence receives much help from Glen Ayr. Each year, over 200 used snowsuits are purchased washed and distributed, Welcome Bags are distributed to new residents, and the congregation supports a Christmas mitten tree with handmade or store bought hats, scarves, mitts, and toys.

The congregation has a very strong sense of fellowship and support of each other, especially in the core group of early members, where the feeling of being a family is very evident.

V j t q w i j q w v" I n g p" C { t o u" j k u v q t { ." v j g t g" j c u" d g g p" c" e q p u v c p v" v j t g c f" q h" L p c p e k c n" e j c n n g p i g u 0" These challenges were faced with determination by a hard-working core of members. Fund-raising became a way of life, and continues to the present. Throughout 2010, Glen Ayr had to make several repairs to the Manse and the Church Building that were quite costly and beyond the church's budget. During 2009-10, a campaign was held to raise &32.2220" V j g" i q c n" y c u" o g v" d w v" v j g" e j w t e j" k u" u v k n n" u v t w i i n k p i" v q" o c k p v c k p" c" r q u k v k x g" d w f i g v 0"

In the past few years, Glen Ayr has made it a priority to provide space to community groups. Al-Anon, Beavers, Cubs and Amnesty International use space at Glen Ayr throughout the week. The congregation also sponsors the 11<sup>th</sup> Bendale Scout Group,

and several members are part of the Group Committee. Glen Ayr also rents the church building to other churches for worship services.

**The Future:**

The committee believes that by following the recommendations outlined in this report, the Glen Ayr congregation could continue to be a strong and vital part of the community, and continue outreach work. Moreover, by starting conversations with fellow churches about how to deal with similar circumstances (possibly together) we may be able to grow together. Two of the ideas generated via the congregational survey were: a regional church, or a church running through a “store front “model. Both these ideas will be presented to the Church Board and to the congregation. Using these recommendations as a starting point, we will begin discussing next steps.

**Congregational Statistics:**

**Membership**

	<b>Present</b>	<b>2004</b>	<b>1996</b>	<b>1993</b>	<b>1983</b>
<b>Number of households on the Mailing List</b>	325	35 :			
<b>Average Sunday Attendance</b>	56	92	:5	94	125
<b>Average Sunday School Attendance</b>	5	6	12	19	45
<b>Resident Members</b>	339	166	3:2	3;5	225
<b>Non-Resident Members</b>	56	55	359	356	100

**Age**

	<b>Present</b>	<b>2004</b>
<b>0-5</b>	4%	6%
<b>6-14</b>	5 '	6%
<b>15-24</b>	5%	5%
<b>25-44</b>	10%	35 '
<b>45-64</b>	20%	24%
<b>65+</b>	7: '	46%

## RtqŁng"5<"Tguqwtegu

### **Human Resources**

Glen Ayr United Church has a very dedicated core membership of capable and willing leaders and participants. There are active ministries and groups in the church,

Ukpeg"4222"vjgtg"jcu"pqv"dggp"c"uki pkŁecpv"kpłwz"qh"pgy"o g o dgtu0"Cu"c"eqpugswgpeg" of this trend, the average age of the congregation is increasing, and there are fewer volunteers available to serve key positions. As the trend continues, this situation is gزرgevfg"vq"yqtugp"qxgt"vjg"pgzv"Łxg"{gctu0"

Glen Ayr also has a dedicated staff which currently consists of a Music Director, and a Church Administrator. Glen Ayr is currently without a minister but hopes to employ a part-time minister in the fall of 2011.

### **Financial Resources:**

See Appendix 2

### **Physical Resources:**

The church building is located at 55 Brimorton Drive, Scarborough and was estimated by MPAC the Municipal Property Assessment Corporation has the following valuations: Ejwtej"tgcñ"guvcvg"cv"&97;.472"kp"42330"Vjku"xcnwg"ku"hqt"vjg"dwknfkipi"qpñ{"cpf"fqgu"pqv" include the value of the contents.

The manse is located next door on the east of the church building at 59 Brimorton Drive cpf"jcu"cp"guvk o cvgf"xcnwg"ku"&536.222022"kp"42330"

## Eqpenwukqp

We believe we do not have an adequate amount of income potential for the normal gزرgpugu"hqt"vjg"pgzv"Łxg"{gctu0" Yg"dgnkgxg"vjg"ejwtej"jcu"c"iqqf"ugpug"qh"eqo o wpkv{" and will continue to grow with or without our current building. We strongly advise the members of the church to stay together and continue to worship as a family in whatever type of building the congregation decides upon.

## Appendix 1

### JNAC Survey Results

Rctv"C<" INGP"C [ T"OKUUKQP"UVCVGOGPV"

1. Do you recognize this as the Glen Ayr Mission Statement? "Hands and Feet of Christ"

" " [ GU"" :8 ' " ""

2. Is our Mission Statement clear?

" " UQOGY J CV""92 ' " "

" 50""Ctg"yg"hwnLmkp i"vjku" o kuukqpA""

" " [ GU""68 ' ""UQOGY J CV""63 ' ""

" 60""Fqgu"vjg"Okuukqp"Uvcvg o gpv"tg l gev" {qwt"dgnkghu"cpf"xcnwgua""

" "" [ GU""67 ' " UQOGY J CV""65 ' " "

" 70""J qy"fqgu"qwt"Okuukqp"Uvcvg o gpv"kp l wgpeg"vjg"hqmqy kpi <

- i. What we do as a congregation?

-outreach

-role in the community

- ii. What you do as a member of the congregation?

-encourages me to be a better person

6. If you would like, please comment on our Mission Statement.

-vague

-too broad-based

Rctv"D<" INGP"C [ T"VQFC [ "CPF"VQOQTQY ""

1. What do you like most about Glen Ayr?

-shared values

-friendly hand caring

2. What do you like least about Glen Ayr?

-empty church

-declining numbers

" /wpegtvckp"hwwtg"fwg"vq"Łpcpekcn"ukvvcvkqp

50"" Y jcv"y qtf"y qwnf" {qw"wug"vq"fguetkdg"vjg" o qtcng"qh" Ingp"C {t" o g o dgtuA

-low

-hopeful

-confused

-tired

4. As a member of the Glen Ayr community, do you feel a sense of excitement?

" [ GU""""PQ  
 " 44 ' " ""9: '

5. For each of the following pairs of words/phrases, please circle the word you feel

" dguv"fguetkdgu" Ingp"C{t"cpf"kvu"eqpi tgi cvkqp"VQFC [<

vital	52%		innovative	29%
wpkpurktkpi""	6: ' " "	"	eqpxgpkqpcn" "	93 '
rcuukqpcvg""	59 ' " "	"	oqxkpi"hqtyctf"	54 '
kpfkhgtgpv""	85 ' " "	"	ugvngf" "	8: '
changing	42%		forbidding	20%
uvcvke" "	7: ' " "	"	g o r q y g t k p i " "	:2 '
xkdtcpv""	6: ' " "	"	f{kpi" " "	72 '
dull	52%		surviving	50%
uvtwi inkpi""	;9 ' " "	"	ncemkpi"uetkrvwtg"	44 '
vjtkxkpi"	5 ' " "	"	Iqurgn/ftkxgp""	9: '
urktkwcn""	;2 ' " "	"	wpuwuvckpcdng" "	75 '
ugewncv""	32 ' " "	"	xkcdng""	69 '
unfriendly	0		slow to change	66%
y g n e q o k p i "	322 ' " "	"	qrgp"vq"ejcpig""	56 '
kpvnqngtcpv""	8 ' " "	"	gzenwukxg" "	35 ' "
ChŁt o k p i "	;6 ' " "	"	eq o o w p c n ""	:: '

Part C: PROGRAMS AND ACTIVITIES

1. How much emphasis should be placed on the following list of existing programs at Glen Ayr?

a.	Fund raising events (Craft/Bake sales)	MORE	65%
b.	Community events (Fun Fair)	SAME	54%
e0''''	Dkdng"Uvwf{"hqt"cfwnvu" " "	UCOG''''79 ' ''''''	
d.	Child care during worship services	SAME	91%
e.	Choir	SAME	66%
f.	Sunday School for children and teens	SAME	69%
g.	Inter-denominational events	MORE	55%
j0''''	Kpvg/i gpgtcvkqpcn"cevkxkvku" " "	OQTG''''85 ' '	
k0''''	Ngcftujkr"fgxgnqr o gpv" " "	OQTG''''89 ' '	
l0''''	Okuukqp" ("Ugtxleg"Hwpf"uwr rqtv" " "	UCOG''''97 ' '	
k.	Music programs (choir presentations)	MORE/SAME (both)	49%
n0''''	Rcuvqtcn"ectg"d{"qwt" o kpkuvgt" " "	UCOG''''98 ' '	
o0''''	Rcuvqtcn"ectg"d{"vjg"eqpi tgi cvkqplGnfgtu" " "	UCOG''''89 ' '	
n.	Prayer fellowship	SAME	66%
q0''''	Uo cmm"i tqwr" o kpkuvt {" " " " "	UCOG''''7: ' ''''''	
p.	Social events	SAME	66%
s0''''	Uvg yctfujkr"rtqi tc ou" " " "	OQTG''''6: ' '	
t0''''	Uwpfc{"yqtujkr" " " " "	UCOG''''99 ' '	

2. What do you think are the most important current programs/activities that might ensure the future mission and ministry of Glen Ayr?

DATA MISSING

50'' '' Y jcv"ctg"uq o g"qh"vjg"vj kpi u" y g"jcxg" fppg"cv" I ngp"C{t"qxgt"vjg"ncuv"hg y" {gctu"vj cv" really helped our Church?

-everything

4. What programs or activities at Glen Ayr have touched your soul or drawn you closer to God?

-all

70'' Ctg"rtqi tc ou"cpf" o kpkuvt {"cv" I ngp"C{t" o ggvpki {"qwt"urktkvwcn"pggfuA'' [ GU''''''

6. What programs or activities would you add at Glen Ayr?

-men's club

-youth and family programs

-good ideas but too few members to execute ideas



Rctv"Hk" [ QW"\*Vjg"tguwnvu"kp"vjku"ugevkqp"kpfkcev"vjg"cxgtc ig"pw o dgtu"qh" o g o dgtu" y j q"  
completed the survey, not the average for the congregation)

1. Age  
35/3:" ""2" "  
3;/47" ""5 ' " "  
48/56" ""7 ' " "  
57/6;" ""7 ' " "  
50-64 10%  
87/97" ""56 ' " "  
97" - " ""65 ' "

2. Gender  
" OCN"54 ' ""HGO CNG""8: ' "

50" Y j cv"ku" { qwt" g o r n q { o g p v" uvcvwuA"  
Uvwf g p v""5 ' " "  
Employed 22%  
uvc { "cv" j q o g"": ' ""  
tgvtgf""8: ' "

4. How often do you attend worship?  
most Sundays 60%  
4/5"vk o gul o qpvj""3; ' "  
3/4"vk o gul o qpvj"": ' "  
Occasionally 14%

5. How long have you been coming to Glen Ayr? MISSING DATA

6. How active are you in the church? (check all that apply):  
attend worship 95%  
o g o dgt"qh"cv"ngcu"3"eq o o kvvgg""79 ' "  
worship leader/usher/reader 60%  
o g o dgt"qh" o wvkrng"eq o o kvvggu""56 ' "

90" Y j ke j"qh"vjg"hqnnqy kpi" y qt fu" o ki jv"dguv"fguetkdg" { qwt"hckvjA"  
hwpfc o g pvcn""5 ' " " "  
evangelical 0  
eqpugtxcvkxg""4: ' "" " "  
nkdgten""55 ' "  
" økø o "c" y qtm"kp" rtqi tguu." I qf"ku"gxgt { y jgtg0ö""58 ' "

Part G: MOVING FORWARD

1. What would encourage you to be more active in the church?
  - seeing more people worship
  - a Board that is more inclusive
  
2. What do you think the Glen Ayr congregation can or should do to reach out to the community?
  - utilize the message board for announcements
  - nothing more
  
- 50" Y jcv"ko r t q x g o g p v u " q t " e j c p i g u " y q w n f " { q w " u w i i g u v " h q t " o k p k u v t { " c v " " I n g p " C { t A "
  - better communication with the members regarding the future
  - more lively music
  - improve the physical condition of the church
  
4. If Glen Ayr cannot sustain itself, what do you think should happen?
  - merge with another church
  - sell and move
  
- " / o c p { " y q w n f " o q x g " c u " c " i t q w r " g x g p " k h " p q v " q h L e k c m n { " r n c p p g f
  
5. Is there anything else you would like to add?
  - feelings of sadness yet optimism

## Appendix 2

### Financial Resources

The report below for Glen Ayr U. C. covers Actual Financial Income and Expenses for eight months. The last four months we use actual monthly numbers from 2010. October month from former members returning for the 50th Anniversary celebration. Similarly, the extra expenses related to the celebration were excluded too.

The values shown are broken down showing - Operational Income - salaries and all other special appeals.

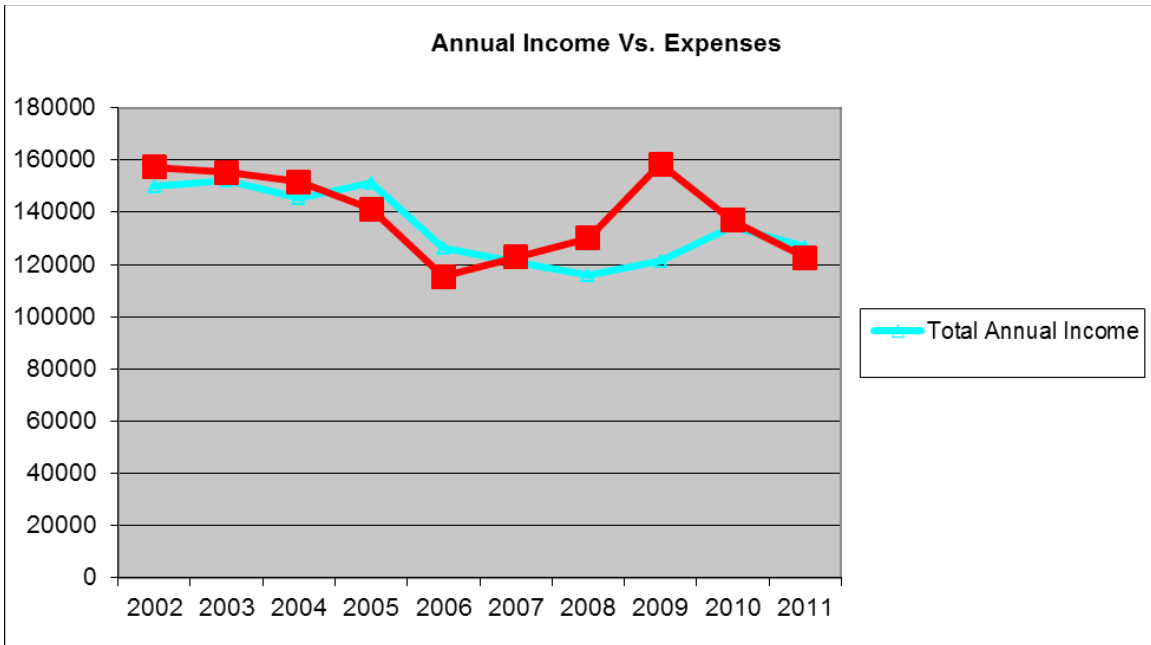
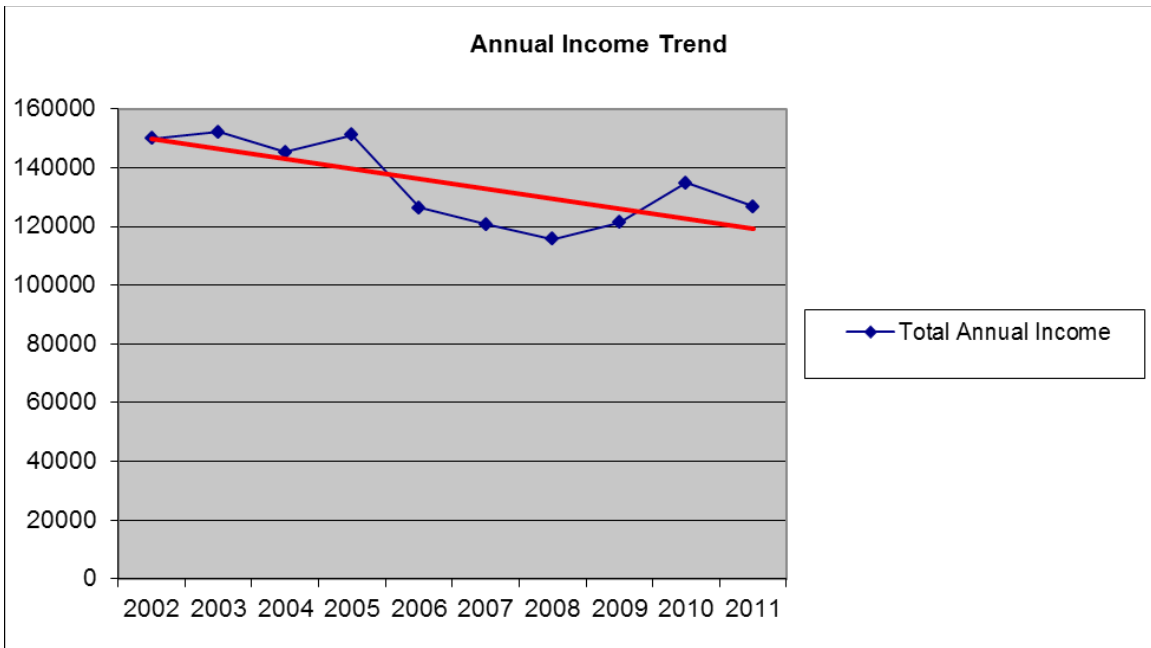
moving away or who are not able to come to church due to ill health, etc.

Starting in 2002, to make up for shortages of cash not available to pay bills, (due to lower income from offerings and fund raising activities), the church began to use its surplus funds that had been accumulated over previous years. Once these funds were depleted the church next started to gradually borrow funds from the Toronto United Church Eqwpekn"vq"eqxgt"o clqt"tgrcktu"tgnvki"vq"ejk"o pg{"tgrcktu."rnw"o dki."hwtpegt"tgrcktu."cpf" parging of basement walls to stop seepage.

In addition, the church has moved from a full time minister to a half – time appointed supply minister.

Statistics for this period are shown below. A chart that illustrates the trends follows the report.

JNAC - 2011 - GLEN AYR UNITED CHURCH FOR 2002 TO 2011.										
Details	2,002	2,003	2,004	2,005	2,006	2,007	2,008	2,009	2,010	2,011
Total Operational Income	83,046	83,770	86,988	86,663	76,054	67,571	75,872	65,789	83,459	79,566
Directed Funds Income	25,139	18,798	17,113	18,369	15,894	14,967	14,780	13,260	12,606	10,864
Rents	23,730	29,585	26,835	28,000	30,605	33,155	16,862	27,818	28,278	28,059
Fund Raising General	13,672	12,668	11,816	13,485	3,560	3,257	759	4910	1,455	3,005
Fund Raising Directed	3,995	6,175	1,658	4,134			3,976	8,685	3,423	
Other Income	359	1,095	879	517	175	1,843	3,512	832	5,554	5,246
<b>Total Income</b>	<b>149,941</b>	<b>152,091</b>	<b>145,289</b>	<b>151,168</b>	<b>126,288</b>	<b>120,793</b>	<b>115,761</b>	<b>121,294</b>	<b>134,775</b>	<b>126,740</b>
Tucc Loans								30,000	2,000	
Term Deposit/GIC Cashed								11,628		
<b>Total Receipts</b>	<b>149,941</b>	<b>152,091</b>	<b>145,289</b>	<b>151,168</b>	<b>126,288</b>	<b>120,793</b>	<b>115,761</b>	<b>162,922</b>	<b>136,775</b>	<b>126,740</b>
Operational Expenses	127812	129,528	127,857	110,160	100,463	108,771	115,678	144,156	120,942	105,496
Directed Fund Expense	16901	15,074	15,775	17,169	14,861	14,107	14,526	14,250	12,078	10,863
Debt Reduction		768	4,858	8,566						6,040
Operational,Other,&Loan Expense	12,662	9,899	3,194	5,334					3,932	329
<b>Total Expenditures</b>	<b>157,375</b>	<b>155,269</b>	<b>151,684</b>	<b>141,229</b>	<b>115,324</b>	<b>122,878</b>	<b>130,204</b>	<b>158,406</b>	<b>136,952</b>	<b>122,728</b>
<b>Gain/(Loss)</b>	<b>-7,434</b>	<b>-3,178</b>	<b>-6,395</b>	<b>9,939</b>	<b>10,964</b>	<b>-2,085</b>	<b>-14,443</b>	<b>4,516</b>	<b>-177</b>	<b>4,012</b>



The next report provides a breakdown of Income and Expenses by account feature by month for 2011.

Cv"vjg"gpf"qh"Fgeg o dgt"4233"c"i ckp"ku"guvk o cvgf"vq"dg""&6.2340Vjku"ko r tqxg o gpv" is due mainly by not incurring costs for a part time minister in the latter part of 2011. The 4233"uvcvg o gpv"dgnqy "u j q y u"Ej wte:j "Łpcpegu"ctg" o qxkpi "fqy p y ct fu"cpf"vjku"ku"hwtv jgt" indicated in the trend line on the chart shown below.

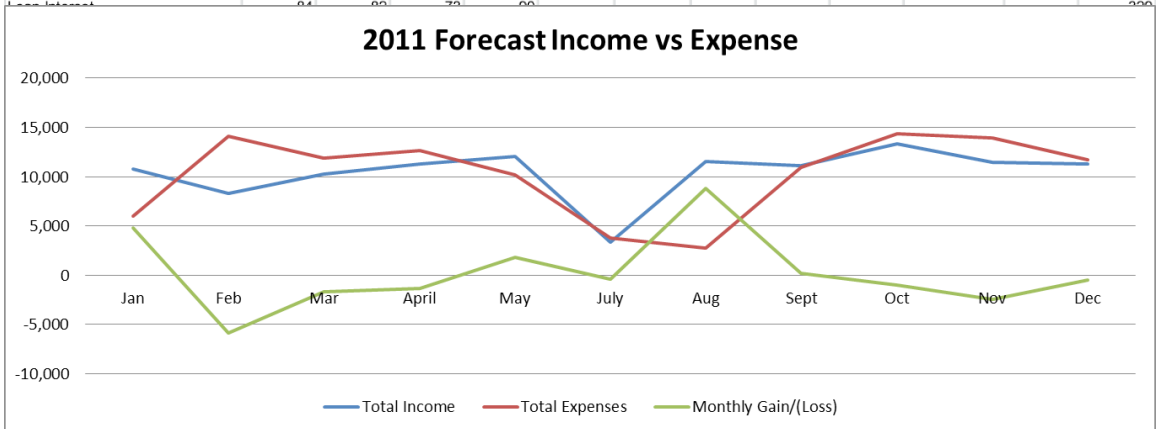
The church building is also gradually deteriorating and will require more expensive repairs in future.

From all the numbers shown in aforementioned reports it indicates that the church future under present conditions is not good.

The future business forecast for industry indicates that prices for materials, labor, and utilities will escalate and this is a further blow and the church building is gradually deteriorating and will require more expensive repairs in future.

**GLEN AYR U. C.- 2011 MONTHLY ESTIMATE BREAKDOWN FOR 2011.**

Details	Actual							Estimate				Total 2011
	Jan	Feb	Mar	April	May	July	Aug	Sept	Oct	Nov	Dec	
Envelope Offering	6,133	3,860	5,619	5,350	6,770	693	6,074	4,279	5,900	5,567	5,350	62,566
PAR Offering	1,252	1,252	1,252	1,252	1,252	1,252	1,252	1,300	1,252	1,252	1,252	15,072
Loose	102	19	46	60	230		204	40	835	277		1,927
M&S - Offering	664	692	650	1,184	697	352	631	871	1,022	804	1,184	9,489
Food - PAR	105	66	98	147	108	50	77	225	150	102	147	1,375
Appeals		30	123	500			10	300	1,055	437	500	3,005
Rent	2,285	2,255	2,235	2,610	2,465	950	3,275	2,625	2,300	2,125	2,610	28,059
Other	259	110	212	176	500	25	20	1,502	826	929	236	5,246
<b>Total Income</b>	<b>10,800</b>	<b>8,284</b>	<b>10,235</b>	<b>11,279</b>	<b>12,022</b>	<b>3,322</b>	<b>11,543</b>	<b>11,142</b>	<b>13,340</b>	<b>11,493</b>	<b>11,279</b>	<b>126,740</b>
Operating Expense	5,577	13,020	10,213	9,657	9,879	3,751	2,414	10,572	10,478	12,579	8,642	105,495
M & S	0	664	1,242	1,997					896	1,022	2,294	9,488
Food Bank				916				1				459
Loan Principal	338	339	349		297		349	350	2,963	353	357	6,040
Loan Interest	64	66	70	60								260

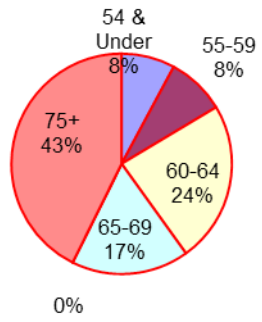


	Actual							Estimate				Total 2011
	Jan	Feb	Mar	April	May	July	Aug	Sept	Oct	Nov	Dec	
Total Income	10,800	8,284	10,235	11,279	12,022	3,322	11,543	11,142	13,340	11,493	11,279	126,740
Total Expenses	5,998	14,105	11,877	12,660	10,176	3,751	2,763	10,923	14,337	13,954	11,752	122,728
Monthly Gain/(Loss)	4,802	-5,821	-1,642	-1,381	1,846	-429	8,781	219	-997	-2,461	-473	4,012

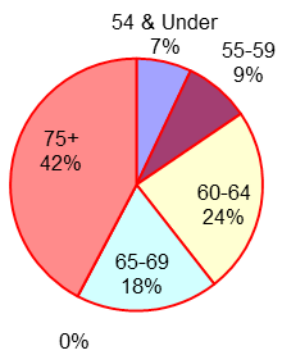
4233"qhhtkpiu"ctg"htgcev"cv"&9;.788"htq o "cp"guvk o cvgf"";8" I kxgtu0"C"dtgcmfqyp"qh"vjg" "Offerings % by Age and "Recorded Givers % by Age" is provided below in the two Pie Charts.

	54 & Under	55-59	60-64	65-69	75+	
Offerings (%)	100	6	6	17	12	30
Recorded Givers (%)	100	5	6	17	13	30

### Offerings (%) 100



### Recorded Givers (%) 100



### Appendix 3- Property Report

#### **Report From Tim Gorley, Architect Resource Group of the United Church**

3) [qwt"gzkuvkpi "dwknfkpi "ku"cvvtcevkg"dwv"ujqyu"kvu"ci g"cpf"ku"pqv"tgcmm{"ceeguukdng"}  
Cnvjqwi j"vjg"wr rgt"cpf"nqygt"ngxgnu"eqwnf"dg"ocfg"fktgevn{"ceeguukdng."oclqt"ngogpvu"  
such as the kitchen and washrooms are not accessible to the main level.

2) The location is not highly visible to the larger community and I understand that not a large percentage of the congregation is located within walking distance. It is a common problem of churches that they were built within subdivisions assuming that the eqpitgicvkqp"yqwnf"tgo ckp"enqug"qpn{"vq"Łpf"vjcv"oclqt"oqxgu"jcxg"vcmgp"rnceg"cpf"vjg"nqecn"fgoqitcrj{"fqu"pqv"Łv"vjg"ejwtej0

5) "Vjg"ocpug"dwknfkpi"oc{"qpn{"ōrc{"hqt"kvugnhö"ikxgp"vjcv"vjg"tgpv"ku"cr rctgpn{"  
below market. It is not likely to be worthwhile selling the property as only the interest on capital can come back to the congregation as a “minister’s housing allowance” under United Church regulations. As the property is contiguous with the church building, probably the greatest real estate value is if you decide to sell the entire property.

4) Even if you determined that you wanted to remain in your current building for 10 {gctu"qt"oqtg."K"yqwnf"gzrgev"cu"kipkŁecpv"gzrgpfkwtg"tgsuktgo gpv"hqt"dcuke"tgrckt"cpf" maintenance as well as a substantial investment to provide handicapped washrooms and cp"ngxcvqt"\*&322.222+0""Kocikpcvkg"tgeqpŁiwtevkqp"qh"vjg"itqwpf"Łqqt"vq"dcukecmm{"ugt xg" all church purposes might eliminate the need for an elevator but would require upper ngxgn"ycujtqqou"cpf"cmkvejgp"uq"vjg"equv"ucxkpi"okijv"pqv"dg"ukipkŁecpv0""Jqygxgt" kv"okijv"cnnyy{"qvw"vq"Łpf"cy{"vq"ngcug"vjg"gpvktg"nqygt"ngxgn"cv"ctgcuqpcdng"tcvg"vq" subsidize the changes.

5) I understand from you that there are a number of “nearby” United Churches with similar issues and the inability to afford full time ministry. From my own experience and those of our cross country members, it would seem necessary for all of you to look together at what you want for the United Church in Central Scarborough – a number of declining and disappearing congregations or a revitalization (in whatever form). This is not architecture of course but enthusiasm, faith and optimism as well as a willingness to cooperate and compromise.

### Appendix 3

#### **Job Description : Ministry Position at Glen Ayr United Church**

OKPKUVT [ "RQUKVKQP"CV" INGP"C [ T"WPKVGF"E J WTE J

**Position:** Minister (halftime supply appointment)

In accordance with the Basis of Union and the constitution and governance of the United Church of Canada, and consistent with the Plan of Organization of Glen Ayr United Church, an Ordered Minister is required to provide a loving and responsive ministry of Word, Sacrament, and Pastoral Care.

The position is accountable to the congregation of Glen Ayr United Church, through the Church Board, and to Toronto Southeast Presbytery in the Toronto Conference.

**Responsibilities** ctg"kf gpvkŁgf"kp"ukz"ecvg i qtkgu<" Yqtujkr"cpf"Rtgcej kpi."Rcuvtcn"  
Care, Mission and Outreach, Christian Nurture and Development, Organization and Administration, and Self Care.

#### Worship and Preaching

- µ# In consultation with the Ministry of Worship and Praise, be responsible for a weekly Sunday service of worship that addresses and nurtures the spiritual needs of the congregation, except for one Sunday per month. (Because this is a halftime position, with 12 of 20 hours per week dedicated to preparing and leading Sunday worship, these 12 hours will be used for other ministerial tasks.)
- µ# Administer the sacraments of Baptism and Communion, encouraging regular participation in and understanding of sacramental worship.
- µ# Gpuwtg"vj cv"vjg"ugcuqpu"qh"vjg"ejwtej" {gct"ctg"egn gdtcvgf" ykvj"tgxgtgpeg"cpf"lq{0
- µ# Address the special needs of children and young people, welcoming their presence and participation in public worship.
- µ# Yqtm" ykvj"vjg"Fktgevqt"qh"Owuke"vq"gpjcpeg"vjg"lq{hwn"urktkv"qh" yqtujkr"vj tqw i j"  
appropriate use of music and song.
- µ# Encourage and provide support for lay participation in worship services.

#### Pastoral Care

- µ# Advise and support the lay members of the Ministry of Pastoral Care with regard to visits and calls to those who cannot attend services.
- µ# Respond to those with personal or spiritual problems, providing appropriate referrals when required.
- µ# Provide care and comfort in emergency situations for the ill and bereaved.

### Mission and Outreach

- μ# Advise and support the Ministry of Mission and Outreach and the Church Board, with respect to community service, social action, and the Mission and Service Fund of the United Church of Canada.
- μ# Welcome newcomers/visitors and encourage their participation in the spiritual life and fellowship of Glen Ayr United Church.
- μ# Cfxkug"cpf"uwr rqtv"vjg"Ejwtej"Dqctf"ykvj"tgurgev"vq"urgekcn"gxgpvu"cpf"rtqlgevu0

### Christian Nurture and Development

- μ# Work with the Ministry of Christian Nurture and Development to provide leadership, iwfcpeg"cpf"uwr rqtv"hqt"vjg"Pwtugt{"Uwpfc{"Uejqqn."cpf"[qwwj"itqwr="gpeqwtci g" and provide opportunities for adults to mature in their understanding of the Christian faith, the United Church of Canada, and issues of wider community and church concern.
- μ# Provide guidance and instruction for those wishing to participate in the Sacrament of Dcrvkuo."cpf"hqt"vjqug"uggmkpi"vq"eqpŁto"ejwtej"ogogdtujkr0
- μ# Advise the Church Board in matters of faith and in the doctrine of the United Church of Canada.

### Organization and Administration

- μ# Attend meetings of the Church Board, its Executive, and when possible, the areas of ministry.
- μ# Participate in Presbytery meetings and committees, and with the lay representative to Rtgud{vgt{"gpuwtg"vjcv"vjg"Dqctf"cpf"eqpigticvkqp"ctg"kphqto g f"qh"uk ipkŁecpv"kuuwgu" at Presbytery, Conference, and General Council levels.
- μ# In co-operation with the Ministry and Personnel Committee, develop annual personal qdlgevkgu"hqt"eqpukfgtcvkqp"d{"vjg"Ejwtej"Dqctf0
- μ# Maintain ongoing, open communication with appropriate members of the Church Board.
- μ# Meet regularly with the Church Administrator and Director of Music to handle current and developing matters of business and worship.
- μ# Mgg r" c" y qtm"nqi"vq"jgnr"vjg"O ( R"Eqo okvvgg"cpf"eqpigticvkqp"wpfgtuvcpf"vjg" demands of the halftime position.

### Self Care

- μ# Ocmg"vkog"hqt"rgtuqpcn"urktkvwcn"tgpgy cn."ogfkvcvkqp."cpf"tgŁgevkgp0
- μ# Plan a program, in consultation with the Ministry and Personnel Committee, for the annual study leave.

## **S w e n k Ł e c v k q p u " c p f " U m k n n u**

V j g " h q n n q y k p i " n k u v " k f g p v k Ł g u " o c l q t " c u r g e v u " q h " u m k n n u " c p f " i k h v u " v j c v " c t g " k o r q t v c p v " h q t " v j k u " congregation.

- μ# Ordination or commissioning in the United Church of Canada
- μ# Sound understanding of contemporary theological thought and the ability to relate these concepts to current issues and congregational concerns.
- μ# Ability to communicate in oral and written form, with emphasis on preaching.
- μ# Sensitivity to the needs of those who require pastoral care and a commitment to exercise this responsibility with love.
- μ# Awareness of issues and developments in the United Church of Canada, in order to foster responsible congregational responses.
- μ# Ability to demonstrate leadership within the organizational structure of Glen Ayr United Church.
- μ# Sensitivity to diverse opinions and a commitment to resolve problems through consensus and healing.
- μ# Willingness to work collaboratively with clergy and lay leaders in neighbouring congregations.

(revised October, 2011)