



Broad View
— UNITED —

Community of Faith Profile

June 2021

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Community of Faith Profile

1. Living Faith Story

1.1. Background and Context¹

Broad View United was established in the spring of 2020 following a multi-year process involving leaders, congregants, and adherents from St. Aidan's United Church and Cadboro Bay United Church. Cadboro Bay United had previously amalgamated with Gordon Head United. The details of the amalgamation process including the guiding principles on which amalgamation was undertaken, the vision for a new church, the steps taken toward integration of the two congregations, the alignment of the new church with the mandates of the National Church, and the financial implications for the amalgamation are outlined in the Amalgamation Report and Proposal. Both congregations voted on the amalgamation proposal in November 2019 and overwhelmingly approved the proposal.

The actions taken throughout the Amalgamation process are an important part of the Broad View United living faith story. The actions taken and the principles these actions are based upon are, in large measure, fundamental to how the church congregation sees itself living out its faith. This section provides a brief summary of a number of the key components of Broad View United's amalgamation story.

1.1.1. Guiding Principles

Both congregations recognized from the outset that it was important that the amalgamation process, decisions, and actions be guided by a set of principles while understanding that flexibility be all parties would be required. The principles identified in the 2019 *Amalgamation Proposal* report (p. 11) were:

Relationships: Knowing we are not alone, we will walk gently with each other, finding our way through change and loss, and we will walk with courage, upheld by the knowledge that collectively, our voice for a compassionate and just world is louder and we can do more to serve poor and vulnerable people.

Worship: Opportunities for worship will expand and diversify rather than be reduced and absorbed.

Finances: We will build upon diverse sources of revenue and income including but not limited to social enterprise, sale of assets, grants/bequests, rentals and donations, in order to create a regenerative economy for our new church. As stewards of these financial assets, our goal will be

¹ See *St. Aidan's United Church & Cadboro Bay/Gordon Head United Church Amalgamation Proposal (November 2019)* for additional details

to secure the future of our new vision, a vision that may require risk-taking and flexibility as well as an awareness of the implications of the global situation. At all times, we will be guided by the need for financial sustainability and resilience.

Greater Community Engagement: Our mission will be shaped by engagement with the greater community using the principle of ‘adding value to community’ by our presence and programs and through our selection of community partners and social enterprises that fit our vision and values. Relationships with community partners will evolve but reciprocity will be our hope and expectation. Engagement with the greater community will also be a goal of an expanded and revitalized on-line platform and presence, recognizing that our vision of church must extend to the digital world where so many of us now live, work and play.

Building²: Our goal is to permanently relocate to one of our three current sites. Temporarily, we will relocate to one of our sites, allowing us to thoroughly deconstruct and then renovate the permanent site so that it meets the requirements of our new mission in the Saanich region. It will be a new space for everyone, allowing us to give life to the bold vision of our amalgamated community. While professional input will be part of this process, consultation with the congregation will also happen as needed.

Building Improvements and Non-Essential Maintenance: All buildings will cease to have improvements and non-essential maintenance done unless to do so would damage structural integrity and/or compromise safety of users.

Principles of Staffing: The clergy from each congregation will continue to work for the new church during the 2-3year amalgamation process. Where there are non-ministerial staff redundancies, severance packages will be fair and generous. Because of the nature of our new vision and mission as a regional church, a diverse multifaceted staffing model is likely to evolve; staff job descriptions and responsibilities will likely change throughout the amalgamation process in order to better serve the new church we are creating together.

Principles of Naming³: A new name for the new congregation will be chosen and congregational input will be part of the process.

Principles of Governance: Because neither of the current governance models being utilized will support our new vision and mission adequately, a new model of policy governance will need to be determined. Professional assistance will be sought in order to create a system of governance

² Since amalgamation a building redesign process has been initiated and the new BVU congregation has endorsed the redesign of the St. Aidan's site as the permanent home for the congregation and its programs.

³ A naming process was adopted and the name Broad View United was confirmed by the congregation as a part of the amalgamation process.

that will enable our new church to bring its vision to life- a model that will reflect United Church values and allow us to be flexible, collaborative and decisive in our decision-making style.

1.1.2. Vision for a New Church

The vision for the new church was centred on the concept of becoming a regional community of faith and resource for the community. The following statement of vision was included in the 2019 *Amalgamation Proposal* report (p. 13).

VISION: Our vision is to become a regional thinking Community of Faith and Resource Centre for a progressive 21st Century Christian voice within Saanich and Greater Victoria Region (GVR) that seeks to live into a new model of being church that transcends current United Church practices of ministry and staffing models. In this new model, integration of learnings gleaned across denominational lines and other non- profits; will help shape a dynamic, inclusive and responsive centre that has built into it income streams, strategies of making a difference in peoples and individual lives and the lives of communities, connecting through diverse offerings and ways that take seriously the changing context of our world and its needs.

In this emerging model:

- small group ministry is a foundational structure and core principle.
- an intentional business plan including social enterprise, asset management and community givings are grounded in sustainability.
- an integrated lens of working to become an intercultural church is central
- the calls to the church of the Truth and Reconciliation Commission (TRC) are taken seriously.
- Inclusive and diverse initiatives that meet the needs of a variety of people

We will have the staff, the resources, the vision and the commitment to implement the founding principle of The UCC, that of being a United and a Uniting community of faith that makes a difference.

1.1.3. Steps Toward Integration

The St. Aidan's and Cadboro Bay United church congregations took a number of steps over the course of the amalgamation process. In summary these steps were:

- Development of a combined program offering that enabled members of both congregations to enjoy a diverse set of offerings;
- Development of a combined fall stewardship campaign that featured a joint letter and pledge cards;
- Creation of a Joint Council (beginning in 2018) which involved members of both elected councils. The Joint Council met on a semi-regular basis to work toward ways of becoming a single unified church. A joint Project Management Team was also created to make recommendations to the Board;
- Creation of Joint Working Groups leading to a summit of reVision. Working groups included: The Pragmatic Working Group, The Asset Management Working Group and the

Social Enterprise Working Group. Groups had staff and/or consultants working with them to help focus their work.

- The development of a Joint Social Enterprise venture which, after internal discussion among the working groups, Boards of the two congregations, and the National Church resulted in an investment in the JUST LIKE FAMILY franchise;
- On-going congregational gatherings were held over during the amalgamation process to foster a sense of community between the members of the two congregations;
- A joint family camp/retreat was held in 2018 and 2019 which provided members with a weekend of programming and relationship building; and
- Co-sponsoring a Palestinian refugee family.

1.1.4. Alignment with the Mandates of the National Church

Intercultural: St Aidan's has been ahead of the curve in the contracting with Julie Ng and beginning the work at integrating folks into the life and work of the church. CBUC has engaged wholeheartedly and going forward as an amalgamated community of faith, we will make this aspect of what it means to be a diverse community a new priority. Like the national church, we will use this lens to evaluate what we are doing, decisions we are making and leadership we are asking to sit at the table as we move forward. In our new staffing model, intercultural ministry will have an important function and we will seek to align ourselves with the national church strategy on this. We have the foundation on which to build.

Reconciliation: The calls to the church emerged from a process of discernment by the Indigenous church as The United Church of Canada as a whole looked for a way forward, following the Truth and Reconciliation Commission's Calls to Action. Under the guidance of the Aboriginal Ministries Council (now the National Indigenous Council), the Caretakers of Our Indigenous Circle, a group of Indigenous leaders from across The United Church of Canada, gathered throughout 2016 and 2017 and gave oversight to consultations with Indigenous communities of faith during that same period. Calls to the church were the result of these conversations. Calls to the church articulated the Indigenous Church's vision for the ongoing development of Indigenous Peoples' mission and ministry and communities of faith within The United Church of Canada. The calls outline pathways for the whole church to continue to walk in the Spirit of Christ toward justice, healing, and reconciliation.

There are many recommendations, some of them specific to the work of the National Church and some of them related to the everyday work of communities of faith. Many of them are about relationship building and about decolonizing our theology, language and way of being. These are important steps that CBUC has been on the leading edge in what was Victoria Presbytery. We again have a foundation on which to build. One of the calls to the church in this document is a sharing of wealth when land sales and transfers take place. This has been affirmed also by the region and we will faithfully need to engage this as we leverage our property assets if we want the land acknowledgements we make each Sunday to remain authentic.

1.1.5. Finances and Assets

The following estimates of assets and the financial health of the two congregations were provided in the Amalgamation Report.

Land and Buildings

Professional appraisers have valued our properties as follows:

St. Aidan's \$3,000,000 (May 2019)

Cadboro Bay \$2,200,000 (March 2016)

Gordon Head \$1,800,000(March 2016)

All properties are zoned "assembly" which allows churches, schools, daycares, libraries, recreation facilities and similar purposes. This is the typical zoning for church properties. Within this zoning we could expand/redevelop an existing property for church use.

Financial Investments

In addition to real property assets, our congregations have financial assets as at Dec. 31, 2018 of approximately:

St. Aidan's: \$258,000+

Cadboro Bay: \$250,000 – (\$200,000 of which is held by the Cadboro Bay United Church Foundation)

Additional sources of revenue

Both congregations have an annual operating budget of approximately \$500,000 per year for a total of \$1M.

1.2. Vision and Mission⁴

An important part of the amalgamation involved developing a governance framework for the new Broad View United church. This included the creation of a vision and mission for the newly amalgamated congregation.

The following vision and mission are central to the way that the congregation puts its collective faith in the teachings of Jesus into action.

Vision:

Our role is to be an agent of transformation and a fresh expression of progressive Christian faith.

Mission:

We will accomplish our vision by being a compassionate, cohesive and engaged community of

⁴ see Annual Report (Appendix B - BVU Governance Framework - Introduction p. 1)

faith and resource centre for a progressive Christian voice.

1.3. Core Values⁵

Our core values as inspired by the teachings of Jesus and affirmed by this community are:

1. **Progressiveness:** Aligning ourselves with a progressive Christian theology and voice that embraces diversity and emphasizes social justice.

- **Transformative:** Making a positive difference in the lives of people, communities and the world by working for transformation through love, compassion and generosity.
- **Innovative:** Modeling ways of “being church” that provide multiple and diverse entry points to involvement and service, and that build alternative models of funding to ensure the financial sustainability of the church for future generations.
- **Responsive:** Being forward thinking, responsive to changing conditions, and adapting as necessary in order to remain effective and relevant.

2. **Integrity:** Walking the talk in everything we do.

- **Safe and Welcoming (Inclusive):** Becoming a safe place that welcomes and engages with groups and individuals, both those in the mainstream and those on the margins.
- **Accessible:** Being an open hearted and accessible place for people with differing physical and mental abilities.
- **Sustainability:** Protecting and restoring the integrity of our earth, valuing all living things, and laying the foundations that will enable current and future generations to thrive.
- **Interculturalism:** Embracing and reflecting the diverse communities we live in and seek to serve, while respecting each other’s differences.
- **Reconciliation:** Building relationships with Indigenous peoples and communities, and working to decolonize language, theology and ways of being.
- **Affirming:** Providing safe spaces for individuals of all gender identities and sexual orientations (LGBTQ2S+).

3. **Connectedness:** Building strong connections and shared values with others.

- **Relationships:** Acknowledging that the sacred and holy are present and made manifest in every relationship.
- **Partnerships:** Working in partnership with community organizations, social enterprises, neighbourhoods and local governments to address economic, social and ecological issues.
- **Youth Engagement:** Creating connections with children, youth, and young adults that empower them to actively shape our common future.

⁵ see Annual Report (Appendix B - BVU Governance Framework - Introduction p. 1)

- **Growing Church Community:** Fostering connected, meaningful and deep relationships through small groups and spiritual practices.
- **Combating Social Isolation:** Building community around shared passions and interests, and providing safe spaces for people to gather, dialogue, learn from and explore differences.

1.4. Governance⁶

Broad View United has adopted a governance approach and framework that is based on a policy governance models which are used by numerous non-profit Boards throughout North America. These policy frameworks are designed to empower boards of directors to fulfill their obligation of accountability for the organizations they govern. The models also enable boards to focus on the larger issues, to delegate with clarity, to control management's job without meddling, to rigorously evaluate the accomplishment of the organization; to truly lead its organization. To arrive at a model that works best for its situation, Broad View has employed the services of a professional consultant who works with non-profits to create a governance model and governance policies that will help focus the work of the board and the congregation in the years to come.

The most critical step to creating a board governance framework is to ensure that the model supports the overall vision and mission of Broad View United. In this case, this means ensuring that we adopt a model that allows for the creation of a dynamic, inclusive and responsive centre where everyone is welcome.

BVU's governance framework and policies have been approved by its Board and are outlined in a document which includes the following sections:

- Board Structure and Responsibilities (including authority and accountability as described later in this section);
- Board Members (including board member eligibility and responsibilities);
- Board Member Conduct (including a code of conduct and policies related to conflict of interest, confidentiality, and violence and harassment);
- Role of the Officers of the Board (including roles and responsibilities of the four table officers);
- Executive Authority (including delegation to the co-lead ministers, appointment and dismissal, and lead minister performance reviews. Additional details are described later in this section);
- Committees and Teams (including terms of reference); and
- Board Management (including decision-making and self-evaluation).

As noted above, Broad View United has also adopted a framework of decision-making authority. This framework outlines the authorities that flow from the co-lead ministers regarding the oversight of

⁶ See *Broad View United Governance Policies (May 1, 2021)*. See also the *2020 Broad View United Annual Report*.

church operations and staff. An example of how the framework operates in practice⁷ has been developed for the building re-design process that is currently underway.

1.5. Community of Faith in Action

The following sections have been taken from the 2020 BVU Annual Report⁸.

1.5.1 Administration

Broad View United has adopted a governance approach and framework that is based on the Carver Policy Governance[®] Model which is used by numerous non-profit Boards throughout North America. This policy framework is designed to "empower boards of directors to fulfill their obligation of accountability for the organizations they govern. The model enables the board to focus on the larger issues, to delegate with clarity, to control management's job without meddling, to rigorously evaluate the accomplishment of the organization; to truly lead its organization."⁹

1.5.2 Community Outreach and Social Justice

Just Like Family Social Enterprise: It's been just over a year since Broad View United's first social enterprise, Just Like Family Home Care, began offering services to the community of Southern Vancouver Island. In August 2019, the Joint Council for St. Aidan's and Cadboro Bay United appointed Sarah Bowder, Wanda Walker and Kathryn Clinton, to form a board to oversee the operations of the Just Like Family Home Care franchise along with board advisors Mark Green, Cheryl Black and Scott Morrice. The board hired a Community Health Director in late November 2020 and the first client was seen in early January 2020.

It's been a year of growth and challenge for both the staff and the board. As of January 2021 we had over 30 clients, over 30 caregivers and 3 full time staff. In June 2020, we purchased the Just Like Family franchise for Northern Vancouver Island and the Gulf Islands and began recruiting clients for entire island. As of the business year end of August 30, 2020, the enterprise was close to breaking even. We estimate a profit of \$50,000 for the year end of August 30, 2021.

Our staff under the leadership of CEO, Sarah Bowder, has done an outstanding job of navigating the challenges that came along with starting a new business and the issues that arose due to the pandemic. We are grateful to have such dedicated and caring staff that have gone above and beyond to meet the needs of clients during such a stressful time.

We are also grateful for the support received from United Church of Canada Edge Ministries that encourages innovative and creative ministry projects such as ours.

⁷ See the *Decision Making Authority* framework as approved by the BVU Board (May 2021)

⁸ See Broad View United 2020 Annual Report (Appendix B)

⁹ See [The Policy Governance[®] Model - an Overview \(carvergovernance.com\)](https://www.carvergovernance.com)

Thrift Store reconfiguration: The arrival of COVID saw the Thrift Store closed and volunteers safely staying at home. Sylvia Campbell had retired, as had co-founder Patsy Osselton, with the thanks and gratitude of all. Two changes were envisioned for the Thrift Store: one was organizational and one was physical space. Recognizing the trends in volunteering as well as the models of social enterprise organizations a Board was set up and the decision made to hire a dedicated manager to guide the next stage of development of the Thrift Store. Today we are pleased to have Samantha Lawrence and Katy Smith, two young moms, steering the Thrift Store into the future. As well, during the COVID closure, we took the opportunity to renovate and re-organize the physical layout of the space. This involved untold hours of work by volunteers moving, sorting, culling, and collecting merchandise. A transition team, in support of the managers, assisted, project manager Marilyn Poutanen, in the redesign and guided the volunteers in reassembling a fresh, bright and spacious thrift store. The store reopened in January and it is a happy enterprise for all concerned.

1.5.3 Denomination and Communities

BVU's core values stress the importance of connectedness. This is expressed as:

Building strong connections and shared values with others.

- **Relationships:** Acknowledging that the sacred and holy are present and made manifest in every relationship.
- **Partnerships:** Working in partnership with community organizations, social enterprises, neighbourhoods and local governments to address economic, social and ecological issues.
- **Youth Engagement:** Creating connections with children, youth, and young adults that empower them to actively shape our common future.
- **Growing Church Community:** Fostering connected, meaningful and deep relationships through small groups and spiritual practices.
- **Combating Social Isolation:** Building community around shared passions and interests, and providing safe spaces for people to gather, dialogue, learn from and explore differences.

The value of connectedness is being put into action through the building re-design process. The redesign features the creation of a community 'hub' and a commons area that will be open to the community and allow the church and wider community to engage in a wide range of program and activity offerings.

1.5.6 Faith Formation and Christian Education

Small Group Core Team and Establishment of Small Group Ministry: The Small Group Core Team formed in late 2019 in preparation to launch our New Small Group Ministry at Broad View United. We are blessed with the wisdom, passion and dedication of four members on the Core Team and a total of twelve facilitators who have stepped up to lead our groups. The Facilitator training occurred the weekend just prior to the pandemic in mid March, thus pivoting was again called upon, as from the get go groups could not meet in person.

In addition, Healing Pathway has been a strong program in both congregations and amalgamated their resources in 2018. During the pandemic it moved to online monthly meetings. Distant healing

treatments have been offered weekly throughout the pandemic with bookings being made through the Arbutus site office. It is the intention of this ministry to return to “on hands” healing when permitted.

A total of eight small groups are now in existence comprising of 70 congregants. All groups connect and deepen relationships through spiritual friendship and care, learning and study, spiritual practices and once we are able ---outreach and community connection. As we emerge from the pandemic in 2021, our plan is to add a group at Berwick Lodge, an LGBTQ2S+ group (once leadership is secured) and several others that will either meet in folks’ homes or at one of our sites.

Currently, most small groups meet monthly while others more frequently. Small group facilitators also gather monthly to share their wisdom and learnings as well as to encourage one another in this new venture. Many of the groups participated in one of the Three Lenten Studies made available to congregants.

Those who are in a small group are appreciating the value of spiritual connection and getting to know one another within a climate that is nourishing, encouraging and respectful of a variety of viewpoints and faith expressions.

Children, Youth and Young Adults pivoting: Programming for all ages shifted to online primarily with a small exception during the fall. For many of our children and youth this has been a challenge since so much of their other life and schooling has also shifted online and there was fatigue in not wanting to engage in this way on weekends as well. As part of the pivot, monthly Faith@Home kits have been created by Pat McKay in partnership with the PMR and distributed to our families each month. As well, our family ministry co-ordinator Pat McKay has created a virtual classroom for each month that children and their parents can explore that has stories, activities and videos that complement the kits. Opportunities to connect have also been provided by phone calls, emails and one socially distanced picnic this summer.

Our Young Adults group has continued to meet twice a month online for check ins and discussion. While the time together keeps everyone connected, the desire to be face to face remains strong as online fatigue is again an issue with most of this group either doing all their school or work online. This group has its own BVU Young Adult Facebook group and communicate using a variety of technologies.

Intercultural Programming

With a vision to reflect our values of being an open and welcoming community of faith, and the understanding of the high ratio of immigrants in BC and the CRD region (27% and 18% respectively according to ICA), the focus of IPaB aims to connect the newcomers to the local community:

1. By introducing the local culture through the welcoming and supporting actions of the BVU community
2. To improve the awareness and understanding on the diverse backgrounds of the newcomers in our society among the BVU community

Therefore, three programs were developed:

Weekly ICaB – BE (Intercultural Conversations at BVU – Basic English)

- Provide conversation opportunities to newcomers who look to improve their English conversation skills, and to improve their engagement and involvement in the local community.

Bi-weekly ICaB – BM (Intercultural Conversations at BVU – Business Mentoring)

- For the BVU community to show hospitality and support to the newcomers through their sharing of personal insights and work experience
- For the young adults and international students who are looking to get settled and form their home in Canada

Monthly IWaB (Intercultural Workshop at BVU)

- An opportunity for settlers of different times to engage and integrate with each other through themed topics to deepen understanding of the differences in the local community.

Other Program Offerings: During the current COVID-19 pandemic, Broad View United has also offered a number of opportunities for congregants to come together virtually. The offerings have included but were not limited to Bible study, meditation groups, an anti-racism study group, book study groups, and movie nights. These offerings provided a way for various members of the congregation to remain connected during a time when many were isolated and potentially detached from the regular life of the congregation.

1.5.7 Leadership

Broad View United is a religious institution in which spiritual considerations permeate all aspects of the employment relationship and govern the selection process. Persons working in every position serve as ambassadors for the sincerely held values of Broad View United. Our vision is to be an agent of transformation and a fresh expression of progressive Christian faith.

1.5.8 Pastoral Care

Congregational Care Team: The Congregational Care Team was formed in 2020 based on the firm foundation honed from the two founding pastoral care teams. Early meetings were spent getting to know each other, and coming to understand and appreciate our similarities and differences in how we have walked beside, cared for and nurtured congregants in times of challenges, sorrows, joys and life transitions. We have learned to pivot our pastoral care via phone calls, emails and cards, as in-person visits were prohibited. Our energy and passion were largely directed to two projects:

organizing Christmas poinsettias and Easter greetings to those (for whom we were aware) are more isolated, or in need of extra TLC.

1.5.9 Self-care

Self-care is perhaps one of the most challenging aspects of life within the church community. During the current COVID-19 health crisis this has been particularly true for everyone associated with Broad View United. Early in the pandemic, as it became clear that in-person gathering was not going to be permitted and BVU shifted its worship and other program offerings to a virtual environment, the Board encouraged its ministerial staff to take its weekly breaks on the weekends and encouraged them to rest, relax and focus on the world around them. This message was also delivered through many Sunday service messages to congregants as well. Recognizing that everyone has limits (physical, emotional, spiritual) and that we all need times to become refreshed is an important value of the BVU congregation and its leadership.

In addition, Ministry personnel are expected to monitor their own self care by taking their weekly days off, regular holidays and study leave. A provision for sick days and mental health days are contained in the BVU human resources policy and all staff are encouraged to make use of the resources and supports available to them. The benefits package of the UCC contains EAP provisions and staff are encouraged to access these where needed. Time is also made available in regular staff meetings for staff to check in with one another and share how they are doing personally. In addition to BVU leave policy the ministers are entitled to all leave as per the United Church Canada Manual.

1.5.10 Worship

When the COVID-19 health crisis struck, worship at BVU immediately went online with lots of trial and error in adapting and using technology. While the plan had been to incorporate live streaming as a part of the new platform for worship after the renovations were complete and equipment bought and staffing hired, the push to online was abrupt but necessary. All the staff and musicians were incredibly flexible and gracious as we entered a really steep learning curve to putting a service online. Adaptations to format, length, editing, sound, timelines etc were all part of what it meant to put worship online. The worship team helped provide feedback and suggestions and keep the backgrounds alive and appropriate. We purchased some new equipment and used a few communication consultants along the way while we set the ground for hiring in the new year.

Throughout we have maintained our commitment to two different styles of worship and each has learned to pivot in different ways to meet the needs of those who watch and attend weekly. Special services like Blue Christmas were also offered in a different format again.

We experimented with a new format called Virtual Church and it was well received. For Christmas Eve, we provided both online opportunities as well as a drive-in experience for those who wished to come and be together safely in their cars but still in community. Feedback was positive and all the many volunteers who helped out felt it was meaningful for them and those who attended.

2. Congregational Demographics

The following is a summary of demographic data for the BVU congregation for 2020/21:

Age distribution of BVU members and adherents is as follows:

- o 80+ = 20%
- o 60-80 = 45%
- o 30-60 = 15%
- o 18-30 = 10%
- o Under 17 = 10%

Number of Preaching Places: 2

Number of Church Schools: 1

Number of houses under Pastoral Care: 500

Number of financially supported households: 205

Number of Baptisms (adult): _____

Number of Baptisms (children): _____

Number of Marriages: _____

Number of Funerals: 3

Total Membership, Resident and Non-Resident (previous year): 372

Membership Rec'd by Profession of faith: 1

Received by Certificate or Other: _____

Removed by Death: 8

Removed by Certificate or Other: _____

Total Membership, Resident and Non-Resident: _____

Total Non-Resident Membership: _____

Identifiable Givers to Local Expenses: 205

Identifiable Givers to Mission and Service Fund: 95

Average Weekly Attendance at Sunday Worship: 225

Total Membership, Church School: 30

Total Membership in Christian Education Program Groups: 215

Membership of Men's Groups: _____

Membership of Women's Groups: _____

3. Financial Viability Review

1. Do your expenses exceed your revenues?

Years	Revenues	Amount given through envelopes	Amount given through PAR	Expenses	Do expenses exceed revenues? (yes/no)	Bank balance at end of year
Current year (2021)	\$292,341	\$30,302	\$84,447	\$254,563	No	\$60,835
1 year ago (2020)	\$947,928	\$161,347	\$258,813	\$1,015,989	Yes	\$49,119

Note: Current year (2021) reflects year to date (YTD) revenues and expenditures to March 31, 2021.

2. Payroll Costs

At present we have called or appointed the following paid staff:

Minister: 120 hours per week

Secretary: 75 hours per week

Custodian: 36 hours per week

Other (youth, Sunday School, etc.): 30 hours per week

Cost of payroll (\$ paid plus employer contributions (EI, etc.) for everyone:

Current year	1 year ago	2 years ago	3 years ago	4 years ago	5 years ago	6 years ago
\$229,680	\$611,919	N/A	N/A	N/A	N/A	N/A

Note: Current year (2021) reflects year to date (YTD) payroll expenditures to March 31, 2021.

3. Have you experienced a deficit for more than two consecutive years in the last five years?

St. Aidan's - Yes; Cadboro Bay - No

4. Are there any outstanding loans?

Yes. \$80,000 federal loan (CEBA); currently owe \$60,000

5. Do utilities, maintenance, and repairs exceed 25 percent of revenues?

Year	Utilities (Power and Water)	Fuel	Maintenance	Total	Exceeds 25% of Revenues (Yes or No)
Current year	\$7,755	\$7,066	\$4,592	\$19,413	No (7%)
1 year ago	\$23,567	\$9,681	\$41,662	\$74,910	No (8%)

Note: Current year (2021) reflects year to date (YTD) expenditures to March 31, 2021.

6. How many contributors support your congregation?

Current year	1 year ago	2 years ago	3 years ago	4 years ago	5 years ago	6 years ago
226	256	N/A	N/A	N/A	N/A	N/A

Note: Current year (2021) reflects year to date (YTD) contributors to March 31, 2021.

7. How many contributors would you have in each age group this year?

0–20 years	0%
21–30 years	5%
31–40 years	10%
41–50 years	10%
51–60 years	10%
61–70 years	20%
71–80 years	25%
81+ years	20%

8. Is there a reliance on a few generous contributors where 50 percent of the revenues come from one or two contributors?

NO

Contributors and Givings

Annual giving	Number of givers: Current year	1 year ago	2 years ago	3 years ago	4 years ago	5 years ago	6 years ago
\$0-\$100	20	17	N/A	N/A	N/A	N/A	N/A
\$101-\$500	93	30	N/A	N/A	N/A	N/A	N/A
\$501-\$1,000	44	57	N/A	N/A	N/A	N/A	N/A
\$1,001-\$5,000	68	139	N/A	N/A	N/A	N/A	N/A
\$5,001+	1	13	N/A	N/A	N/A	N/A	N/A

Note: Current year (2021) reflects year to date (YTD) giving to March 31, 2021. As such the current year figure is for the first three months of 2021 and not a reflection of the entire year.

9. Have you taken part in a stewardship project (campaign) in the past two years?

No project

Letters to congregation when we have the need

Regular information and letters sent to all members and adherents

Program such as *Called to Be the Church* (www.stewardshiptoolkit.ca) with information during worship, letters, and a request for commitment

Program and information presented at a congregational get-together

All-member visitation

Other

If you did, what were the results?

We are planning a stewardship project in the fall/winter of 2021

Have you encouraged members, yearly or more regularly, to increase PAR givings? Yes No

10. Please list any investments, special funds, and other monies your community of faith holds. What are the rules/restrictions around the use of those funds?

Investment Portfolio: \$575,000 (Reserve funds: \$142,681)

Property Sale (Gordon Head United): \$3,044,960 (to be used for renovation of Broad View United)

Provision funds (just received): \$17,500

Thinking about the Data You Have Collected

Observations

Treasurer's observations:

Broad View United is just starting as an amalgamated church identity. New programs and construction are now underway and I feel we have good leadership which we would be advised to keep in place.

Search team's observations (if separate from above):

The Broad View United Search Team concurs with the Treasurer's observations and feels that given the strong leadership of our current ministerial staff through both the amalgamation and the current pandemic health crisis that there is no need for a search.

Regional council's observations (optional):

Recommendations

The Broad View United community of faith is viable to call the following ministerial staff:

1. Three ministers for 40 hours per week (full-time). Two ministers will act as co-lead ministers while the third minister will service in a community care ministerial role.

All ministers called are currently the incumbent ministers with Broad View United Church (Cheryl Black, Mark Green, Margaret Harper). No external search will be conducted by BVU.

The Community of Faith Profile and the call motions have been approved by the Broad View United Board at its May 31, 2021 meeting and are recommended to the Congregation of BVU for approval at a June 13th congregational meeting.

4. Manse Information Summary

- not applicable

5. Real Property Summary

5.1. Real Property Worksheet

Please list all church property, including manses, building lots, or other property held separate from the church land and building. Include the street address.

3703 St. Aidan's St. Victoria, B.C. V8P2V7

2625 Arbutus Rd. Victoria, B.C. V8N 1W4

Congregational property is sometimes listed in the name of one of the denominations that formed The United Church of Canada. Has the title for these properties been confirmed as being properly held as the property of a congregation of The United Church of Canada?

Yes ✓

No

Cemeteries

Please list all cemeteries, including any previously connected with the congregation and no longer operated by it. Please include cemeteries of congregations that may have amalgamated or from existing congregation.

Not applicable

Name of Called/Appointed Minister or Pastoral Charge Supervisor:

Mark Green, Cheryl Black & Margaret Harper

Date: May 24, 2021

The following documents are attached in support of the above descriptions:

- BC Assessment 2021 statements for both the Arbutus and Cedar Hill Cross sites
- 2021 Certificate of Insurance

6. Financial Statement

Total Raised for all Purposes by

(A) Congregational Givings: \$491,006

(B) United Church Women: 0

(C) Other Organizations, Sources and Means: \$97,058 (not including federal grants)

Replacement Value of Church Building(s) and Contents: \$12,612,334 (based on 2021 insurance)

Value of Manse and Site: N/A

Housing Allowance: 0

Value of Other Property, Endowments, Investments, etc.: 0

Estimated Value of Church Land: \$5,353,200 (based on 2021 assessment)

Property Insurance on All Church Buildings and Contents: \$12,612,334 (2021 insurance)

Total Liabilities in Loans, Mortgages, etc.: \$60,000 (two CEBA loans of \$30,000)

Expended for Local Capital Improvements: \$65,042 (2020 renovation of the Thrift Store)

Expended for Capital Dept Principal and Interest Repayment: \$79,440

Expended for Operation of Pastoral Charge (incl. All Salaries): \$594,770

M&S Received from Pastoral Charge (Exclusive of U.C.W.): \$34,464

M&S Received from United Church Women: 0

Paid Out for Other United Church Appeals or Funds: \$17,711 (includes outreach and refugee funds)

Paid Out for Other Purposes (Hospital, Bible Study, Etc.): \$10,794

Compensation Paid to One Minister, Lay Supply or Student Supply: \$92,019

Compensation Paid to Other Ministerial Staff: \$164,885

Travel Expenses Paid to Ministerial Staff: \$4,761

The following documents are attached in support of the above descriptions:

- 2020 Financial Statements (Balance Sheet and Appendices)
- 2021 Budget

7. Ministerial Position Descriptions

Broad View United is a religious institution in which spiritual considerations permeate all aspects of the employment relationship and govern the selection process. Persons working in every position serve as ambassadors for the sincerely held values of Broad View United. Our vision is to be an agent of transformation and a fresh expression of progressive Christian faith.

Job Title: Co-Lead Minister (2 positions)

Reports to: Board

Scope: Full-time, Called

Prepared Date: May 2021

Effective Date: July 1 2021

Overview:

The Co-Lead Minister is one of two senior staff positions within Broad View United and functions with the authority from the Board and the United Church of Canada. The two positions have a two-fold focus: Responsibility for the Spiritual Leadership of the congregation and; to direct and lead the overall management of Broad View United and all aspects of the organization's operations.

In descending order of importance, the duties and Responsibilities of the co-lead ministers are:

Duties and Responsibilities:

Vision and Leadership

- Provide vision and oversight of the spiritual life of the Congregation and all its aspects.
- Provide leadership in the development and implementation of the Broad View United's statement of vision, mission, and core values through implementation of the strategic plan.
- Respond to and manage change and its impact on Broad View United members and adherents.
- Look to the future for opportunities to grow Broad View United's role and impact on members, adherents, the community adjacent and the region of Saanich
- Nurturing and mentoring leadership and ensuring appropriate succession planning

Worship and Pastoral Care

- Establish and implement a comprehensive worship program for a progressive and regional church.
- Ensure the creative development of worship services, including liaison with musicians.
- Conduct funerals, wedding and baptisms as required.
- Ensure the provision of religious and spiritual counselling and pastoral support for the Congregation, its members and its leaders.
- Community engagement through ritual around significant world or community events

Human Resource Management

- Manage the human resource functions of Broad View United.

- Provide leadership development, coaching, mentorship, oversight and encouragement to Broad View United staff, contractors and leaders.
- Recruit and supervise staff and other personnel at Broad View United.
- Implement regular and timely staff performance reviews.
- Ensure implementation of personnel policies and is ultimately responsible for the hiring and termination of all staff, contractors, and volunteers except called or appointment ministry personnel.

Board and Committee Relations

- The board is a policy governance board and as such the co-lead ministers are responsible to engage with the board in casting a vision for the ongoing well being of BVU, implementing their directions and giving them the information, support and leadership to meet its governance responsibilities.
 - Support the Board to build and maintain an effective and faithful governance function, including effective meetings, policy creation and adherence, strategic planning, risk/reward discernment and regular performance evaluation.
 - Provide executive leadership through creating and maintaining appropriate relationships and communication with and between the Board and Committee members and the wider Congregation and its teams.
 - Assist the Board to recruit and retain qualified Board and Committee members in accordance with governance policies.
 - Assist the Board to coordinate and organize the Annual General Meeting.
- Act as an ex-officio committee member on all committees of the Board except Ministry and Personnel.
- Act as the Chair of the trustee and a liaison between the Trustees and the Board
- Work with the Board and membership to establish and maintain open and adequate lines of communication.
- Autonomy in Decision Making: In accordance with the policy governance model, the co-lead minister(s) are accountable to the Board and the limits of their authority are defined in the policy governance document.

Education and Partnership Development

- Envision, create and ensure delivery of a robust engaging life long learning experiences for all ages that give opportunities to grow as progressive Christians and faithful human beings.
- Oversee the development and delivery of programs and courses for adults, youth and children which help them explore and extend their faith.
- Engage strategically and build relationship with community partnerships to jointly deliver programs and services and ensure a community reputation for relevance.
- Work with external stakeholders to identify community needs and remove barriers to participation in meeting these needs.

Financial Management and Stewardship Development

- Ensure the development and implementation of a comprehensive financial and stewardship program
- Coordinate and oversee the financial operations of Broad View United.
- Prepare and manage annual budgets and oversee the implementation of operational budgets.
- Ensure regular, accurate and timely reports are presented to the Board and other stakeholders as required.
- Oversee the preparation of grant and funding applications.
- Ensure effective communication and connection with BVU Foundation

Outreach and Justice Making:

- Ensure the establishment and implementation of a comprehensive outreach and justice making program at BVU
- Support and ensure adequate resources for new and existing programs and projects, including but not limited to Intercultural, Reconciliation, Refugee ministries
- Support membership in community activist organizations and groups so that BVU has a place at the table
- Be an outpost to engage national church justice stands, currently anti-racism, LGBTQ2+ affirming, and reconciling

Personal and Professional Growth:

Self Care

Ministry personnel are expected to monitor their own self care by taking their weekly days off, regular holidays and study leave. In addition, a provision for sick days and mental health days are contained in the BVU human resources policy and all staff are encouraged to make use of the resources and supports available to them. In addition, the benefits package of the UCC contains EAP provisions and staff are encouraged to access these where needed. Time is also made available in regular staff meetings for staff to check in with one another and share how they are doing personally.

Continuing Education

Ministry personnel are encouraged to take their study leave time for both reflection and skill development. Goal setting and performance reviews will aid in helping to guide this area. A 5 year sabbatical provision is also observed and supported by BVU as outlined by the UCC. Adequate funds are made available to support these ventures.

Denomination and community leadership and involvement

We recognize and encourage our ministers to be involved as the denomination calls upon their gifts and leadership. In addition, ministry personnel are encouraged to be involved in the local community in a variety of ways.

Qualifications and Experience:

Education and Experience

- Graduation from a recognized UCC educational institution
- Qualifications of Ordination or Commissioning
- At least 10 years of experience in a congregation, with some spent in a similar sized congregation to BVU
- In good standing with the UCC Office of Vocation

Skills and Abilities

- Spiritually grounded, with an ability to demonstrate and articulate a progressive faith and pattern of spiritual practices
- An ability to create, maintain and support a positive human community with mutual respect, humility and diplomacy
- Exceptional public relations, oral and written communication skills.
- Facilitation skills and ability to encourage dialogue and discussion amongst diverse groups and individuals
- Experience in Board governance, budgeting and financial management.
- Grant and proposal writing.
- Human resource management, including ability to coach/mentor senior staff.
- Managing interpersonal relationships with staff, volunteer and congregates.
- Organizational planning and tracking progress toward meeting goals.
- Ability to build external collaborative relationships and partnerships.
- Analytical and strong decision-maker with the ability to prioritize and communicate with staff to achieve organizational goals.

Technical Skills:

- Experience developing and managing budgets.
- Strong computer skills.

Job Title: Associate Minister, Pastoral Care & Small Groups

Reports to: Co-Lead Ministers

Scope: Full-time, Called

Prepared Date: May 2021

Effective Date: July 1 2021

Overview:

The Associate Minister of Pastoral Care and Small Groups supports the Co-Lead Ministers in upholding the life, mission and values of Broad View United. The position is primarily responsible for leading the ministries of pastoral care and small groups, including the training, coordination and support of volunteers who participate in these ministries.

The Associate Minister will also assist and support (as needed) the Co-Leads in weekly worship and liturgical offerings at BVU. This may include occasional preaching and overseeing worship leadership when requested by the Co-Leads, as well as Funerals/Memorials, Weddings, etc.

Duties and Responsibilities:

The Associate Minister of Pastoral Care & Small Groups is the Staff person responsible for the support and oversight of the *Congregational Care Team* and the *Small Group Core Team*.

PASTORAL CARE (10 hours per week)

- Works under the direction of, and remains in close communication with the Co-Lead Ministers about pastoral care matters
- Works under the direction of the Co-Lead Ministers to create an overarching model of Pastoral Care for BVU, including identifying areas of coordination
- Participates in and coordinates home and institutional visiting, including phone, email and virtual check-ins to support the spiritual, emotional, mental, and physical well-being of congregants
- Provides short term intensive one-on-one pastoral care, counselling and spiritual direction to congregants and community seekers
- Leads, coordinates and supports pastoral care programs and activities including support and oversight of the Congregational Care Team, Spiritual Companions/Visitors and Telephone Tree
- May include facilitation of a variety of grief groups, and other spiritual/pastoral themed groups and learning opportunities
- Liaises with and supports the Healing Pathways Ministry (to ensure the ongoing provision and evolution of a healing ministry at BVU)

SMALL GROUP MINISTRY (10 hours/week)

- Designs, coordinates, evaluates and oversees the BVU Small Group Ministry Program
- Oversees and is a supporting presence to the Small Group Core Team
- Prime oversight for the training, support and nurture of Small Group Facilitators
- Works to ensure the success and overall health of small groups

NEWCOMERS (10 hours/week)

- Works under the direction of the Co-Lead ministers to ensure that a Newcomers system of welcome and integration is developed enabling newcomers to make timely connections as they find a place/space within the BVU community
- Includes research as to trends to ensure immediate welcome, follow-up & tracking, matching of interests/passions, and invitation to join a small group, etc.

CONTEMPLATIVE MINISTRY (5 hours/week)

- Develop, implement and oversee a Contemplative ministry program within BVU whose design appeals to a range of spiritual expressions and traditions and includes diverse entry points
- May include opportunities for Weekly Morning and Evening Contemplation; Group Meditation and various modalities of Prayer; Labyrinth; Outdoor sacred walks in creation; Circles of Trust for individuals in times of discernment
- These groups may provide a 'core group of seasoned congregants' who will interface when needed in larger community rituals around issues of local/global concern/celebration

WORSHIP(5 hours/week)

- Regularly support and assist the Co-Leads in weekly worship and liturgical offerings at BVU. This may include occasional preaching and overseeing worship leadership when requested by the Co-Leads, as well as Funerals/Memorials, Weddings, etc.

Personal and Professional Growth:

Self Care

Ministry personnel are expected to monitor their own self care by taking their weekly days off, regular holidays and study leave. In addition, a provision for sick days and mental health days are contained in the BVU human resources policy and all staff are encouraged to make use of the resources and supports available to them. In addition, the benefits package of the UCC contains EAP provisions and staff are encouraged to access these where needed. Time is also made available in regular staff meetings for staff to check in with one another and share how they are doing personally.

Continuing Education

Ministry personnel are encouraged to take their study leave time for both reflection and skill development. Goal setting and performance reviews will aid in helping to guide this area. A 5 year sabbatical provision is also observed and supported by BVU as outlined by the UCC. Adequate funds are made available to support these ventures.

Denomination and community leadership and involvement

We recognize and encourage our ministers to be involved as the denomination calls upon their gifts and leadership. In addition, ministry personnel are encouraged to be involved in the local community in a variety of ways.

Qualifications and Experience

- Graduation from a recognized UCC educational institution with at least five years experience in a faith community and/or institutional ministry setting
- Qualifications of Ordination or Commissioning
- In good standing with the UCC Office of Vocation
- Additional training in Pastoral/Spiritual Care (e.g. Canadian Association of Spiritual Care) is an asset

Skills and Abilities

- Spiritually grounded, with an ability to demonstrate and articulate a progressive faith and pattern of spiritual practices
- An ability to create, maintain and support a positive human community with mutual respect, humility and diplomacy
- An ability to listen and respond compassionately and establish meaningful relationships, including the creation of a warm, safe interaction with vulnerable people
- An ability to represent Broad View United with integrity and compassion
- Good organizational skills including planning and group process

Technical Skills

- Strong computer skills
- An awareness and utilization of social media