

**ST. ANDREW'S UNITED CHURCH  
HALIFAX, N.S.**



**2020  
ANNUAL REPORT  
203rd YEAR**



## TABLE OF CONTENTS

In Memoriam	1
Chair of Council Letter	2
Minister	3
Minister of Music	5
Thank You and Farewell to Rev. Russ Daye	8
Regional Council 15	9
Congregational Roll	10
2021 Council & Committee Membership	11
Minutes from the 202 <sup>nd</sup> Annual Meeting March 8, 2020	13
Board of Trustees	17
UCW Annual Report	18
UCW Financial Statement	19
<b>Committee Reports</b>	
Ministry and Personnel	20
Worship & Music	21
Faith Formation	22
Pastoral Care	22
Site Redevelopment	23
Building	24
Social Justice	25
Sunday Suppers	26
Benevolent Fund	27
HIM Singers	27
Stewardship	28
2021 Strategic Plan	29
Treasurer's Report	31
2020 Actual Financials (Green Paper)	38

**In Memoriam – 2020**

Marion Anderson

Cathy MacNutt

Pam Brown

Carol McKeown

Stewart Hattie

JoAnn Moores

Susan MacDonald

Lorraine Spracklin

Rev David MacNaughton

Loving God,

We thank you for those who have gone before us – your people who served and worshiped in this place. We are grateful for their contribution and we ask for grace and strength to build on their foundation. May we continue to serve you in ways of love and faithfulness. Amen.

## **Chair of Council Letter**

Dear St. Andrews Community:

What a year it has been. I would like to thank you all for the opportunity to serve as Council Chair during this past year. At the beginning of the year, the challenges were clear and had been identified by the congregation. Projects included conducting a needs-assessment, and completing the work of the site redevelopment committee with the expectation of presenting a set of viable options for redevelopment. Also on the list was updating the strategic plan, getting a firm grip on our financial future and learning to live within our means. All without losing sight of our primary task, to live the Mission and Vision of St. Andrews.

And then along came a pandemic. Didn't see that coming. I am very pleased and honoured to be able to say that everyone within our community steadfastly stepped up to the challenge to ensure that today we are able to present you with a comprehensive plan for St. Andrews to move forward while ensuring that we are able to live the Mission and Vision of St. Andrews within the greater community, confident that we are stronger than ever.

There are many stories of leadership and gratitude that I have witnessed during the past year in the St. Andrews community, and I have watched the tireless work of many. I will share just one brief story as an example that made me feel incredibly blessed and privileged to be part of this thriving community. In early March of last year, we received notice from public health officials that only essential services were permitted to continue to operate. Naturally, we feared that not only would we have to suspend worship, but we would have to close the operation of Sunday suppers. At the time, we were regularly hosting approximately 150 members of the community at each weekly supper. After a call to the Premier's Chief of Staff and a good conversation, we were advised that the Government would consider our Sunday suppers to be an essential service. Sunday suppers have continued since that time and as of last week, approximately 250 members of the community are being hosted weekly.

As the world around us has pivoted and adapted during these challenging days, St. Andrews has embraced virtual worship and worked to ensure that our community remains connected and living our values. It wasn't the year I had planned, but it has been an honour and a privilege to serve as Council Chair. I strongly encourage others to participate in the governance and operations of St. Andrews. Doing so reminds me every day how truly blessed we are and contributing in this way is not only a practical way of living our faith, it rewards deeply in the soul. I wish great success for the next council. Thank-you and Peace be with you all.

Yours,  
Robert

## Minister

### 2020 Unmasked

*For nothing is hidden that will not be made manifest,  
nor is anything secret that will not be known and come to light.*

Luke 8:17

In the great masking of 2020, a few things have been unmasked in our personal lives and our life together.

***We Need Each Other*** Coffee hour, face to face greetings, visits to homes, gatherings to celebrate or say goodbye, rituals and worship and work of all kinds. What a gift it is to gather in Christ's name. And what a loss when we cannot do so. This year we felt the need in the aftermath of Portapique shootings, when gathering in a sanctuary would have been right. We felt the need in the death of friends, when gathering for a funeral would have been right. We felt the need in the beauty of Advent and Christmas, when gathering with family would have been right. We felt the need in the most ordinary of Sundays – *ordinary time* – when gathering would have been right.

I'm so impressed by your efforts to stay in touch. Learning new ways to join worship. Chatting on Facebook while the Livestream plays. Emailing, me and others in our community. Making phone calls, more than you have in years. Ministry by text is becoming a thing – which works better than you'd think. And many times, I've relayed the news of needs of one to another. How many times I'm asked, "How is \_\_\_\_\_?" It shows the care and interest from a distance. I feel sorry when I don't know the answer because I haven't reached out enough. I think we could all do better on this. There is such isolation and anxiety: for us, our loved ones, for this time and this world, and for how we will all get through this. We have much to offer one another, not least care and encouragement.

***We Are Creative and Resilient*** This year Covid restrictions and requirements were tossing us to and fro. We are so thankful for the responsive, creative, and determined efforts to keep us on course. Our online services are the committed work of many: filming on location, editing video and sound, incorporating images and text, managing Livestream, uploading to Facebook and YouTube, sharing links, enabling on-line donations, and risking being seen on a screen as we sing, read or preach. Our in-person gatherings involve sign-ins and sanitizing, measured distance, greeters on the sidewalk and at the door, welcoming warmly and safely. Our meetings are on Zoom, or at least with the option for in person or zoom. We've become tech savvy with patience and humor: talking while muted, fumbling for screen share, looking pale and poorly lit, or worse – frozen in mid air. It's all good ... we get the work done.

Sunday Suppers has been a model of creativity and resilience, continuing service and kindness for the hundreds who come to our door, week after week. The meals are homecooked and packaged for take-out, with careful attention to variety and balance. Fresh fruit, milk, tea, sometimes whole pies, toiletries, dry socks, warm clothes, and more - so much more – is freely shared. If you want to see grace and generosity given and received, this is the place.

***These Realities are Ours*** 2020 unmasked realities that are ours, to own and address.

Care: Unmasked. Nova Scotia is faring better than others, but we will never forget the illness and death that tore through Northwood Extended Care Facility. The pandemic unmasked our country's social systems of care for those in assisted living, and there are cracks. Issues of crowding, staffing, funding, and equity all call for attention and a gospel response.

Racism: unmasked. It was hardly hidden before, but there was a change in 2020. We were sparked and galvanized by the death of George Floyd and the dispute between Sipekne'katik First Nation members of the Mi'kmaq and non-Indigenous lobster fishers. They are only the tip of the iceberg of endemic racism. It is deeper, broader and more diverse, and in need of further unmasking. Voices and spirits are calling for meaningful discussion and measures, and institutions like The United Church of Canada, are at work on anti-racism strategies. Saint Andrew's can do the same. It is another call for attention and a gospel response.

Poverty: I can't, sitting in this position of comfort and safety, say anything that I think is going to be accurate and appropriate to the experience of poverty. Throughout 2020 an Indian proverb kept coming to mind: "I store my grain in the belly of my neighbor."

Western, capitalistic society taught us to hoard long before the dire warnings of toilet paper shortages in the spring of 2020. This notion that we need abundance *in order to be safe*, is a simply not true. The disconnect between those who have and those who have not has never been bigger, and there is an urgent invitation for us to release the stranglehold on our hoarding. This is the time to ask in a way that is emotionally sober and accurate, *what can I offer in the immediacy?* And then over time to ask *why do so few have so much and why do so many have so little?* Another call for attention and a gospel response.

### ***This Church***

In case we doubted, 2020 has shown that the prophetic and pastoral voice of the church is needed more than ever, for our families, our community, our faith. We have a wonderful community, masked *and* unmasked, to take us fully into 2021.

In shared service,  
Rev. Susan Chisholm



Photo: *Sunday Morning*  
by Andrea Harrison

## **Minister of Music**

There are so many clichés about 2020 being a year unlike any other, and that is all true. But the consequence of the Covid19 pandemic is fully illumined when time is taken to reflect on how all our lives, our work, our play, our relationships, our everything has been transformed by what our former colleague Russ Daye would call an “Unwanted Journey”.

And yet, there is an imperative to respond. This is what we at St. Andrew’s have been called to do over the past months, and for me particularly there were deep changes in how I undertook my work as Minister of Music, and how I sought to keep the many participants in music ministry engaged.

My watchwords for 2020 have been ‘adaptability’, ‘flexibility’ and ‘innovation’. These are great values to have in mind when trying to catalyze transformative change. But when such change is forced upon you it is good and healthy to recognize that which is possible and to find the means to make the previously unimagined real. If you know me at all, you know that these words inspire and stimulate creative responses for me. Personally, the past year has been a period of tremendous learning, personal growth and exploration. Many people have come alongside to make worship a vibrant, living and present experience even as, for much of the year, we have had to live in isolation and separation, making contact mostly by virtual means.

While the need to safely isolate and refrain from usual activities deeply impacted all of us and proved to be a strain on our mental, emotional and spiritual health, those of us who rely on interactive creativity as a source of balancing equilibrium in our lives through performing and creative arts found the loss of those activities especially difficult.

I know these circumstances challenged many of our choir who, due to gathering limits and initial fears of heightened transmission risk from singing, could not meet in person through the spring. We did meet periodically on Zoom for fellowship and hymn sings, which helped keep us in touch and our spirits up. In the spring a collection of singers produced recorded anthems for use in worship through March and April. In May a few choir members participated in a ‘virtual choir’ (aka choir in boxes!) for communion on May 31, Pentecost Sunday. As gathering limits relaxed and research studies revealed the means to mitigate risks of singing/music performance were published toward the end of the summer, the choir restarted in-person meetings through much of the fall. We recorded anthems for the Remembrance Sunday service. When viral presence increased and gathering limits tightened once again, the choir stopped meeting, but enjoyed participating in the Christmas Zoom Carol Sing on Sunday Dec 27. It is Susan and my intention to feature the choir with regularity in 2021, and the first opportunity for that came on January 17 when the choir sang in person at worship for the first time since March 2020.



A significant new activity for me in 2020 was advocacy work on behalf of performing arts organizations and religious communities of all faith perspectives in Nova Scotia for appropriate return-to-activity guidelines from Public Health related to music performance. Responding to a request from the Nova Scotia Choral Federation, I attend a meeting of Performing Arts stakeholders in mid-April as the 'church music representative' with our chief medical officer of health, Dr. Strang. I have met regularly with Dr. Strang via monthly zoom gatherings with inter-faith leaders from across the province. These gatherings have helpfully kept me current to the latest PH guidance, and helped formed the responses by our congregation. I have also worked with a team from NSCF to inform guidance by Public Health for vocalists and instrumentalists, and specific guidance for choirs and group music performance, including church music. These updates have recently been approved by Dr. Strang and published by Public Health. For churches, the result will be clarity on how choirs, congregational singing and other music activities can be undertaken safely.

Related to this advocacy work, I have served as co-chair on the Region 15 Faith Formation and Leadership Development committee; as co-convenor of the Regional Network of United Church Musicians in the UCC East; and written articles for the UCC worship resource magazine, 'Gathering'. Through these connections I have been sought out for further consultation by worship leaders around the country to share resources on pandemic response in church music, the tech learning curve presented by digital worship, and copyright considerations in online worship. As well, in early 2020 I was appointed to the Development team for Sing 2025, the United Church's next hymn and worship material resource to be released as a digital platform in fall 2024, in time for the 100<sup>th</sup> anniversary of the UCC. My work on this project is focused on the Marketing, Animation and Funding committee. What an exciting project, involving nearly two dozen worship leaders from across the breadth of the church. Finally, I continue in my very part-time role as University Musician at Atlantic School of Theology, where many of the same challenges are playing out, but where I have the benefit of further resource sharing and advocacy work in the context of an advanced learning environment, teaching and modelling very practical content in my areas of interest to the upcoming leaders of our congregations.

You may ask "what good does all this do St. Andrew's?" A reasonable question. First, it illustrates that I am engaged and well deployed in my chosen vocation. But also, it is important to know that all these points of engagement are not only about what I give, but what I learn. My other watchword for these Covid-times is 'collaboration'. I have been so greatly enriched by the support and teaching I have received from colleagues locally, regionally and indeed around the country and continent. I count myself fortunate to have such knowledgeable and helpful people to draw upon, and the means to communicate with them. And you, dear friends, are the beneficiaries of these connections as I take the knowledge, advice and support from those collaborating experiences into the work I have to do here.

I would like to conclude with some comments on worship this past year. I never would have imagined that I would be part of recording digital/virtual worship. In fact, if you had asked me a year ago if I'd like to take a job that involved weekly pre-recorded worship I would have told you how much I dislike the recording experience, and that I wasn't interested. Fascinating what happens when your options are suddenly limited! Together we've learned how to use new tech—it was sometimes a bit clunky, but I believe we saw the problems and worked to resolve them. We've also thought about how to best present worship in a virtual format, including such considerations as: How long can the viewer give attention to the screen...that we need to create a sense of presence and proximity to what is happening in our liturgy...what opportunities do film offer that can't be replicated 'in person'...how do we create sacred presence, a sense of the holy even through our distance and separateness? I want to thank Russ and Susan, for their creativity and openness to re-imagine what worship is and how it can still be worship when the medium has to change. I'd like to thank Dana-Lynn Farrell and Maria Psaila for their technical expertise and for solving many, many problems to make any number of things look and sound their best in our virtual worship explorations. And I'd like to thank all musicians who contributed to worship this year--the choir, special guests, but especially our regular contributors from the Mostly Righteous band: Peter Baylis, Chris Churchill, Dana-Lynn Farrell, Moira MacDonald, Shelley Meisner and Steve Tugwell. Your inspired performances are a response to the Holy Spirit moving within you, and we are so blessed.

What extraordinary days these are. What a time it is to be the church of Jesus Christ. Praise be!  
Respectfully submitted,

Kevin Parks  
Minister of Music



**WE GIVE GREAT THANKS FOR OUR SHARED MINISTRY WITH REV. RUSS DAYE**



After many years of ministry, service, leadership, pastoral and prophetic care, St. Andrew's bids Russ *farewell*. A celebration of Russ' ministry will be held Sunday, March 14<sup>th</sup>, 10:30 am. All are welcome!

May God's sabbath rest bless you.  
May freedom of new life enliven you.  
May God's peace dwell in your heart  
Your whole life long.

## **Regional Council 15**

Following the planned restructure of the United Church of Canada (UCC), the last meeting of Maritime Conference and Halifax Presbytery were held in 2018. The UCC was reorganized into 16 Regional Councils. St Andrew's United Church is now a member of Region 15 which includes UCC communities of faith in NS and Bermuda. It held its first meeting in Sackville, NB, May 2019, and its second meeting online May 2020 and a special recalled meeting online November 5<sup>th</sup>, 2020. The clergy and up to 3 lay members are our church's representatives on Region 15. They are encouraged to be active volunteers on the Region's committees. Currently, Rev. Susan Chisholm, Kevin Parks, Linda Scherzinger, and Patricia Betts represent St Andrew's.

Kevin Parks is co-chair of the Region 15 Faith Formation and Leadership Development Committee which has been locating and disseminating resources and supporting communities of faith with online seasonal worship planning events. He is also co-convener of the 3 eastern regions' Network of United Church Musicians which has been a resource to church music leaders, clergy and worship committees. Kevin is also on the General Council "Sing 2025 Development Team" which is preparing to release a comprehensive online worship planning and resource tool, "Gathering Online" this fall. The national policy making body of the UCC, The General Council, normally meets in a different location every 3 years. However, the 44<sup>th</sup> General Council, scheduled to meet in Edmonton, AB, July 2021, was postponed until 2022 due to covid-19.

Linda Scherzinger and Trish Betts are both on the cross-regional Justice, Mission and Outreach Committee which includes members of the 3 Atlantic regions. Linda is co-chair of the Working Group for A Just Peace for Palestine and Israel and is a member of the Working Group for Ecological Justice. Trish is new to the Region and JMO Committee and has joined the Working Group for Refugee and Immigration Matters and the Working Group for Ecological Justice.

Respectfully submitted,  
Kevin Parks, Patricia Betts, Linda Scherzinger

## Congregational Roll – 2020

Number of households under pastoral care– January 1, 2020 302

Number of households under pastoral care - December 31, 2020 243

Members – January 1 285

Members – December 31 273

Adherents – January 1 318

Adherents – December 31 170

Total Congregation – January 1 603

Total Congregation – December 31 443

The member designation is given to both adults and youth who were confirmed in the United Church. Adherents are those of all ages, including children who have not been confirmed or who were confirmed at another church and have not transferred their membership to St. Andrew's. If your membership is with another church and you wish to transfer to St. Andrew's, please call our church office. Transfer of membership may be done at anytime.

During 2020 there were no confirmations.

Every United Church must keep a membership register. St. Andrew's register began in 1925 when the United Church was formed. The register contains the names of every person who is or has been a member. This includes persons who no longer attend St. Andrew's, but have not transferred membership to another congregation. These persons are considered to be "non-residents". Some may begin attending again and some may transfer their membership. As of December 31, there were a total of 76 on the non-resident list.

For 2020:

Number of funerals 5

Number of baptisms 0

Number of weddings 3

Transfers of members in 1

Transfers of members out 4

## COUNCIL & COMMITTEE MEMBERSHIP 2021

### COUNCIL

Sherry Hassanali, Chair

Vacant, Secretary

Jeffrey Smith, Treasurer

Tricia MacLeod, M & P

Members at Large: Will Webster

Vacant

Vacant

Vacant

Rev. Susan Chisholm, Covenanted Staff (Ex Officio)

Kevin Parks, Minister of Music, (Ex Officio)

Ken Burt, Executive Director, (Ex Officio)

### TRUSTEES

John Young, Chair

Diana Dalton

Bruce Lusby

Justin McDonough, Vice Chair

Dale Noseworthy, Treasurer

Terry Brennan

### MINISTRY & PERSONNEL

Carole Cooley, Co-Chair

Roy Hayward

Tricia MacLeod, Co-Chair

Margaret MacKay, Past Chair

### WORSHIP & MUSIC

Dana-Lynn Farrell, Co-Chair

Susan Alexander

Susan Chisholm, Ex Officio

Kevin Parks, Ex Officio

Margaret MacKay (Communion Chair)

Robert (Bob) Shepherd

Susan Chambers

Kim King

### COMMUNION

Margaret MacKay, Chair

Bob Shepherd

Margot Robar

Sherry Hassanali

### BUILDING

TBD, Chair

Michael Bird

Bruce Lusby

Don Couse

Brian Robar

Doug MacLean

Robbie Shaw

### SITE REDEVELOPMENT

Eric Burchill, Chair

Ken Burt

Eric Roe

Diana Dalton

Dale Noseworthy

Ian Sutherland

Robbie Shaw

John Young

### UPRC DEVELOPMENT COUNCIL

Paul Frank

Lorne Ferguson

Christine McLean

Eric Burchill

Robbie Shaw

Kevin Parks

Ken Burt

**WELCOMING**

Janet Skiba

**FINANCE & ADMINISTRATION**

John Gunn, Chair  
Jeffrey Smith, Treasurer  
April Barkhouse Stroink  
Treena Faloon  
Ken Burt

**PASTORAL CARE**

Kelly Kitamura, Chair  
Betty Anderson  
Susan Chisholm, Ex Officio

**ROLLS**

Margot Robar, Chair

**STEWARDSHIP**

Will Webster, Chair  
Don Stonehouse  
Bruce Nauss

**COMMUNICATIONS**

Dana-Lynn Farrell, Chair  
John Gunn

**SOCIAL JUSTICE**

TBD, Chair  
Elaine Gunn, Past Chair  
Janet de Saint Sardos  
Linda Scherzinger  
Linda Davis

**SUNDAY SUPPERS**

Elaine Churchill  
Kathy McKay  
Bryana Jew

**REFUGEE SPONSORSHIP**

Helen Ferguson  
Janet de Saint Sardos  
Bill Chambre  
Tracy Kok  
Susan Chisholm (Ex Officio)

**LIBRARY**

Betty Sutherland, Chair  
David Sutherland

Eric Roe  
Scott Taylor  
Bill Chambre  
Robert Maingot

Joan Auld  
Jean Shaw

**MEMORIALS**

Betty Anderson

Jennifer Stevens-Ross  
Robbie Shaw  
Katherine Frank

Kevin Parks, Ex Officio

Ellen Taylor  
Carol MacLean  
Jennifer Stevens Ross  
Trish Betts  
Beth McGee

Barbara Nanton (kitchen lead)  
Mary Schlech

Chris Churchill  
Sherry Hassanali  
Andrea Harrison  
Eric Roe

**St. Andrew's United Church**  
**Minutes of the 202<sup>nd</sup> Annual General Meeting**  
**March 8, 2020**

**Welcome and Opening**

The meeting was held in the sanctuary in conjunction with the service, starting at 10:30. Susan Chisholm opened the meeting with a prayer. Treena Faloon called the meeting to order.

**Election of AGM Chair and Secretary**

Treena Faloon Asked for nominations for Chair and secretary for the meeting.

*Motion by Tricia MacLeod to nominate Carole Cooley as chair for the meeting and Janet Skiba as secretary for the meeting. Motion seconded by Trish Betts, Motion carried.*

**In Memoriam**

Betty Anderson read of the names of 17 members and adherents of St Andrew's who passed away during 2019 and a prayer and thanks for their lives.

**A Year of Conversation**

Susan Chisholm gave a brief review of the finds from the first two rounds of our discussion. 5 key elements came from the **first** round discussions:

- Address the budget
- Talk with the wider community
- Talk with other churches
- trust the site development task committee
- Prepare for disruption in our community.

Of the 156 participants in these discussions, 151 agreed council should put out a request for a RFP for the site development.

The focus of the **second** round of discussions was the "Budget"

The points from these discussions:

- Majority agreed to hire executive director
  - Part time, 1 year trial period
  - Operational Leader
  - Visioning, strategizing, problem solving
  - Involvement in site development project
- How to finance executive director position?
  - Ministers offer to reduce their time was considered but not adopted at this time as further assessment required.



- A resounding appreciation to Robbie Shaw for all the work he has done over the past 18 months
- A resounding appreciation to Marilla for her work managing the rentals of our space.
- Other cost cutting measures should be reviewed
- Should be ongoing updates to the congregation regarding the site development.

The meeting was handed over to Carole Cooley

### **Voting Privileges**

Carole Cooley asked for a motion to extend voting privileges to adherents of the congregation.

*Motion by Trish Betts to extend voting privileges to adherents of congregation. seconded by Robbie Shaw. Motion carried.*

### **Approval of Agenda**

Carole Cooley asked whether there were items to be added to the agenda. One item regarding Brunswick Street Mission was added by Elaine Gunn, St Andrew's member of the Missions board of directors.

*Motion by Katherine Frank to approve the agenda. seconded by Diana Dalton. Motion carried.*

### **Approval of the Minutes of the 2019 Congregational Meeting**

Carole Cooley asked for comments on and corrections to the minutes of the annual general meeting held on 10 March 2019.

*Motion by Dana Lynn Farrell to approve the minutes of the March 10 2019 annual meeting as circulated. Seconded by Trish Betts.*

### **Approval of the Committee Reports**

Carole Cooley asked whether there were any questions or comments on any of the committee reports as printed in the 2019 Annual Report.

*Motion by Bob Hanf to approve the committee reports as circulated. Seconded by Betty Anderson. Motion carried.*

### **Governance Report**

Treena Faloon spoke regarding changes being proposed to the governance of St Andrew's

- Reduced council team, from 12 to 8
- Not all committee chairs would be required to attend council meeting. the purpose being to them to concentrate on their own committee.
- To make jobs small and engage more volunteers.
- Term on council reduced from 3 to 2 years

- 4 members required for a quorum

*Motioned by Treena Faloon to approve changes made to the governance of St Andrew's council as circulated. Seconded by Roy Hayward. Motion carried.*

### **Nominations Report**

Treena Faloon reviewed the Council and Committee Membership for 2020 as circulated with the Annual Report noting one addition to council being the executive director position (TBA). Carole Cooley asked whether there were any nominations from the floor. There were none.

*Motion by Treena Faloon to approve the council & committee membership for 2020. Seconded by Robbie Shaw. Motion carried with executive director as (Ex Officio)*

### **2020 Proposed Budget**

John Gunn reviewed the operating budget as reported in the annual report. The good news from last year's was givings from envelopes and PAR were up by 10% and rental income up 20% . However extra cost were incurred with heating the space during rentals and the extra sexton time required to configure the chairs.

*Motion by John Gunn to approve the financial report for 2019 and the proposed budget for 2020. Seconded by Bob Shepherd. Some discussion regarding fundraising to cover cost of new executive director position and to help ourselves during our time of need. Question regarding the tower removal was that factored into the budget for 2020. Answer no as the final verdict has not been determined as yet. Motion carried.*

### **2020 Trustee Report**

John Young gave a brief review of the trust fund. Last year the fund was worth \$2, 000,000, and currently with the stock market down 12% over the past 3 months it is now worth approx. 1 1/2 million\$. It is projected to be less than 1 1/2 million\$ at the end of 2020.

*Motion by John Young to approve the report of the trustee. Seconded by Ken Burt. Motion carried.*

### **Brunswick Street Mission**

Elaine Gunn advised the Brunswick street Mission's annual general meeting is being held on 13 April at 7 pm at the mission.

Elaine is a member of the Brunswick Street Mission Board of Directors. The By-Laws of the Mission are being updated and will be voted on at the upcoming mission. She needs permission from the congregation to sign the new by-laws.

*Motion by Elaine to give her permission to sign the new by-laws for Brunswick Street Mission on behalf of St Andrew's United Church. Seconded by Trish Betts. Motion carried.*

### **Next Steps**

Treena Faloon welcomed the new members to council and committees. in the coming year council will:

- set the plan for 2020
- continue development plan for the executive director
- continue with the ongoing site development
- do a needs assessment

### **Courtesies**

Margot Robar expressed thanks on behalf of the congregation to the staff and volunteers who keep St Andrew's functioning.

### **Benediction**

The meeting was adjourned at 1:05 pm with a benediction pronounced by Russ Daye.

Respectively submitted,  
Janet Skiba

## **Board of Trustees**

The Trustees are pleased to report that our investment portfolio managed by SEAMARK Asset Management Limited performed well this year and enabled the Trustees to advance all monies requested by Council to the operation fund.

The Trustees continue to be concerned that the ongoing annual deficits incurred by the Church will, over time, adversely impact the funds available in the Endowment Fund, Consolidated Fund and Manse Fund as the annual payments from the Trustees are exceeding the annual income earned by the Funds maintained by the Board of Trustees.

Last year the Trustees in addition to our annual payment, advanced \$140,000 to support the operations of the church and the Trustees will be advancing a similar amount this year.

Because of the payment schedule for this fiscal year, we expect a decline in the value of our portfolio. This decline is of concern to everyone and all of us need to consider taking action to preserve the value of our assets for the long term.

### **Concerns from the Board of Trustees**

Continuing to use the endowment fund to support operating deficiencies will lead to a continuing and rapid depletion of the balance of the Endowment Fund.

All of us need to look for other solutions to balance the budget beyond relying on the Endowment and Manse Funds. We understand Council has authority to withdraw funds however as Trustees, we have a duty to advise of our concerns, and the long-term impact of continuing to withdraw funds in excess of the annual funding formula.

### **Retiring Members**

The Board of Trustees want to thank Wayne MacLean and Frank Sommerville for their excellent service over the years, and persons interested in serving as a Trustee can contact me at your leisure.

Thank you for your attention.

John A. Young, Q.C.,  
Chair

## **United Church Women (UCW)**

The Coronavirus pandemic has created challenges for the UCW as it has for all groups trying to maintain programming during this difficult time. The group has 22 active members and 12 home members. New members are always welcome.

Four meetings were held throughout the year, usually on the third Monday afternoon of the month. Meetings in 2020 included a social evening with dinner at Le Bistro in January. In February, the group discussed programming ideas for the year and Jean Chapman spoke about her recent trip to India and Charlotte Sutherland gave a brief presentation on a cruise of the Gulf of St. Lawrence which included a visit to Sable Island.

The group met again in October and with no opportunities for catering available decided to hold a soup challenge. We invited the congregation to set aside a loonie or toonie whenever they ate soup in November, with the proceeds going to the Joseph Howe School Breakfast Program. Thanks to everyone who helped us raise over \$1000 for this cause.

The last meeting of the year was held in November, with more discussions on how we might be able to support the church and other programs which we assist annually.

With the approval of the group the executive met in December to decide how to continue our support with the limited funds available. All donations for 2020 are detailed in the accompanying financial statement.

During 2020 we felt the loss with the passing of Carol McKeown and life members Lorraine Spracklin and Marion Anderson.

Thank you to all the members for their support during 2020. We look forward to moving forward in 2021 with a year of fellowship, and service.

Respectfully Submitted,  
Charlotte Sutherland, Chair

## St. Andrew's UCW - Financial Statement - 2020

**Opening balance** **\$4,990.93**

**Income:**

UCW member donations	\$1,321.00
Sale of jewellery from Bake Sale Plus 2019	\$96.98
Soup Challenge	\$1,055.40
Calendars (sale of last 2020 calendar)	\$10.00
Maritime Conference Financial Services (interest)	\$80.00
Fellowship of the Least Coin	\$17.30
<b>Total income:</b>	<b>\$2,580.68</b>

**Donations:**

St. Andrew's Benevolent Fund	\$500.00
St. Andrew's Memorial Fund (re C. McKeown, L. Spracklin, M. Anderson)	\$75.00
St. Andrew's Sunday Suppers	\$1,000.00
Angola Memorial Scholarship Fund	\$150.00
Brunswick St. Mission	\$1,000.00
HRCE school breakfast programs (Joseph Howe School)	\$1,055.40
Women's Interchurch Council of Canada (Fellowship of the Least Coin)	\$17.30
<b>Total donations:</b>	<b>-\$3,797.70</b>

**Expenses:**

Mandate subscriptions (1 year)	\$69.53
Halifax District UCW & Region 15 UCW dues	\$109.00
<b>Total expenses:</b>	<b>-\$178.53</b>

**Closing balance:** **\$3,595.38**

**Investment Certificate: Maritime Conference Financial Services** **\$2,000**

Respectfully submitted,  
Ruth Cordes, UCW treasurer

## COMMITTEE REPORTS

### **Ministry and Personnel**

The Ministry and Personnel (M&P) Committee acts as liaison between the clergy and lay staff, and St. Andrew's congregation and Council. This is a mandatory committee required by the bylaws of the United Church of Canada. M&P oversees the roles, functions and entitlements (vacation, sick leave, continuing-education time) of clergy and lay staff. If M&P receives personnel-related concerns from the congregation, the committee works to find a resolution to the issues. Each year, the committee meets with clergy and staff members to review and evaluate their performance over the past year and to discuss goals for the coming year.

Committee meetings are held bi-monthly, or more frequently if required, with the exception of the July and August. While the business of the committee remains confidential, M&P reports regularly to Council.

This past year, St. Andrew's created the new position of Executive Director, and hired Ken Burt to fill that role.

We facilitated contracting a new Faith Formation Coordinator (Jillian Eisener), and a new Assistant Sexton (Shaw Nicholson).

In 2020 we accepted the resignation of Marilla MacLean, Operations Manager, and hired Kevin Parks on a temporary basis to fill that role.

And St. Andrew's accepted the resignation of Rev. Russ Daye, who has been our Lead Minister since 2005.

Since the start of the COVID-19 pandemic, M&P recognizes that the ministers and staff have been working under unusual circumstances, and are managing very well to deliver quality worship services in new ways, respond to pastoral care needs, proactively check in with members of the congregation to keep them engaged, and manage the operations of St. Andrew's. We are grateful!

A sincere thank you to all M&P members for their time and efforts on behalf of the congregation.

Respectfully submitted,  
Carole Cooley, Chair

Committee Membership 2020  
Carole Cooley  
Roy Hayward

Margaret MacKay  
Tricia MacLeod

## **Worship & Music**

People are drawn to St. Andrew's by our excellent preachers, talented and versatile musicians, and the high-quality worship services they consistently provide. Remarkably, these cornerstones stood strong during this year of unprecedented turmoil and uncertainty. Everyone involved in ministry at St. Andrew's drew deeply on their faith and creative resources to adapt to fast and frequently changing social requirements. For these dedicated people, we are extremely grateful.

The need to physically distance from each other led to some of the most significant alterations to worship services including judiciously spacing the sanctuary chairs, placing directional arrows on the floor, registering contact information of everyone attending church, muted singing, virtual choir anthems, individually packaged communion elements, and insisting that everyone wear masks at all times (excluding worship leaders while on stage), to name just a few changes.

These, as well as times when in-house services were prohibited, gave added impetus to perfecting our live streaming on Facebook and YouTube, and other online offerings. Council granted a re-allocation of organ funds to improve the sound system and to buy video recording technology; stationary video cameras have recently been installed in the balcony and can be remotely controlled from anywhere in the sanctuary. The W&M Committee is trying to find volunteers who want to learn how to use the new equipment and can attend church on a somewhat regular basis to continue this valuable ministry.

Besides the physical changes around the church, the committee has talked a lot about how we can maintain community in a world torn apart by the Coronavirus. There are parishioners who cannot, or wish not to, use social media platforms; and those who do use them may still suffer deficiencies – difficulty hearing, inability to socialize before or after services, and a disconnect from everything that church-going once offered. Nor is it just parishioners who feel this way – the ministers and musicians feel distanced from their audience.

Worship planners will continue trying to involve as many people as possible, reading scripture, offering prayers and reflections – a reminder that we are a strong, resilient, caring, and active community of believers.

Bob Shepherd led a group of concerned people to write a Music Needs Assessment document that was submitted to the Internal Needs Assessment Committee. As the congregation considers its future staffing requirements, especially in the light of our larger missional use of the renewed sanctuary, the W&M Committee believes it is important to direct the INAC's vision towards our music ministry.

Dana-Lynn Farrell and Penny Bedal deserve thanks for sewing and installing a large rainbow banner that proudly proclaims the church's willingness to welcoming all people regardless of gender identity and sexual orientation. The banner is versatile and has been displayed in different ways within the sanctuary.



The Mostly Righteous band is an integral part of worship at St. Andrew's, continually enlivening and deepening our understanding of the Word through music. We extend our deepest gratitude to the talented members of this group!

This year we said goodbye to Rev. Russ Daye, acknowledging the countless and invaluable contributions he has made toward promoting excellence in worship and music at St. Andrew's. Unfortunately, farewell celebrations have been postponed until we can gather safely as a community.

Currently the W&M Committee is composed of Susan Alexander, Susan Chambers (new member), Susan Chisholm, Kim King (new member), Margaret MacKay, Kevin Parks, Robert Shepherd, and co-chaired by Dana-Lynn Farrell and Penny Bedal (retiring). We are grateful for the dedication, thoughtful consideration, and sense of humour everyone brings to their committee work throughout the year.

Respectfully submitted by  
Penny Bedal & Dana-Lynn Farrell, Co-Chairs

## **Faith Formation**

We currently do not have a faith formation committee at Saint Andrew's, and we need one. If you care about faith formation, and the kinds of programs we offer and could be offering, please step up. Contact Susan Chisholm at [schisholm@saintandrewshfx.ca](mailto:schisholm@saintandrewshfx.ca) A good team can make good things happen.

## **Pastoral Care**

The Pastoral Care Committee has held online reviews this year due to the pandemic. Our team transitioned to telephone visits and refrained from in-person visits to those in long term care homes prior to the provincially imposed public health restrictions. We have continued to use telephone and mail visits to keep all of our congregation members safe. Through this contact, our committee provides support to members of our congregation who are in need. We are most grateful for the guidance of Rev. Susan Chisholm, Minister.

The availability of online worship has been a great support to those who are unable to attend services. The inability to attend worship in-person for all of us this year, has highlighted the importance of maintaining a connection to St. Andrew's. During our time apart, we have become more aware of the impact of isolation from our church family and this has heightened the importance of our visitation program to the health and well being of our congregation.

This year, we continued our collaboration with the Sunday School children to produce cards for members receiving pastoral care. These cards have been very well received by all.

Although we have lost some members of our congregation in 2020, it is notable that all families expressed their gratitude for the connection that St. Andrew's had maintained with each of their loved ones.

I would like to extend my sincerest thanks to all our volunteers, committee members and especially to Rev. Susan Chisholm who is the epitome of "pastoral care".

2020 Committee Members:

Betty Anderson (Past Chair), Joan Auld, Susan Chisholm, Kelly Kitamura (Chair), Jean Shaw

Respectfully submitted,  
Kelly Kitamura, Chair

## **Site Redevelopment**

This Committee has been very active during 2020 moving forward with the planning for the hall replacement and sanctuary renewal.

After issuing a Request for Qualifications (RFQ) to 24 firms in the Halifax region, the Site Redevelopment Committee reviewed the responses and recommended to Council that we should work with United Properties Resource Corporation (UPRC) to develop a plan to re-build the church hall and upgrade the sanctuary.

UPRC is a fully owned corporation created by the United Church of Canada to bring professional real estate expertise to communities of faith.

The high-level planning process for completing this work is:

1. Preliminary review, completed.
2. Develop Business Plan (Building Development Committee).
3. Definitive Agreement.
4. Development/Construction.
5. Occupancy and Long-Term Management.
- 6.

Over the next few months UPRC will be working with the newly formed Building Development Committee (Paul Frank, Lorne Ferguson, Christine McLean, Eric Burchill, Kevin Parks, Robbie Shaw and Ken Burt) and with the Congregation, develop a business plan for the hall replacement and sanctuary upgrade. Watch for announcements and meeting times to hear what is happening and to have your voice heard in the process.

After acceptance of a viable business plan by Council and municipal planning and development approval, work will start on the detailed construction drawings, demolition, and construction. It is expected that the project will be completed over the next 3-4 years.

Committee Members:

Eric Burchill, Chair	Dale Noseworthy
Eric Roe	Ian Sutherland
Diana Dalton	Robbie Shaw
John Young	Ken Burt

## **Building**

In the year of COVID, the Committee only met a couple of times, and made some significant progress.

Tower Situation:

The church Council accepted the recommendation for the Building Committee to engage Heritage Standing Inc. to conduct an engineering review and assessment of the Tower. The review included review of original construction plans, evaluation of previous reports, site inspection, roof inspection, exterior masonry condition inspection, interior structure assessment, exterior foundation, and borescope investigation to determine wall composition.

The good news is that Heritage Standing Inc. found that stabilizing the tower is a viable alternative to removal and is anticipated to be achievable at lower short-term and mid-term cost. It is anticipated to cost less to stabilize the tower than remove it.

Council has accepted the five recommendations from the report and has acted on three including fencing the area around the tower to protect pedestrians from potentially falling masonry, monitor any loose or fallen masonry, and re-roof the tower to prevent further moisture penetration. The two other recommendations relate to the major tower work that is currently anticipated to be included in the site redevelopment project.

Members of the Building Committee are:

Michael Bird	Brian Robar
Bruce Lusby	Doug MacLean
Don Couse	Robbie Shaw

## **Social Justice**

The mandate for the Social Justice Committee (SJC) is to actively engage with the congregation and the broader community in education, advocacy, and action on issues of social justice and the environment.

Because of COVID 19, we encountered certain limitations. However in February, helped by Wendell Brown, congregation volunteers, and others such as our wandering minstrel, we hosted, what has become an annual fundraiser—Pancakes for Phoenix—and from this we donated \$1158.25 to Phoenix Youth.

Roy Hayward continued leadership of the Sunday Drop-In, each Sunday hosting between 80 and 90 folks plus volunteers. The SJC participated as Roy saw the need. In mid-March this program was cancelled because of the virus and remained so for the rest of the year.

Two events for which planning was done and dates set were unable to proceed because of the pandemic. These are the Community Fair (March 29) and Food as a Human Right—speakers Sylvan Charlevoix and Elizabeth Fitting (April 2).

September 25<sup>th</sup> was a day for world-wide climate actions. We promoted and participated in the “School Strike and Rally for Climate Halifax” at the Grand Parade – wearing a mask and practicing social distancing. The focus was on both climate action and improved social programs for a Just Recovery from the pandemic.

October 17<sup>th</sup> Brunswick St. Mission organized its annual fundraiser as a virtual event. Elaine Gunn, a member of the Brunswick St. Mission Board representing St Andrew’s, promoted the event and encouraged participation and support.

October 19<sup>th</sup> and 26<sup>th</sup> we promoted and encouraged participation in an online workshop raising awareness of the plight of Palestinian children in the occupied Palestinian territories especially those arrested, mistreated and prosecuted in the Israeli military court system. Many churches are working to protect these children and their rights. We encouraged people to sign a parliamentary e-petition asking Canada to do more to protect these children.

The United Church has designated the Sunday closest to November 20<sup>th</sup>, the anniversary of the signing of the “UN Convention on the Rights of the Child”, as Children’s Sunday. Susan Chisholm met and worked with the SJC to plan the worship service for Children’s Sunday November 22<sup>nd</sup> focusing on the Palestinian children. Everyone in the SJC plus Bill Chambre and other members of the congregation had a role in the service. The brightly decorated front of the church got everyone’s attention. An easel with the words “How are the children?”, and a large, bold, rainbow coloured fabric with toys and other symbols of childhood set the stage for reflecting on children – their gifts, needs and rights and our responsibilities to protect and care for them. There was also a display of photos, literature and a petition and letters to sign and send to the federal government in support of human rights for the Palestinian children.

At Christmas many of us enjoy Zatoun Fair Trade Palestinian olive oil: buying, using, and giving it as gifts. Since sales weren't allowed at church due to the pandemic, we promoted the Zatoun Fair Trade olive oil, soap and za'tar herb mix in the newsletter and Linda Scherzinger sold it from her front door.

In December, our members were saddened by the death of Pam Brown—who worked so diligently for justice as a member of our committee and in the community at large.

The members of the Social Justice Committee for 2020 are:

Pam Brown	Beth McGee
Trish Betts	Jennifer Stevens Ross
Linda Davis	Janet de Saint Sardos
Elaine Gunn	Linda Scherzinger
Carol MacLean	Ellen Taylor

This committee meets from 10:00 to 12:00, on the second Monday of the month. New members are welcome.

Respectfully submitted,  
Linda Scherzinger and Ellen Taylor

## **Sunday Suppers**

As with so many others, Sunday Supper was challenged and blessed this year. When the first Pandemic Restrictions were announced, food security programs were deemed an essential service. The Supper's team immediately started plans to move from a sit down meal to a take out meal. We developed processes that maintained social distancing and would keep guests and volunteers as safe as possible. We changed from welcoming many volunteers to a much smaller group willing to make a long term commitment to volunteering regularly. We have served a meal every Sunday this year. The numbers of guests vary greatly which makes planning a challenge. We handed out 300 meals on a few Sundays. On average, we hand out 175-225 meals.

The impact of the pandemic on the marginalized community continues to be severe. Fewer food security programs are operating. Opportunities for socialization have decreased. The housing crisis continues to grow. Each week, our guests tell us how much they appreciate the food and the personal contact.

Thanks to the generosity of the community, we are able to offer more items for our guests. The groups providing casseroles have increased the number of casseroles they provide so that we can give each guest a large serving. Feed Nova Scotia has increased the food they provide. Each meal bag includes 2-3 servings of fresh fruit, pizza, sandwiches, a drink, homemade sweets, and a variety of snack items.

We also offer toilet tissue, bags of instant coffee, tea bags and sugar for home, toiletries, masks, and hand sanitizer. Thanks to the congregation of Saint Andrews and others, we have a wonderful selection of winter coats. We continue to hand out coats each week. We also have hats, gloves, scarves and socks. During the summer, we had tents to give out. We continue to hand out sleeping bags to people who are sleeping outside.

We were able to have 2 BBQs this summer. We tried to recreate some of the enthusiasm of our annual Christmas party. Each guest received a new fleece blanket. Some of the volunteers brought instruments and sang carols while the guests waited for their food.

Thank you to the St. Andrew's leadership for your support of the Suppers. Without access to the building, we would not be able to continue this crucial outreach.

Sunday Suppers Leadership Team:

Elaine Churchill, Bryanna Jew, Kathy McKay, Mary Schlech

## **Benevolent Fund**

Ministerial staff receive periodic requests for benevolent assistance, and authorize payments from the fund as deemed warranted and as available resources allow. During the year donations totaling \$5,560 were received by the fund, and payments totaling \$2,923 were made from the fund.

Respectfully submitted,  
Jeffrey Smith, Treasurer

## **HIM Singers**

The year of 2020 was one that was not celebrated, but will be remembered by many of us. The HIM SINGERS held the one and only get together on January 14<sup>th</sup> in the Mary Holmes Room. The February meeting was cancelled due to a snow storm and the rest of year was history. Covid 19 hit in early March. Let us hope and pray that everyone stays safe and well. The 14 members of the group will look forward to holding their meetings when it is clear.

I do encourage anyone to contact me if they would like to sing (the melody). Our meetings involve an hour of singing, mostly old hymns, led by our piano/organist – Vivian Layton. After the songbirds have done their work, they solve all the world problems over a juice and crackers and cheese.

Respectfully,  
Don Couse  
902-456-9540 [cfsolutions@eastlink.ca](mailto:cfsolutions@eastlink.ca)

## **Stewardship**

Members: Bruce Nauss, Don Stonehouse, Katherine Frank, Jennifer Stevens-Ross, Robbie Shaw and Will Webster (Chair).

The committee met only once in 2020. Covid did, however, prompt us, working with the Communications Committee, to complete expeditiously the means for on-line giving through Canada Helps. This has contributed to stability of giving while church services were live-streamed. The use of Pre-Authorized Remittance (PAR) giving also contributed to stability. A member of the committee worked closely with Linda Burrows to contact those members of the congregation who continue to use envelopes for giving to encourage them to switch to PAR giving. The initiative met with some success, but the committee continues to actively encourage PAR giving for reasons of administrative efficiency and ease, revenue stability, facilitation of Church financial planning, and personal ease for the giver.

It has been a difficult year for St. Andrew's (and many other organizations), and the committee anticipates that it will be in touch with congregation members early in 2021 to ask that they consider whether they might be in a position to increase their regular offerings. While we recognize that for many individuals and families the year has been difficult financially, there are others in the congregation who may have been less affected, and it is really these latter folks to whom our appeal will be directed.

For the coming year, the committee also anticipates becoming increasingly involved with the building development planning, including the restoration or removal of the bell tower. As well, we anticipate more attention being paid to facilitating bequests and other legacy gifts to St. Andrew's which are so important for the future.

Respectfully submitted on behalf of the committee,



Will Webster (Chair)



## **St. Andrew's United Church**

### **Strategic Plan 2021**

#### **Who we are**

We believe that St. Andrew's is a place of transformation, both for ourselves and for our world:

- Here we gather, in space that is safe, with others who offer support and compassion for our weary spirits. Here we are accepted for who we are and find an identity in sacred and holy love.
- Together we are invited to go deep, to shed the superficialities with which we too often settle, and to wrestle with the critical issues that affect us. We are informed by ancient wisdom in both our Christian and other faith traditions and ask how this connects to current culture and challenges. Listening is as important to us as speaking. Through deep encounters with the divine presence and one another, we find healing and direction.
- Finally, we are led to act upon what we have experienced in order to be agents of transformation, offering compassion to a broken world.



## Our Mission

**Definition:** A mission is a brief description of why St. Andrew's exists. It explains what the church does, who it serves, and what differentiates it from churches. It's used to provide focus, direction, and inspiration to the Ministers and staff while it tells congregation what to expect from the church.

St. Andrew's can best realize its beliefs by focusing our ministry (in Halifax and around the world) on:

1. **responding to the spiritual hunger** in our community. While our society is wealthy in many ways, it dwells in profound poverty in others.
2. **creating community** across religious and social borders. We seek to bring together diverse perspectives that intersect in our community.
3. **standing for justice:** social, economic and environmental

## Our Core Values

**Definition: Value statements** are declarations about how the church community wants to **value** its congregation and be valued within their own internal community. **Value statements** explicitly **define** how people will behave with each other in the church. Priorities and actions are grounded in the church's **values**.

Several core values are fundamental to who we are:

- **To love God and to love one another:** As Christians, we seek to follow Jesus' summary of the Torah or the Great Commandment. Within this simple ethic lies a lifetime of challenge!
- **Inclusion of all:** All genders and orientations, all abilities and challenges, all seekers and questioners, all followers of different faith traditions. By welcoming all, we open ourselves to the insights and perspectives that they bring. Our diversity leads us to value *integration* of different points of view and disciplines for a more holistic understanding.
- **Courage:** We face life's challenges open to change and unwilling to settle for traditional ways that no longer carry meaning.
- **Excellence:** St. Andrew's works with passion and energy to provide the best we can in our worship, programming and outreach projects.

## VISION Statement

**Definition:** A **vision statement** is an inspirational **statement** of an idealistic future of the church. **Vision** describes the basic human emotion that Council intends to be experienced by the people the Church interacts with it grounds the group so it can actualize some existential impact on the world.

St. Andrew's constantly strives to expand the impact of our mission to be recognized as a spiritual and social justice leader in Halifax.

## SWOT ANALYSIS – Updated 2020

**Definition:** SWOT stands for 'Strengths, Weaknesses, Opportunities and Threats'. This is a method of analysis of the general environment or environmental scan for the church. SWOT is made of two parts: the Strengths and Weaknesses refer to the internal factors of a church while the Opportunities and Threats are external to the church and are exogenous factors.

<b>St. Andrew's Strategic Context Strengths, Weaknesses, Opportunities and Threats</b>	
<p><b>Strengths:</b></p> <ul style="list-style-type: none"> <li>• Mission and values (identified and understood)</li> <li>• Progressive theology, worship, music</li> <li>• Talented ministerial, staff team and congregation</li> <li>• Physical assets</li> <li>• Location</li> <li>• Endowment Funds</li> <li>• Community reputation</li> <li>• Small group consultation process</li> </ul>	<p><b>Weaknesses:</b></p> <ul style="list-style-type: none"> <li>• Governance; unclear staff roles and responsibilities</li> <li>• Structural deficit, aging infrastructure and carbon footprint</li> <li>• Resource deficit</li> <li>• Aging congregation</li> <li>• Need to be more culturally relevant</li> </ul>

<p><b>Opportunities:</b></p> <ul style="list-style-type: none"> <li>• Understand what motivates people today</li> <li>• Reach out to non-religiously affiliated, individuals and communities</li> <li>• Communication: promote our message, online presence, build relationships, e.g., youth, young adults, other cultural groups</li> <li>• Innovative engagement approaches</li> <li>• Develop new partnerships, co-create solutions to spiritual and social challenges</li> <li>• Tap into societal change, transform worship, be relevant to community needs</li> <li>• Site re-development</li> </ul>	<p><b>Threats:</b></p> <ul style="list-style-type: none"> <li>• Mainline church in decline</li> <li>• Religion: seen as right wing and socially conservative or quaintly irrelevant</li> <li>• Failure to engage youth, young adults</li> <li>• UCC governance erosion</li> <li>• Fragmented society</li> <li>• Competition from other faith and secular offerings</li> <li>• COVID-19</li> </ul>
---	---

## GOALS and OBJECTIVES

### *Definitions:*

*A **goal** is an idea of the future or desired result that the church Council envisions, **plans** and commits to achieve.*

***Objectives define** strategies or implementation steps to attain the identified **goals**.*

### **Goal 1. Building the Community of Faith - Participation and engagement**

The goal of Building St. Andrew's Community of Faith will be achieved through engagement and participation with the congregation. We succeed through our inspiring spiritual message, innovative programming, strong and active congregation, engaged lay leadership, capable and committed staff, value-added partnerships, and community engagement.

Missiological view of Community of Faith:

*Generous and Gracious live out your God-created identity. Live generously and graciously toward others the way God lives toward you.*

*Matthew 5:48*

*Christianity is practiced in community – it is not a belief system – is a practice in community, shared goods (Scripture from Acts), priesthood of all believers,*

*Martin Guber et.al.*

**Goal 1 Objectives:**

- i. Communicate the expectations as a Christian tenet in all our messages. Not volunteer language – it implies a hierarchy, rather “I am trying to live my faith”. Helping rather than volunteering. This fundamental tenet in Christianity needs to be purposefully communicated.
- ii. Identify groups of people with leadership potential, and grow connections within this group identify persons to lead.
- iii. Develop a pool of emerging congregational leaders and helpers that is more diverse to do the work of the church. Support them in their actions properly equipping them for the tasks and the good work of the ministry in all matters.
- iv. Model and uphold people who are living the Christian Tenet within St. Andrew’s. Consistently highlight in worship, on the website, in the newsletter, and, etc.
- v. Use congregational voices and presence in elements of worship to better connect congregation to the spiritual message.
- vi. Prioritize youth, children and family programs to better support opportunities for participation.
- vii. Develop small group communities of faith that encourage creativity, participation, and engagement to foster a culture of change. Let people run with ideas and find means to support these ideas. This is the theological basis of the early church.

**Goal 2. Build the St. Andrew’s Community through Purposeful Partnerships:**

The goal of Building our Community through purposeful partnerships will require us to prepare ourselves for meaningful dialogues with other communities, people having conversations with other people more diverse and younger - strive to grow our community of worship to reflect our neighbourhood, city and region.

Missiologial view of Community:

*Do two walk together, unless they have agreed to meet?*

*Amos 3:3(ESV)*

*And let us consider how to provoke one another to love and good deeds, not neglecting to meet together, as is the habit of some, but encouraging one another, and all the more as you see the Day approaching.*

*Hebrews 10:24-25(NRSV)*

*What God requires he has told you, O mortal, what is good; and what does the Lord require of you but to do justice, and to love kindness, and to walk humbly with your God?*

*Micah 6:8(NRSV)*

**Goal 2 Objectives:**

- i. Implement Indigenous and African Nova Scotia awareness education for Council, Chairs, Ministers and Staff.
- ii. Invite speakers from outside our community in worship one per month.
- iii. Determine where we are putting our efforts for partnership and enact reach out to co-develop ideas.
- iv. Celebrate and highlighting the work of the Social Justice Committee, and the established partnerships: Brunswick Street Mission, Kairos, etc.
- v. Foster new relationships with Dalhousie Chaplaincy, ISANS, performing arts communities, and Pine Hills.
- vi. Identify groups in our local community where we are weak - We need to do the work to prepare ourselves for meaningful dialogues with other communities, find anchor leader with under represented demographics (e.g. Robert Wright)
- vii. Support developing alternative, transformational leadership within our community - and leaders in various fields. There is a need for strong leaders who will respond to the challenges our society is facing (e.g. TLI).
- viii Determine how St. Andrew's can support the United Church of Canada's initiatives in social justice and specifically in near-time concerning racial injustice.

### **Goal 3. Sustainable Finance**

The goal of Sustainable Finance is to align operations through a balanced budget with the Vision that minimizes draw on the capital of the endowed trust funds.

Missiological view of finances:

*For whoever has will be given more, and they will have an abundance. Whoever does not have, even what they have will be taken from them.*

-Matthew 25:29

#### **Goal 3 Objectives:**

- i. Develop and implement plan for site re-development that optimizes asset value to support the Mission of St. Andrew's United Church. Congregational approval on site development is a priority in 2021.
- ii. "What mission can our finances support?" Complete Needs Assessment with a missiological view, taking into consideration the current resources available and shape organizational design and staffing accordingly in 2021 to work to a balanced annual budget.
- iii. In 2021, develop of a special campaign to begin raising the funding necessary to save the Tower and "Ring the Bell".
- iv. Continue to develop and grow sources of revenue from sanctuary and hall rentals, through partnerships and relationships with performers and other groups through improved uses of technology and cloud services.
- v. Encourage envelope users to change to Pre-Authorized Remittance (PAR) and on-line gifts.
- vi. Stewardship the Planning for future generations – this is profound stewardship. We are in communion with those who have come before, and those who will come after. Set clear explanation of the expectations of being part of our community – tithes, talents, bequests and legacy gifts.

## Treasurer's Report

“Peace to you, do not be afraid.  
Your God and the God of your parents has put treasure in your sacks for you.  
I received your money.”  
– Genesis 43:23

It is said the finances of a United Church congregation are a window on its culture, revealing its mission and understanding of ministry in our world. In a year of exceptional challenges wrought by the SAR-CoV-2 pandemic, the first and most abundant lesson of this insight is *gratitude*. St. Andrew's has been enormously fortunate for the work of this Treasurer's fiscal ancestors and the congregation's vision over the decades. Much tribute is owed to the redoubtable John Gunn, who in his time as Treasurer until 2020 ably charted a course to the stability we enjoy today. Credit is also due to the Finance Committee in its role as a bastion of prudent second thought. And, not least of all, the current Treasurer owes much to the exacting and timely work of our tireless Office Administrator, Linda Burrows. Her patience over the months has been an endless reservoir.

At our congregational annual general meeting, a budget recommended by the Council will be presented for discussion and possible adoption. The budget is meant to align with recommendations to the congregation flowing from the needs assessment. That should not be surprising, as St. Andrew's puts much stock in the realization of its ministry through its staff. In the meantime, details of revenue and expenses for the 2020 operating year (and recent years) are included in these pages.

What does this neophyte Treasurer make of congregational finances, and their would-be application in the year (and years) to come? Three things. First, we're one of the more fortunate United Church of Canada congregations, something revealed by the consequences of the pandemic. That's because we enjoy the steady bedrock of weekly and monthly congregational offerings, for which PAR (pre-authorized remittance) has been the sure foundation. Coupled with this has been the great store of treasure which is our congregational trusts (endowment, manse and consolidated funds). Second, much is made of what we have, in what economists call a *multiplier effect*. Evidence of this ranges from the virtually uninterrupted support to Sunday Suppers throughout the pandemic, to burgeoning children's programming, to sustaining wider projects such as Brunswick Street Mission. A third take-away is that changing demographics in our community – the make-up of our congregation coupled with what now appears to be the rising cost of housing on peninsular Halifax – together with site re-development in the coming years presents fresh challenges. *How shall we plan for a future as ably as those who have gone before us at St. Andrew's?*

To some particulars about our money in 2020. Both revenue and expenses in the year were lower than budgeted. This resulted in the same deficit as had been originally forecast, made good by some \$140,000 transferred from the capital of our three trust funds, above. It should be noted that the revenue side of things was helped by federal wage subsidies to employers,

including the Canada Emergency Wage Subsidy, to about \$40,000. Our trusts, of course, also generate *income* toward revenue, typically a year-over-year 4.00% of their capital. Happily, well-timed transfers from the trusts of needed capital amounts meant less encroachment than feared: Over \$200,000 was received as both income and capital from the trusts during the year, while their actual value declined from \$1.58 million to \$1.49 million. This owes much to the assiduousness of our Trustees in selecting and steering investments.

A second observation is that our ‘physical plant’ requires a continuing fixed cost to operate. There are few economies to be had when it comes to opening our doors. But, again, the ministry which takes place within reveals them to be entirely worth the price. We can expect challenges in the years to come for the maintenance and upgrading of the sanctuary building. The needed attention to the church tower is the leading example. Site re-development will be a help in this.

To close with a gentle exhortation, a commissioning-to-action: Please consider increasing your offering by a modest step this year. What ensures the success of our ministry is the great collectivity of our financial treasure. Those of future generations will surely recognize this.

Jeffrey Smith





## St. Andrews United Church Annual Revenues and Expenses

(as at 4 February 2021)

	2020 Actual	2020 Budget	2019 Actual	2018 Actual
<b>REVENUE</b>				
<b>OFFERINGS (PAR, ON-LINE, CHEQUE)</b>				
General Operating	264,986.46	295,000.00	268,062.20	240,595.95
Mission and Service	31,285.84	35,000.00	33,557.02	37,505.09
Building	19,255.00	25,000.00	21,950.00	23,955.00
Other	569	2,000.00	1,946.00	1,960.00
Less: Transfers to Designated Funds	-50,540.84	(62,000.00)	(57,177.02)	(63,135.09)
<b>TOTAL ENVELOPE AND PAR OFFERINGS</b>	<b>265,555.46</b>	<b>295,000.00</b>	<b>268,338.20</b>	<b>240,880.95</b>
<b>OTHER INCOME</b>				
Loose Offering	1,844.50	12,000.00	11,566.13	11,380.70
Total Rental Income	83,795.32	140,000.00	101,617.73	59,862.33
Fund Raising Projects	0	1,000.00	890.00	32,115.00
Miscellaneous Income	2,875.00	18,000.00	15,381.00	12,977.32
Canada Covid-19 Wage Subsidy (CEWS)	30,618.38			
A. M. MacKay Trust	31,655.54	30,000.00	31,275.57	29,291.78
O.E. Smith Trust	12,106.40	10,000.00	11,174.88	10,049.14
Mary Holmes Trust	0	5,000.00	5,000.00	5,000.00
Less: Allocation to Designated Purposes	0	(1,000.00)	(890.00)	(32,165.00)
<b>TOTAL OTHER INCOME</b>	<b>162,895.14</b>	<b>215,000.00</b>	<b>176,015.31</b>	<b>128,511.27</b>
<b>TRANSFERS FROM TRUST FUNDS</b>				
Creighton Trust	476	500.00	370.00	542.00
Longard Trust	1,485.00	1,000.00	1,156.00	1,000.00
McInnes Trust	1,133.00	1,000.00	1,094.00	1,291.00
Organ Fund Trust	4,162.00	3,000.00	3,240.00	3,743.00
Income from endowment, manse & consolidated trust funds	55,661.00	55,500.00	59,013.79	68,055.52
<b>TOTAL TRANSFERS FROM TRUST FUND</b>	<b>62,917.00</b>	<b>61,000.00</b>	<b>64,873.79</b>	<b>74,631.52</b>
<b>TOTAL REVENUE (including trusts income transfers)</b>	<b>491,367.60</b>	<b>571,000.00</b>	<b>509,227.30</b>	<b>444,023.74</b>

**EXPENSE**

**SALARIES AND BENEFITS (0.5 FTE+ staff")**

Salaries and Wages	335,550.00	390,000.00	354,145.11	312,196.92
Canada Pension and Employment Insurance	19,215.91	25,000.00	19,948.85	18,252.68
UCC Pension and Benefits	52,879.23	55,000.00	46,943.73	40,502.41
Travel Allowances	6.93	1,000.00	444.65	948.39
Continuing Education Allowances	3,641.12	6,000.00	6,197.59	3,887.15
<b>TOTAL SALARIES AND BENEFITS</b>	<b>411,293.19</b>	<b>477,000.00</b>	<b>427,679.93</b>	<b>375,787.55</b>

**PROPERTY EXPENSES**

Electricity	10,288.85	12,000.00	11,109.19	9,498.96
Heating (Natural Gas)	38,000.04	50,000.00	49,910.74	35,662.14
Water	3,052.76	4,000.00	4,231.71	3,814.38
Maintenance and Repairs	14,205.39	20,000.00	19,332.80	19,023.03
Snow Removal	5,923.25	6,000.00	6,269.40	8,080.83
Garbage Removal	6,182.78	6,000.00	7,064.72	5,492.46
Cleaning Supplies	3,722.67	5,000.00	5,184.45	3,449.03
Insurance Premiums	25,008.00	20,000.00	20,101.00	22,895.00
Assistant Sextons	14,060.42			
Furniture Purchases & Maintenance	106.42	3,000.00	5,836.97	2,357.44
Miscellaneous Expenses (including fire service tax)	4,153.09	4,000.00	3,686.39	2,178.62
<b>TOTAL PROPERTY EXPENSES</b>	<b>124,703.67</b>	<b>130,000.00</b>	<b>132,727.37</b>	<b>112,451.89</b>

**WORSHIP AND MUSIC EXPENSES**

<a href="#">Choir Lead Signers</a>	8197.33			
Pulpit Supply (Ministerial Sunday relief)	0	1,000	375	1,167.00
Music Supplies, Fees & Licenses	1,625.57	1,500.00	1,842.43	1,717.38
Piano and Organ Maintenance	439.6	2,000.00	1,468.13	1,299.00
Worship Equipment & Supplies	2,786.42	3,000.00	4,564.83	2,988.79
Substitute Music Director	950	1,000.00	2,008.00	1,515.00
Externally Contracted Musicians	1250	1,500.00	1,219.75	1,523.99
<a href="#">Livestreaming operational expenses</a>	0	0.00		
Choir Services & Social Hour	2,773.99			
<b>TOTAL WORSHIP AND MUSIC EXPENSES</b>	<b>18,022.91</b>	<b>10,000.00</b>	<b>11,478.14</b>	<b>10,211.16</b>

**COMMITTEE EXPENSES**

Communications	527.69	1,000.00	703.03	1,480.86
<a href="#">Faith Formation (formerly Christian Education)</a>	50	2,000.00	765.30	1,516.86
Hospitality	1197.65	2,000.00	2,763.26	2,468.47
Executive Council (aka Council)	183.36	500.00	1,118.00	0.00
Ministry and Personnel	600	500.00	600.00	709.77
Outreach		500.00	419.31	586.06

Stewardship		500.00	149.14	0.00
Committees Activities and Learning Fund				
<b>TOTAL COMMITTEE EXPENSES</b>	<b>2,492.85</b>	<b>7,000.00</b>	<b>6,518.04</b>	<b>6,762.02</b>
<b>GENERAL AND OPERATING EXPENSES</b>				
Telephone	7,721.38	7,500.00	7,781.04	7,541.58
Postage	1,089.23	1,500.00	2,152.25	969.33
Photocopier	4,250.55	5,000.00	4,832.49	5,496.46
Office Supplies	898.79	1,000.00	1,078.68	884.17
Computer Repairs and Supplies	7,835.61	3,000.00	3,629.16	2,618.26
Website Management	5,700.00	9,000.00	8,550.00	8,250.00
Financial Charges	4,350.34	4,500.00	3,833.96	3,676.15
Legal, Accounting and PR Services	10,231.50	7,500.00	7,901.50	6,450.00
Other Miscellaneous Office	1630.73	1,000.00	1,009.13	420.29
<b>TOTAL GENERAL AND OPERATING</b>	<b>43,708.13</b>	<b>40,000.00</b>	<b>40,768.21</b>	<b>36,306.24</b>
<b>STRATEGIC PROJECTS</b>				
Centre for Social & Spiritual Innovation	0.00	4,000.00	3,465.72	0.00
Site Development	0	0.00		0.00
<b>TOTAL STRATEGIC PROJECTS</b>	<b>0.00</b>	<b>4,000.00</b>	<b>3,465.72</b>	<b>0.00</b>
<b>TOTAL PRESBYTERY AND CONFERENCE</b>	<b>20,913.00</b>	<b>21,000.00</b>	<b>21,131.50</b>	<b>20,376.00</b>
<b>TOTAL EXPENSE</b>	<b>621,133.75</b>	<b>689,000.00</b>	<b>643,768.91</b>	<b>561,894.86</b>
<b>OPERATING DEFICIENCY FOR THE YEAR</b>	<b>129,766.15</b>	<b>(118,000.00)</b>	<b>(134,541.61)</b>	<b>(117,871.12)</b>
<b>ACCUMULATED DEFICIT JANUARY 1</b>	<b>37,011.44</b>	<b>(69,011.44)</b>	<b>(29,469.83)</b>	<b>(61,598.71)</b>
<b>SPECIAL TRANSFER FROM ENDOWMENT FUND</b>	<b>140,000.00</b>	<b>150,000.00</b>	<b>95,000.00</b>	<b>150,000.00</b>
<b>ACCUMULATED DEFICIT DECEMBER 31</b>	<b>26,776.69</b>	<b>37,011.44</b>	<b>69,011.44</b>	<b>(29,469.83)</b>