

Joint Needs Assessment Report & Recommendations



Prepared for

Kanata United Church

by the

Joint Needs Assessment Committee

January 19, 2010

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Cover Artwork by ... Lena Kirkham, age 8

Kanata United Church is a spiritual home with a sense of community, a sense of place, a sense of its past and an excitement for its future -- a spiritual home in search of people to accompany us as we walk with God on a journey of faith.

***“A Family Growing In Faith,
Reaching Out In Love”***



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Joint Needs Assessment Report & Recommendations

JNAC Committee Members

The Joint Needs Assessment Committee (JNAC) of Kanata United Church (KUC) consists of eleven members of the congregation and two members of Ottawa Presbytery.



Robert Ashton (Chair)
Lindsay Blue
Margaret Burman
Kathi Campbell
Rod Delcourt (Secretary)
Steve Free
Don George
Bryan Giffin (Presbytery rep)
Susan Maslin
Helen Pinel
Maureen Purnell
Rev. Gordon Roberts (Presbytery rep)
Deepak Wanner

The JNAC members would like to express sincere thanks to the many members of our congregation, the KUC Board, our various committees, and our four staff, including the Ministers, all of whom have provided much appreciated and on-going feedback, questions, support and enthusiasm.

A. Primary JNAC Recommendations

As outlined within this Report and specifically detailed in section H Recommended Model of Ministry, JNAC determines that the needs of the congregation would be ideally served by a two person ministry team each with specific areas of responsibility. The lead full-time Ordained Minister will provide overall spiritual leadership for the congregation of Kanata United Church with primary responsibility for Worship, Faith Development and Learning, Pastoral Care, and Stewardship. A half-time paid accountable ministry personnel position will provide leadership for the Faith Development and Learning of our children and youth, as well as for our congregational Reaching Out programs (our faith-in-action).

Therefore, the JNAC recommends to the Kanata United Church Board and congregation that:

1. Kanata United Church:

- a. confirm that the JNAC Report accurately reflects our shared history, mutual values and outlines our growing spiritual needs for the future
- b. accept the recommended model of ministry contained within the Report that provides for one (1) full-time Ordained Minister and one (1) half-time paid accountable ministry personnel position
- c. pending approval by Presbytery to declare vacancies and set up a Joint Search Committee, the Kanata United Church Board be authorized by the congregation to appoint members to the Joint Search Committee and approve the establishment of a budget to support the work of the Joint Search Committee. To allow for a smooth transition from the JNAC to the Joint Search Committee, the Board should ensure that the Joint Search Committee has representation from the JNAC, and that the same Joint Search Committee perform the search for both vacancies in a manner faithful to and consistent with the congregation's approved model of ministry

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2. Ottawa Presbytery:

- a. be asked to declare a vacancy for a full-time Ordained Minister position as of August 1, 2010
- b. be asked to declare a vacancy for a half-time paid accountable ministry personnel position as of January 4, 2011
- c. authorize the formation of, and name two Presbytery representatives to, a Joint Search Committee to seek both a full-time Ordained Minister and half-time paid accountable ministry personnel position consistent with the position, skills and terms as stated in the Position Profiles in this JNAC Report

B. Secondary JNAC Recommendations

The proposed model of ministry suggests continued strong lay leadership especially in such areas as support in meeting the ongoing pastoral care needs of the congregation and in Faith Development and Learning. It is recommended that early in 2010 the KUC Board and congregation consider as a priority ways to reinforce and strengthen the Pastoral Care and Christian Development teams through such means as encouraging the recruitment of new members as required, identifying and supporting effective leadership, supporting appropriate training, and providing adequate financial assistance. This will also help facilitate the reduced staff level through the fall of 2010. Failing a short-term response by the KUC congregation, reduced programming would be a reality through the fall of 2010 until the full staffing model is in place for 2011.

It is recommended that early in 2010 Ottawa Presbytery be requested to provide facilitation and support to KUC's M&P Committee and Board as KUC enters into a new model of ministry which will require ongoing monitoring and review to evaluate the effectiveness of the new structure and individual accountabilities.

It is recommended that KUC establish an ad hoc Welcoming Committee that will meet and greet the new staff, organize a detailed orientation program for them (including the results of the period of intentional transition and interim ministry), facilitate their integration into the congregation, and allow the required time and adjustment for the new staff to settle. In 2011, with a focus on the half-time paid accountable ministry personnel position, specific attention will be paid by the KUC M&P Committee and Board to ensure that there is no sense of isolation, clarify as necessary roles and responsibilities, allow for team building and ensure intentional congregation support for the new half-time role is provided.

JNAC Resources

The JNAC considered the following information for this Report:

- o Report of the Joint Needs Assessment Committee, Kanata United Church, December 2007
- o Transition Team material – Stepping Stones, The Tapestry of our Times,, the "Terry" documents (the results of an Identity Exercise in which the congregation described itself as if it were "a person"), presentation to the congregation on a recommended intentional focus on Faith Development and Learning; Transition Team Recommendations on a future Model of Ministry for KUC
- o Interviews with Kanata United Church staff including both Ministers, Director of Music and Office Administrator
- o Conversation with Bob Richards, Chair KUC Board
- o Questions and comments received at the congregational Discussion Forums, email correspondence and individual conversations

The information gathered was reviewed by the committee and formed the basis for the recommendations made in this Report.

C. Introduction and Purpose

JNAC's responsibility is to recommend a specific Model of Ministry for our congregation as we move forward. In making such a recommendation, it is important that we present an honest snapshot of KUC today, our relationship with the community we serve, and how such a Model of Ministry will support the recent decision for our renewed congregational focus and direction.

In the following pages, we present a number of "Profiles" on the relevant aspects of our congregation and neighbouring community. These profiles reflect and support the rationale for our recommendations.

D. Our Period of Interim Ministry

Rev. Peter Lougheed accepted another call in the summer of 2007 after 14 years of full-time ministry at KUC. A retired Supply Minister was hired in the Fall of 2007 on a part-time basis to work with our incumbent full-time Ordained Minister, Rev. Eileen Hepplewhite, during the year following Rev. Lougheed's departure.

The congregation in consultation with Ottawa Presbytery subsequently took a leap of faith in February 2008 in accepting the recommendation of the December 2007 JNAC Report that KUC enter into a period of intentional transition and interim ministry. It was a "leap of faith" because, as that JNAC stated, KUC saw itself as a healthy, busy, active congregation. However, after over 40 years the JNAC felt that KUC lacked a clear and shared sense of direction and concerted action as to where we really wished to focus our efforts as a Christian community in a growing, changing neighbourhood. It was felt that a period of intentional transition would also allow KUC time to explore more fully its future model of ministry, given the anticipated retirement in June 2010 of Rev. Hepplewhite.



In May 2008, the congregation adopted the following statement of its goals for transition and interim ministry:

- "The congregation will have a new sense of identity as a church with a renewed mission within the congregation and in the wider community.
- The congregation will develop a shared, living mission that will inspire commitment and enthusiasm, providing direction and focus for our church programs, activities and celebrations.
- The congregation will identify structures, functions and relationships that may need to be developed and/or altered, to support and facilitate the emerging mission.
- The congregation will approve an appropriate model for future Christian ministry that will provide the necessary leadership to meet our emerging mission."

Rev. Angela Bailey was called as KUC's Interim Minister for a two year period starting August 1, 2008. The Transition process has involved the congregation in spirit-filled explorations of its history ("The Tapestry of Our Times", November 2008) and its identity ("Terry", March 2009).

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In May 2009, the congregation unanimously adopted the following motion:

“Moved that Kanata United Church, in keeping with its Interim Ministry goals, accepts the Transition Team’s recommendation for an intentional focus on Faith Development and Learning, within our continuing mission as a church family grounded in Christian Worship and Reaching Out as a faith community.”

KUC recognizes that Worship remains central to who we are as a Christian community while we also reach out in Christian hospitality, fellowship, pastoral care and outreach. We see ourselves called to a renewed sense of mission to deepen our knowledge of who we are as a faith family, to find opportunities for Faith Development and Learning in a contemporary, theologically modern context, and to examine how we can practice our faith today. This will feed “Terry’s” stated hunger for learning and spiritual faith development. We also see this as an opportunity for KUC to exercise leadership in our community by reaching out to others who are seeking to be more literate in religion and spirituality in the 21st century context. In time, KUC may become better known as a centre for Faith Development and Learning. Finally, we see this focus on Faith Development and Learning as building on our strengths as a thoughtful, educated, searching people with strong planning and organization skills.

Some elements of this renewed sense of direction can be seen to be reflected in the Fall 2009 congregational study of “The Meaning of Jesus: Two Visions” by NT Wright and Marcus Borg. We also reached out to the broader community in November 2009 by hosting Dr. Peter Flint to deliver two presentations on The Dead Sea Scrolls. Our new ministers will be called to continue on this journey with us and to help set goals and give concrete expression to this focus on Faith Development and Learning.

As this JNAC Report is being written, KUC’s intentional transition process and Interim Ministry continues through to mid-2010, as we look to complete our goals of reviewing our governance, our structures and our lay leadership development to support the fulfillment of our renewed mission.

E. Our Community

Where we are...

KUC is located in Kanata, which began as a very small community in the mid-60’s, and became a city in 1978. In 2000/2001 Kanata, along with 8 other cities, villages and townships, amalgamated with Ottawa to become the new City of Ottawa. Kanata is now a large suburban and business community in the western part of Ottawa, the nation’s capital.



Ottawa has grown to become the fourth largest city in Canada, with 900,000 residents. Ottawa is located on the banks of the Ottawa, Rideau and Gatineau rivers, surrounds the beautiful Rideau Canal, and is a ‘stone’s throw away’ from the amazing Gatineau Hills. Ottawa is one of Canada’s youngest cities, with the largest age groups falling between 0-14 and 35-49, and the smallest age group falling between 60-75+. There is, however, an increasingly senior population, both from incumbent residents and net migration.



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Who we are...

- Kanata is one of the fastest growing areas of Ottawa. It is currently composed of 10 different communities, each with unique characteristics and geographical parameters. There are varieties of businesses and services within most of these communities, as well as residential areas and shared amenities.
- Situated in the middle of Kanata's original community, the Beaverbrook community, KUC is now a church home for people throughout many other areas of Kanata and even beyond.
- Within the last 13 years, Beaverbrook has essentially reached maximum growth and its population has remained numerically stable at about 5,500, while many of the newer communities have grown significantly. Kanata's overall population has increased about 63% in that same 13 year period.
- About 50% of Ottawa residents are English speaking, about 30% are French speaking, and about 20% of residents speak non-official languages such as Italian, Chinese, Spanish, Portuguese, and Arabic. The area is home to many diverse communities that are experiencing large net migration. Within the KUC service area, about 75% of residents state their mother tongue as English and the largest visible minority communities are Chinese or South Asian.
- The residents of Kanata are well educated, with the majority having a post secondary education – among the most highly educated in Canada. This translates into a workforce where the unemployment rate of residents is lower than the national average. In 2001, Ottawa had the highest median incomes in Canada. More specifically, average household incomes in the KUC service area are over \$115,000, or 33% above the Ottawa average according to a 2007 Environics Survey.
- Many of the jobs in Ottawa are in the government or high tech sectors, but there are also many people who are self-employed. Kanata has a large concentration of the developed and dynamic technology sector. The recent economic recession and collapse of Nortel have had a negative impact. However, because of the large governmental sector, the city has managed to escape the full effect of the deep recession that has crippled much of North America. Despite that, there still continues to be a real need for the on-going presence of the Kanata Food Cupboard and its sister services.

Local Area Amenities

Entertainment:

- Scotiabank Place - home of the NHL Ottawa Senators and numerous concert events
- Kanata Theatre (Ron Maslin Playhouse) - a non-profit theatre, putting on plays using local performers
- Kanata Symphony Orchestra - a community-based orchestra with amateur volunteer musicians performing at various churches, Legions and other venues
- Kanata Civic Art Gallery
- The National Capital Region is home to fine dining, nightlife, theatres, shopping, museums, galleries and many other cultural attractions
- Ottawa hosts more than 35 major cultural, food, music, arts festivals annually – including Bluesfest, Tulip Festival, Jazz Festival, Winterlude
- Kanata Shopping – All retail and services are available locally. The Kanata Centrum is Ottawa's third largest shopping area

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Hospitals:

The Queensway Carleton Hospital serves the Nepean and Kanata areas as our local hospital. The Ottawa metropolitan area is also home to the Children's Hospital of Eastern Ontario (CHEO) and the three campuses of The Ottawa Hospital.

Neighbouring Churches:

There are many other churches in the Kanata area – denominations include Roman Catholic, Anglican, United, Presbyterian, Baptist, Pentecostal and others. The majority of residents in the Kanata area (over 75%) identify themselves as Christian while 15% of the population have no religious affiliation.

Recreation:

- Kanata boasts kilometres of maintained pathways and parks for walking, running, cycling, and skiing
- Plenty of golf courses and facilities are a golfer's dream
- The Kanata Wave Pool provides indoor water programs
- Many local arenas allow for hockey and figure skating programs
- Next to Kanata is the National Equestrian Park, which is a 270 acre riding school, boarding facility and a world class special event site for local, national and international events
- Being part of Ottawa also opens many doors to recreation and various sporting associations, including sailing, soccer and equestrian sports

Education:

Kanata has several local public and Catholic elementary schools (4 of which are French), and 4 high schools (2 of which are Catholic), two Montessori schools, and 2 private schools. The larger Ottawa area is home to three universities (Carleton University, Saint Paul University and the University of Ottawa), and two colleges (Algonquin and La Cité Collégiale). Numerous government resources as well as libraries are all within close distance of Kanata.

Housing:

There is a full range of housing options, with single family homes and row housing being most dominant. According to the Canadian Real Estate Board, the average house price for Ottawa in September 2009 was \$306,000, below the Ontario average of \$327,000. Housing price trends generally reflect annual modest growth given that Ottawa does not tend to suffer from major economic swings.

F. The Ministry of our Congregation

Mission Statement:


The purpose of KUC is to be a family growing in faith by:

- Worshipping God and proclaiming the Bible
- Nurturing all members and participants in accordance with the precepts of the Christian faith
- Developing and offering an environment for wholesome Christian fellowship
- Providing Outreach into the community and beyond in order to promote the Christian faith, serve those in need, and help overcome the evils and injustices that harm God's people
- Working in harmony with other churches of similar purpose

KUC's Charter was signed on May 7, 1967. Over the past forty-two years the church has been viably supported and sustained by its human, financial and facility resources.

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An Overview of our Congregation:

- KUC is a pastoral charge within the Ottawa Presbytery of the Montreal and Ottawa Conference of the United Church of Canada. KUC has a strong involvement with Presbytery, and a number of our members attend the annual Montreal and Ottawa Conference. We have had a number of Ministers since our congregational beginning in 1966. Since 2000, we have had two full-time Ordained Ministers. In the 1990's, KUC welcomed 5 Intern Ministers to join with us in their faith development and education, and in the early 2000's our Ministers supervised several student Ministers.
 - Six of the original 77 charter members are still involved with our church. In the 1990s, the congregation grew by over 50%. Following this period, our list of active members remained reasonably stable until 2007. Since then we have seen a decline in the annual net addition of members, as well as an increase in transfers out of the church. This may be in part related to differences over our inclusive decision about same-sex marriage.
 - In response to the United Church's request to consider the issues related to same-sex marriage, our congregation planned an extensive program of objective and diverse learning opportunities, including congregational discussion sessions. We trusted our congregations' ability to make an informed decision if they were offered a range of information and opportunities to listen to each other respectfully. This exchange of opinions and feelings resulted in the congregation voting to revise our KUC marriage policy to include same-sex marriage. Since then, new families have specifically chosen to worship with us because of their support of this decision.
 - In January 2009, we conducted a careful review and updating of our Membership Roll in order to have it reflect a more accurate and realistic picture of our current congregation. An electronic database kept by the Office Administrator facilitates information gathering. We currently have 446 members. Within the last 2 years, 46 people have joined our congregation, including 11 young people by confirmation. We have had 21 baptisms in this period, and have lost 21 members through transfers out, and 5 members through death. Our number of adherents, including children, is presently at 657. We currently send our newsletter to 411 households.
- 
- Average church service attendance has continued its decline of recent years, with 20-35 adults at the 9:00 a.m. service, and generally 145 adults at the 10:30 a.m. service.
 - At the moment, the two Worship Services follow the same general format, with the 9:00 a.m. service currently being a quieter, more informal version of the 10:30 a.m. service. Children's Worship (Church School) is offered at 10:30 a.m., and presently follows the lectionary-based resource *Seasons of the Spirit*. There is no nursery care, but there is an audio speaker in the Nursery for parents who wish to be with their infants and toddlers in that room. Over the last 10 years, Children's Worship registration has seen a gradual decline. However, more recently it has been slowly growing, with a current registration of about 40 children. A traditional Youth Group has proven difficult to sustain.

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- Youth are involved in various aspects of our church life: musicals during our Sunday Worship, helping with Children's Worship, CGIT with their weekly meetings and annual Vesper Service, direct involvement with hands-on renovations at a local Seniors' Residence, fund-raising through an annual pancake brunch in support of a foster child, and intergenerational March break trips in support of Habitat for Humanity projects. KUC is home to the only United Church-based CGIT group in the Montreal-Ottawa Conference.



How we and others describe ourselves:

- We are a welcoming and accepting church, but may want to explore and enhance this further, as we strengthen our practices for welcoming new members, and staying in touch with people.
- We are caring and compassionate, confident, well-educated, open to new ideas and perspectives, not trapped in gender roles, a well-read congregation, preferring thoughtful, reflective sermons, emerging Biblical scholarship, and in general a liberal theology.
- We are open to different forms of worship expressed through musicals and plays; we have a strong music program (adult, intermediate and junior [Bullfrogs and Butterflies] choirs), with a balance between traditional and more modern forms of music in worship, and a small band that participates regularly.
- We have a thirst for learning, for questioning and for exploring our theology and relationship with God as we look to deepen our faith and how we live it out on a daily basis. We strive to develop a balance between always searching and questioning, and developing more spiritually in a relationship with God, as revealed through Jesus.
- We are a congregation with a wide range of ages and family groupings. We are aware that some of our newer families are first time church-goers. We love to see our children and youth involved, yet recognize that we need to learn more about how to include them more fully within the many aspects of our congregational life.
- We have excellent long-term staff who have experienced a lot of change recently, but who support a tradition of a strong staff team.
- Our "reaching out" involves our passionate congregational desire to support the local community and our commitment to Mission and Service. Local community outreach sees both money and countless volunteer hours spent supporting and working with the Kanata Food Cupboard, the Kanata Stittsville Refugee Support Group (KUC is one of the founding members), responding to the needs of seniors at 231 Penfield (an Ottawa Community Housing Cooperation property), serving breakfasts at the Ottawa Mission, helping Ottawa child care providers and summer camp. Outreach also encompasses many social and justice issues brought forward by the congregation, the community or the United Church. Normally each year we identify and lift up a special need. Over the past few years, this has included a focus on water, peace and Africa. KUC is also engaged in learning about other faiths and taking part in interfaith initiatives.

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- We have extensive volunteer involvement, with a high degree of organization and an exemplary level of leadership. A lot of volunteer time supports a wide range of programs and activities, including fellowship, fund-raising events, and outreach involvement (which is primarily at more local levels). Having said this, we also acknowledge that there is a sense of fatigue amongst some of the volunteers – in response to time demands, changing family and social pressures, and an aging congregation.
- Pastoral outreach is a fundamental part of our congregational life, and we have an active Pastoral Care Team which is ready to assume some increased responsibilities.



- We have experienced challenges in staying focused, and learning to say “no” when necessary, and have not always been successful in problem-solving and conflict management, primarily because of sensitivities within relationships.
- We are trying to listen more intentionally and proactively when we are reminded of areas needing improvement. We try to respond to challenges/disagreements in a way that conveys acceptance, respectful listening and discussion in order to reach consensual resolution.
- Although many congregants express a readiness for change, we may need to proceed more slowly at times, with opportunities for open sharing and willingness to “stretch” a bit, rather than jumping into radical change.
- We try to focus on love and justice as guides for how we live and make decisions, and struggle to incorporate the challenging truths of Christian faith into our daily lives.

Our Organizational Structure:

- We currently have a KUC Board whose Chair is a lay member. The Chairs of our several Committees and our Clergy are actively involved on our KUC Board. While at KUC it is called a “Board”, our model operates more like a Council.
- As this Report is being written, the Transition Team and the KUC Board are reviewing our current governance and organizational structures. We have identified a need to evaluate and consider alternative governance formats and ways of functioning that will better support our renewed focus and direction, as well as our new model of ministry. We anticipate that there will be an ongoing process of governance reform and renewal over the coming year.
- The KUC Board and all of our Committees have been working on goals that will guide us in our renewed focus on Faith Development and Learning.
- Our Christian Development Committee will experience some leadership changes. The Committee feels stretched in its support for a range of existing dynamic and challenging faith development activities while looking at options and alternatives to support the congregation’s renewed focus on Faith Development and Learning.

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- Our M&P Committee has been quite progressive and active in terms of meeting or exceeding the United Church of Canada's guidelines for standards of employment. There will also be some leadership changes as they move forward into this new model of ministry. In the past, they have struggled to deal with a number of challenges related to Team Ministry. Consultation has begun with Ottawa Presbytery to provide awareness education and support for the M&P Committee and the KUC Board. Ottawa Presbytery will provide updated training for M&P in methods of clarifying and evaluating staff functions to avoid replication of tasks in a Team Ministry environment.
- Many of these challenges faced by Christian Development and M&P are recognized by the KUC Board and strategies are being identified.

G. The Resources of our Congregation

Our People Resources:

The mission, outreach, leadership, and ongoing work of KUC are realized largely due to the dedication of its staff and the enthusiasm and participation of many willing volunteers. The concept of team is a fundamental part of our congregational life. Commitment to the goals of KUC, affirming each other, and respecting individual values are integral to the success of any team – KUC respects this and thrives because of the strength of its team environment.

• **Staff Leadership**

Rev. Eileen Hepplewhite, M.Div. was called in 2000 to serve as the other full-time Minister in our team ministry model, and has communicated her planned retirement for June 2010. Since August of 2008, Rev. Angela Bailey, M.Div. has been called to be our full-time Interim Minister, working in shared ministry with Rev. Hepplewhite. Sally Duke, BA, MA has been Director of Music since 1979 working on contract an average of 25 hours per week. Glenda Baker has been our part-time Office Administrator since 1995 working 34 hours per week for 46 weeks and 7.5 hours per week for 6 weeks. Administrative and information sharing duties are expected to increase and presently KUC is exploring changes to the hours of this position or reviewing other possible arrangements.

Custodial services such as weekly cleaning, maintenance, and the opening and closing of the building during non-office times, are provided through dedicated volunteer efforts, and include time, energy and materials.

• **Lay Leadership**

We have a long history of strong lay leadership in virtually all areas of our congregational life and work. We have recognized the need to further develop our lay leadership and are prepared to identify opportunities and provide more financial resources to address this need.

• **Volunteers**

Very strong volunteer involvement has been the essence of our congregational life:

- Our vibrant music programs
- Caring outreach into the community
- Active study groups for all ages
- Friendly social activities for adults and families



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- Pastoral care is carried out by a twelve person volunteer team, under the leadership of our Clergy
- Two one-week summer sessions of Camp Awesome run by Ottawa Presbytery, with a full capacity total of 120 children, have been successful for several years with the assistance of a number of volunteers
- Organization and operation of our fund-raising activities for several years (eg. the Fall Fair, Book Fair, Flea Market, and Mushroom Compost Sale)
- Assembling church bulletins, church newsletters, making posters, keeping the library operational and much, much more
- Cleaning, maintenance, supervision of Community Support Workers, etc.



Our Financial Resources:

- As is the case in the financial business of any church, KUC has felt pressure. Over the years, careful fiscal management has resulted in a mortgage and debt free church. The final mortgage loan payment was made in 2004. When faced with a deficit in 2006, KUC staff accepted a salary freeze. In subsequent years, the recommended salary increase for ministerial staff has been given.
- At this time it is difficult to define some of the details of the impact of a more intentional focus on Faith Development and Learning which cannot then yet be reflected in attendance, givings or program costs.
- Individual Givings typically account for just over 80% of our total annual sources of funds. Proportion of receipts received through Pre-Authorized Remittance presently accounts for about 37% of givings. For 2009, sources of funds at KUC, consisting primarily of individual givings, but also including some fund-raising and building rentals, are expected to total approximately \$309,900.

*Total sources of funds are **forecast** to grow to about \$325,000 within the next five years:*

KUC Source of Funds	2009 (actual)	2010 (budget)	2011 (tentative)
Offerings	\$260,000	\$264,000	\$270,000
Fund-raising	\$40,800	\$39,000	\$39,000
Interest	\$2,300	\$2,500	\$2,700
Building Rental	\$6,800	\$7,000	\$7,400
Approximate Total	\$309,900	\$312,500	\$319,100

*Total use of funds is **forecast** to grow to about \$325,000 within the next five years:*

KUC Use of Funds	2009 (actual)*	2010 (budget)*	2011 (tentative)*
Pastoral Account	\$158,700	\$131,000	\$132,800
Music & Worship	\$39,100	\$43,000	\$44,400
Admin & Office	\$52,100	\$54,500	\$56,300
Presbytery Assessment	\$10,800	\$9,200	\$10,000
Building & Grounds	\$30,800	\$31,000	\$31,800
Mission & Service	\$21,400	\$21,000	\$23,700
Outreach	\$5,400	\$8,000	\$8,000
Committees	\$3,400	\$12,000	\$12,300
GST	\$3,400	\$4,000	\$4,400
Approximate Total	\$325,100	\$313,700	\$323,700

**2009 based on two full-time ministers*

2010 based on two full-time ministers to August and one full time minister September-December

2011 based on one full-time minister and one half-time minister starting January 2011

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- Uses of funds comprise staff salaries, building utilities, office expenses, worship and music expenses, as well as many of our other program costs. Total use of funds for 2009 is expected to be \$325,100, resulting in a deficit of approximately \$15,000. The Presbytery assessment for 2009 is \$10,827. This will draw our cumulative General Fund surplus down to approximately \$40,000.
- Strategies to increase source of funds over the next few years are under discussion, and will include fund-raising, increased Pre-Authorized Remittance awareness, special education campaign and prayerful consideration of the appropriate level of Reserve Fund to be retained. It is also anticipated that additional funds will be raised in 2010 for ministerial search and recruiting costs.
- Our larger fund-raising events annually raise in excess of \$35,000 (although we cautiously budget for \$30,000). Our Mission and Service and Outreach contributions are financed mainly through our fund-raising events. Consideration continues about KUC returning to a truly Unified budget.
- KUC also maintains separate funds that are maintained for specific purpose. For example, this past year \$41,000 was used from the Reserve Fund to replace the sanctuary roof.

KUC Funds	2009 (forecast)
General Fund accumulated surplus	\$40,000
Reserve Fund	\$71,000
Capital Fund	\$15,000
Other Funds	\$14,000
Approximate Total	\$140,000

Our Facility Resources

- **Buildings and Grounds:**

- The two acre site was acquired in 1967 and twenty years later the current church building was dedicated. The nearly fully-accessible building is a one level multipurpose facility comprised of a 300 seat sanctuary (that can be expanded into the hallway for a total capacity of 360), plus 30 choir seats, a church hall (that can be divided into four smaller rooms by the use of folding partitions), three multi-purpose meeting rooms and four staff offices. A portable located close to the main church building is used for book storage and sorting for the annual Book Fair, as well as occasional meetings.
- Gardens, lawns, storage buildings and a church parking lot complete the buildings and grounds area. Consideration is being given to improved signage and lighting at the parking lot entrance to improve access and enhance our visibility. Additional parking is available in the adjacent elementary school parking lot.
- The buildings and grounds are in good repair. The only major repair foreseen is the replacement of the flat tar and gravel roof. The sanctuary roof was replaced in 2009.
- Some maintenance and small repairs are carried out by lay volunteers. Regular cleaning is done by supervised community service workers. The gardens and extensive lawns are maintained by volunteers.



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- **Equipment:**

- The sanctuary, with very good acoustics, houses a pipe organ, grand piano, sound system and recording equipment. Church sponsored community musical events are held here from time to time.
- Staff offices are each equipped with computers for which the Kanata Kareer Group members volunteer to provide some of the required service
- A leased photocopy machine is available on site.
- The efficiently organized kitchen is equipped with a commercial dishwasher. The kitchen is used daily by staff and drop-ins, frequently for church functions such as potlucks and receptions, "coffee times" after church services, and as well for Camp Awesome and Habitat for Humanity snack and lunch preparations
- Currently the facility is in continual use for church programs and community activities. Use of the building is provided free of charge to some community groups, while a modest rental fee is charged to others according to our existing guidelines.



It is due to the vision and the development of our prudent, conservative management of resources over the past forty-two years that KUC has been able to meet its financial commitments and obligations. However, things are currently tight financially. Costs are increasing, membership is fluctuating and givings are unpredictable. It is hoped that with our greater clarity in focus, priority setting, planning and budgeting, KUC will continue to thrive and progress in being faithful to God's call.

H. Recommended Model of Ministry

Based on the Model of Ministry recommended by the Transition Team, and after feedback from the Board, several committees, individuals, and two congregational Discussion Forums, the JNAC presents this following recommendation:

A **full-time Ordained Minister** who will provide overall spiritual leadership for the congregation of Kanata United Church (KUC), with primary responsibility for Worship, Faith Development and Learning, Pastoral Care and Stewardship. The full-time Minister will be responsible, in conjunction with the KUC Board, for the general leadership and direction of the church. He/she will be expected to deepen the congregation's focus on Faith Development and Learning.

A **half-time paid accountable ministry personnel position** who will provide leadership for the Faith Development and Learning of our children and youth, as well as for our congregational Reaching Out programs (our faith-in-action).

As we implement the Model of Ministry and integrate the new staff with existing staff, we will focus on building relationships, team strengthening and sharing, provision of support, and proper communication between the staff, various KUC committees, and the congregation.

As an integral part of this Model of Ministry, we will continue to intentionally develop and enhance the involvement and skills of our **Lay Leadership** in the congregation's many programs and activities.

Joint Needs Assessment Report & Recommendations

Overall Clarifying Information:

- All Ministry staff will uphold and maintain the *Ethical Standards and Standards of Practice for Ministry Personnel* of the United Church of Canada.
- It is our intention that the following Position Descriptions will:
 - provide an overall summary of the various aspects of responsibilities
 - become the basis of a tool for on-going self-assessment and evaluation
 - undergo periodic review and mutually agreed upon revision as appropriate
 - indicate percentages of time/weekly hours that are meant to serve as recommended guidelines within a full-time 40 hour week and within a half-time 20 hour week.

Full-time Minister of Word, Sacrament and Pastoral Care:

The full-time Minister assumes **primary responsibility** for Worship, Faith Development and Learning, Pastoral Care, and Stewardship.

1. Worship (30%/12 hours)

Provide leadership for the overall conduct of worship:

- Organize the planning of worship services and prepare the liturgy, in collaborative discussion with the Worship Committee and the Music Director
- Collaborate with the half-time Minister in the planning and integration of children and youth within worship services
- Communicate the weekly administrative needs for worship with the Church Administrator
- Plan and deliver sermons that are based on a modern, liberal theology compatible with that of KUC, grounded in biblical history as well as contemporary biblical scholarship
- Encourage and develop lay participation and leadership in worship
- Help the congregation to explore alternate forms of worship, such as intergenerational and multigenerational worship services
- Offer worship services and the sacrament of Communion and administer sacraments to members of the congregation who are sick or shut-in
- Conduct special services of worship, such as weddings and funerals in accordance with policies set by the congregation, allowing for appropriate preparation and follow-up contacts with the families
- Administer the sacrament of Baptism in accordance with the United Church of Canada's practice, and meeting with the parents before and after Baptism
- Integrate the themes of Faith Development and Learning as appropriate in worship services
- Attend meetings of the Worship Committee, and mentor and support committee members
- Consult with the Worship Committee and M&P Committee regarding leave requests

2. Faith Development and Learning (15%/6 hours)

Provide leadership that will help to embed the intentional focus of Faith Development and Learning throughout the congregation's life and work:

- Coordinate with the Board, the Christian Development Committee and other committees as appropriate in setting overall goals, strategies and the planning of programs that will reflect the congregation's intentional focus on Faith Development and Learning
- Plan at least 2 adult study groups each year, providing the leadership for these, as well as facilitating the further development of lay leadership and involvement in the studies

Joint Needs Assessment Report & Recommendations

- Identify potential speakers for Special Learning Events that explore relevant theological and social justice issues and areas of interest for both the congregation and its extended community
 - Collaborate with the Christian Development Committee and others as appropriate to identify the lay leadership teams that will help to develop and coordinate these Special Events
 - Liaise with Presbytery and other potential partner groups and organizations, as appropriate, regarding the promotion, potential financial assistance and other resources that may be available for our planning of these Special Events
- Liaise with the half-time Minister in the planning and coordination of our overall congregational Faith Development and Learning programs
- Encourage and support the participation and development of lay leadership in Faith Development and Learning programs and activities
- Attend meetings of the Christian Development Committee as appropriate, and mentor and support committee members

3. Pastoral Care (20%/8 hours)

Provide leadership in the provision of pastoral care to the congregation:

- Respond to critical/urgent pastoral care needs within the congregation, in a manner that reflects professional boundaries and scope of practice
- Provide short-term pastoral counseling for those requesting it, with referrals to established community support systems as appropriate, and for those needing longer-term counseling
- Respond to pastoral care needs/requests with confidentiality, and in a manner best suited to the situation (eg. telephone, home/hospital visit, office appointment)
- Support and facilitate the involvement of the Pastoral Care Team, including their access to locally available educational resources
- Coordinate with the Pastoral Care Team to provide pastoral visits in long-term care/retirement facilities, to shut-ins, and calls/visits with congregants who have experienced significant events (eg. serious illness, death, new child, family/marital crisis, unemployment)
- Provide de-briefing support for the Pastoral Care Team as they encounter more challenging pastoral situations
- Facilitate extended areas of involvement and growth of the Pastoral Care Team
- Attend meetings of the Pastoral Care Team, and coach/mentor the team members as they develop and augment their skills

4. Stewardship (5%/2 hours)

Provide leadership that will support and develop our Christian stewardship:

- Assist the Stewardship Committee as they strive to increase congregational awareness and participation in areas related to further development and commitment of time, talents and treasures
- Provide resources and support to the Stewardship Committee to facilitate the development of leadership and commitment in this area
- Participate in the identification of individual talents and lay gifts among the congregants
- Attend meetings of the Stewardship Committee and mentor and support committee members

5. **Reaching Out (5%/2 hours)**

Provide guidance in lifting up and supporting relevant social action and justice issues:

- Identify and support relevant outreach and community involvement in social action and justice, especially as related to any thematic links with our Faith Development and Learning programs
- Promote continuing response and support to the United Church's Mission and Service Fund
- Support as needed, the hospitality, fellowship and social activities of the congregation
- Attend and/or advise related committee/group meetings, providing support and resources for development of lay leadership when requested

6. **Administration (10%/4 hours)**

Coordinate the Staff Team and serve as a leadership resource in the overall governance structure of the congregation:

- Schedule regular staff team meetings which promote communication, planning, and overall management coordination
- Recognize and facilitate the skills and attributes of the staff team members and promote their continuing development
- Attend Board meetings, coach and support Board members, and facilitate their awareness of their spiritual responsibility for the congregation
- Engage in long-term planning with the Board and its committees, and promote relevant goal-setting and evaluations

7. **Professional Development (10%/4 hours)**

Demonstrate a commitment to personal, professional and spiritual growth:

- Conduct regular self-evaluation to help identify potential growth and development needs
- Work in consultation with the M&P Committee to help identify specific areas for growth and learning opportunities, based on feedback from the Board, committees, and congregation, as well as your own specific areas of interest
- Engage in study and continuing education experiences that will facilitate your personal, professional and spiritual growth and has the potential to benefit the congregation

8. **External Relationships (5%/2 hours)**

Become involved and establish relationships within both the wider church and the neighbouring community:

- Participate in Ottawa Presbytery, and our wider church courts, according to the standards and expectations of the United Church of Canada
- Support and facilitate the lay involvement of our congregants in the Ottawa Presbytery, and in our wider church courts as appropriate
- Develop and support relevant professional relationships with neighbouring clergy/congregations and community groups

Joint Needs Assessment Report & Recommendations

Relationships, Accountability and Reporting (Full-time Minister)

- The full-time Minister is responsible, in conjunction with the Church Board, for the general leadership and direction of the church
- The full-time Minister will be accountable for supporting a more integrated approach in bringing together the various aspects of the life and work of KUC in support of the congregation's Faith Development and Learning focus
- The full-time Minister is the team leader of the church staff team, which functions as a collegial, cooperative team, supporting each other in their specific roles, and contributing to the Faith Development and Learning focus and overall goals of the congregation
- Our congregation has a strong lay leadership and Board committee structure, and as such, are active partners in this team ministry
- As congregational needs vary and evolve, there may need to be mutually agreed upon revisions made to any staff member's individual time allocations
- The Minister is accountable to Ottawa Presbytery and to the pastoral charge through the M&P Committee
- The M&P Committee, on behalf of the Board, conducts an annual review of each staff member's responsibilities, objectives, performance and results, as well as on-going performance monitoring

Required Qualifications and Skills (Full-time Minister)

- Ordained Minister, with academic credentials recognized by the United Church of Canada
- Superior skills in preaching, communication, and organization
- Strong understanding of Christian faith, with a liberal theology compatible with that of our congregation; grounded in Biblical history as well as contemporary Biblical scholarship; ability to make sermons relevant to our time
- Proven skills in encouraging faith development for all ages
- Proven skills in pastoral care/counselling, interpersonal skills, sensitivity, and confidentiality; able to connect well with others
- Proven skills in teaching/mentoring, and supportive of openness and questioning
- Skills in identifying an individual's gifts/talents and facilitating lay involvement in all areas of the life and work of the church
- Proven skills in team management
- Innovative and creative, and able to "think outside the box"; not a rigid-thinker
- Experience in facilitating strategic planning and strengthening the congregation's renewed direction and focus
- Proven skills in conflict resolution/mediation
- Able to facilitate system and process analysis, and able to be a "change agent" with sensitivity to important traditions
- Able to lead in an environmental culture of capable lay leaders, and to recognize, inspire and utilize the talents of the congregation
- Proven skills in problem solving, and the ability to mentor others in this area
- Enthusiasm for life-long learning
- Able to convey enthusiasm and a positive perspective, with a sense of humour, and an ability to laugh at oneself

Joint Needs Assessment Report & Recommendations

Terms of Call for Full-time Minister

KUC intends to attract experienced ministers who are challenged and excited by the opportunities for renewal and growth embodied in our congregation and community. We have carefully examined our present and anticipated financial resources and commitments, and we can offer employment conditions, salary and benefits that satisfy all requirements of the United Church of Canada and are competitive with those offered by other pastoral charges.

Salary

KUC will offer a salary commensurate with the established United Church of Canada guidelines plus an additional amount commensurate with the candidate's experience, skills and qualifications (to be negotiated). Salary terms will be reviewed annually.

Relocation Expenses

KUC follows established United Church of Canada guidelines.

Housing Allowance

KUC follows established United Church of Canada guidelines. The allowance is reviewed every three years, using three independent real estate estimates in the area. Utilities, property taxes, maintenance, renovations and repairs are not part of the allowance and are the Minister's responsibility. The current housing allowance for a full-time Minister is \$20,600 and is to be reviewed and updated in 2011.

Travel Allowance

KUC follows established United Church of Canada guidelines (\$0.41 per kilometre effective Jan 1 2010).

Continuing Education and Book Allowance

KUC's education and book allowance assists with the cost of professionally related courses and purchase of resource material. Pertinent software may also be considered. A yearly maximum of \$2,000.00 is provided. Prior approval by the M&P Committee is required.

Home Telephone and/or Cell Phone

KUC provides for a maximum monthly re-imbusement of \$35.00.

Vacation Time

The position includes annual vacation according to established United Church of Canada guidelines arranged in consultation with the M&P Committee. Ministers are expected to cooperate and coordinate their vacation time.

Study Leave Time

In accordance with established United Church of Canada guidelines, Ministers are entitled to study leave time, arranged in consultation with M&P Committee.

Special Leave Time

As the situation warrants, and subject to established United Church of Canada guidelines and Ottawa Presbytery guidance, Ministers are entitled to special leave for disability, maternal and paternal, bereavement and compassionate purposes. Subject to UCC Sabbatical Leave Policy and consistent with our commitment to Faith Development and Learning, Ministers may apply for special study leave.

Statutory Holidays

Ministers are entitled to take Statutory Holidays and when one of the recognized statutory holidays named below falls on a Sunday, there will be compensatory time off in lieu at the earliest opportunity.

Joint Needs Assessment Report & Recommendations

Statutory Holidays are: New Years, Family Day, Good Friday, Easter, Victoria Day, Canada Day, August Civic Holiday, Labour Day, Thanksgiving, Christmas Day, Boxing Day, and a Float (personal) Day.

Employer's Share of Benefits

Not included in the Guidelines are detailed criteria for UCC pension, Group Insurance, Employer Health Tax, Employment Insurance, Disability Insurance and CPP. These items are included in the budget in accordance with Revenue Canada, established United Church of Canada and Ottawa Presbytery guidelines.

Office Support

Ministers are entitled to adequate office administrative support as arranged through the M&P Committee and the use of adequate office equipment as arranged with the Buildings and Grounds Committee. Office support is considerably decreased during the summer months.

Half-time Minister for Children/Youth and Reaching Out:

The half-time Minister assumes **primary responsibility** for the Faith Development and Learning of our children and youth, as well as for our congregational Reaching Out programs (our faith-in-action).

1. Faith Development and Learning (45%/9 hours)

Provide leadership in the Faith Development and Learning of our children and youth:

- Provide vision, resources and support in the planning, development and delivery of effective curriculum and programs for children and youth
- Integrate the programs for children and youth with the overall congregational themes and activities of Faith Development and Learning
- Promote and support intergenerational activities and programs
- Conduct confirmation classes, accessing relevant lay leadership
- Attend meetings of the Christian Development Committee, and mentor and support committee members
- Develop and support lay leadership for a variety of programs for children and youth
- Liaise with the full-time Minister in the planning and co-ordination of our overall congregational Faith Development and Learning programs

2. Reaching Out (30%/6 hours)

Provide vision, leadership and support for reaching out within the congregation and the wider community:

- Welcome and encourage young families and new members
- Support involvement and service beyond our church that promotes the congregation's focus and vision
- Promote and support the integration of Faith Development and Learning themes within our Reaching Out programs (our faith-in-action)
- Support the hospitality, fellowship and social activities of the congregation, and become involved as indicated
- Promote as appropriate, awareness of social action and justice issues, including opportunities for mission and service
- Encourage and support the participation and development of lay leadership in all areas of our welcoming, fellowship and community service

Joint Needs Assessment Report & Recommendations

- Attend meetings of related groups and committees, as needed, and mentor and support their members

3. Administration (10%/2 hours)

Participate in activities that support the work and service of the congregation:

- Support and participate in staff team communication and development
- Attend Board meetings as appropriate

4. Professional Development (10%/2 hours)

Demonstrate a commitment to personal, professional and spiritual growth:

- Conduct regular self-evaluation to help identify potential growth and development needs
- Work in consultation with the M&P Committee to help identify specific areas for growth and learning opportunities based on feedback from the Board, committees and congregation as well as your own specific areas of interest
- Engage in study and continuing education experiences that will facilitate your personal, professional and spiritual growth, and has the potential to benefit the congregation

5. External Relationships (5%/1 hour)

Establish relationships within the local and wider church community:

- Collaborate with Presbytery regarding resources, services and support for children and youth
- Participate in the courts of the church as required

Relationships, Accountability and Reporting (Half-time Minister)

- The half-time Minister is a member of the church staff team, which functions as a collegial, cooperative team supporting each other in their specific roles, and contributing to the Faith Development and Learning focus and overall goals of the congregation
- Our congregation has a strong lay leadership and Board/committee structure, and as such, are active partners in this team ministry
- The Minister is accountable to Ottawa Presbytery and to the Pastoral charge through the M&P Committee
- The M&P Committee, on behalf of the Board, conducts an annual review of each staff member's responsibilities, objectives, performance and results, as well as on-going performance monitoring
- As congregational needs vary and evolve, there may need to be mutually agreed upon revisions made to any staff member's individual time allocations

Required Qualifications and Skills (Half-time Minister)

- Paid accountable ministry personnel position, qualified through appropriate experience, education and discernment for specified role as recognized by the United Church of Canada
- Strong understanding of Christian faith, with a modern, liberal theology compatible with that of our congregation; able to present Biblical teachings both as "familiar narrative" as well as in a context relevant to our young people today
- Proven skills in communication, organization, implementation, and leadership
- Proven interpersonal skills, sensitivity, and confidentiality
- Proven ability to "connect" with and stimulate children and youth, in an atmosphere of openness and questioning

Joint Needs Assessment Report & Recommendations

- Proven skills in teaching and developing children and youth to become more grounded in their faith development and faith-in-action
- Leadership experience in strengthening Christian hospitality and outreach, including to young families and new members
- Proven team-work skills within both staff and volunteer networks
- Skills in identifying an individual's gifts and talents, and facilitating subsequent involvement
- Proven skills in problem solving, and the ability to mentor others in this area
- Innovative and creative, and able to "think outside the box"; not a rigid thinker
- Experience in conflict resolution/mediation
- Enthusiasm for life-long learning
- Able to convey enthusiasm and a positive perspective, with a sense of humour and an ability to laugh at oneself

Terms of Call or Appointment for Half-time Minister

KUC intends to attract experienced paid accountable ministry personnel who are challenged and excited by the opportunities for renewal and growth embodied in our congregation and community. We have carefully examined our present and anticipated financial resources and commitments, and we can offer employment conditions, salary and benefits that satisfy all requirements of the United Church of Canada and are competitive with those offered by other pastoral charges.

Note: all relevant terms below are pro-rated, as appropriate, for the half-time Minister

Salary

KUC will offer a salary commensurate with the established United Church of Canada guidelines plus an additional amount commensurate with the candidate's experience, skills and qualifications (to be negotiated). Salary terms will be reviewed annually.

Relocation Expenses

KUC follows established United Church of Canada guidelines.

Housing Allowance

KUC follows established United Church of Canada guidelines. The allowance is reviewed every three years, using three independent real estate estimates in the area. Utilities, property taxes, maintenance, renovations and repairs are not part of the allowance and are the Minister's responsibility. The current housing allowance for a half-time Minister is \$10,300 and is to be reviewed and updated in 2011.

Travel Allowance

KUC follows established United Church of Canada guidelines (\$0.41 per kilometre effective Jan 1 2010).

Continuing Education and Book Allowance

KUC's education and book allowance assists with the cost of professionally related courses and purchase of resource material. Pertinent software may also be considered. A yearly maximum of \$2,000.00 is provided. Prior approval by the M&P Committee is required.

Home Telephone and/or Cell Phone

KUC provides for a maximum monthly re-imbursment of \$35.00.

Joint Needs Assessment Report & Recommendations

Vacation Time

The position includes annual vacation according to established United Church of Canada guidelines, arranged in consultation with the M&P Committee. Ministers are expected to cooperate and coordinate their vacation time.

Study Leave Time

In accordance with established United Church of Canada guidelines, Ministers are entitled to study leave time, arranged in consultation with M&P Committee.

Special Leave Time

As the situation warrants, and subject to established United Church of Canada guidelines and Ottawa Presbytery guidance, Ministers are entitled to special leave for disability, maternal and paternal, bereavement and compassionate purposes. Subject to UCC Sabbatical Leave Policy and consistent with our commitment to Faith Development and Learning, Ministers may apply for special study leave.

Statutory Holidays

Ministers are entitled to take Statutory Holidays and when one of the recognized statutory holidays named below falls on a Sunday, there will be compensatory time off in lieu at the earliest opportunity. Statutory Holidays are: New Years, Family Day, Good Friday, Easter, Victoria Day, Canada Day, August Civic Holiday, Labour Day, Thanksgiving, Christmas Day, Boxing Day, and a Float (personal) Day.

Employer's Share of Benefits

Not included in the Guidelines are detailed criteria for UCC pension, Group Insurance, Employer Health Tax, Employment Insurance, Disability Insurance and CPP. These items are included in the budget in accordance with Revenue Canada, established United Church of Canada and Ottawa Presbytery guidelines.

Office Support

Ministers are entitled to adequate office administrative support as arranged through the M&P Committee and the use of adequate office equipment as arranged with the Buildings and Grounds Committee. Office support is considerably decreased during the summer months.

APPENDIX I – KANATA UNITED CHURCH INFORMATION

Information can be found on our website at www.kuc.ca or alternatively, the following documents and information can be made available by request through the Joint Search Committee:

Annual Report, Bulletin from recent service, Financial Report, KUC Newsletter, Transition documents

APPENDIX II – LINKS TO AREA SERVICES AND FACILITIES

City of Ottawa

<http://www.ottawa.ca/>

Beaverbrook Community Association

<http://www.beaverbrook-kanata.ca/>

Kanata Food Cupboard

<http://www.kanatafoodcupboard.ca/>

Kanata Courier Standard (local newspaper)

<http://www.yourkanata.com/>

Marianne Wilkinson (Kanata North, City of Ottawa Councillor)

<http://www.mariannewilkinson.com/>

Ottawa-Carleton District School Board

<http://www.ocdsb.edu.on.ca/>

Ottawa Citizen

<http://www.ottawacitizen.com/>

Ottawa Hospital

<http://www.ottawahospital.on.ca/>

Ottawa Presbytery

<http://www.uccanottawa.org/Home.html>

Peggy Feltmate (Kanata South, City of Ottawa Councillor)

<http://www.feltmateforkanata.com/>

Queensway Carleton Hospital

<http://www.qch.on.ca/>

United Church of Canada

Montreal and Ottawa Conference

<http://www.montrealandottawaconference.ca/site/>