

Report to Parish Council on Transforming Futures Recommendation #6:

“Engage with the Diocese to undertake a thorough review of St. John’s operations from leadership and staffing, to demands on staff time, to building use, to outreach programs, to financial viability.”

The leadership of St. John’s (Incumbent, Wardens and Parish Council) are requesting that the Bishop pull together a team to undertake this review of finance, staffing, buildings and outreach. We believe there are people with the needed expertise within the diocese who if asked, would volunteer to undertake such a task.

St. John’s Transforming Futures team listening sessions, and the discussions, reflections and votes of Parish Council, reveal a genuine, parish-wide concern about the current and future welfare of our parish; responses identified challenges around staffing, finances, building and programming, and raised the further question: *“How can we successfully navigate the challenges of current and future operating realities?”*

After much thoughtful discussion, the answer that has emerged is that St. John’s should engage with the diocese in undertaking a review of St. John’s operations. This thorough review of staffing, finances, buildings and outreach would we hope provide potential solutions both to identified challenges and to those that may emerge in the course of this review. We believe the perspective of “new eyes”, an outsider’s view of St. John’s, will assess our situation and provide recommendations on our operations that will enable the church to move forward towards a sustainable future.

We would ask that this team be comprised of people with expertise in the following areas:

1. **FINANCIAL** - to provide, In consultation with the Finance Committee, a thorough examination and review of:
 - annual giving during the Covid and post-Covid era,
 - the revenue generated by investments,
 - the annual budget and budgeting process,
 - St. John’s ability to maintain current budgeting levels without an increase in revenue,
 - the appropriate response to emergent demands – and a definition of what constitutes “emergent”,
 - all financial policy – is it appropriate? Are there any policy gaps?
 - what amount constitutes a sustainable parish budget given our financial resources? (difficult questions will need to be asked and difficult decisions will need to be made)
2. **STAFFING** - to give serious and detailed consideration of what constitutes an appropriate and sustainable staffing level for St. John’s in these fiscally challenging times. Such an assessment must, necessarily, include in depth, individual discussions with staff members and key volunteers. Such a consideration might usefully include:
 - review of job descriptions,
 - review of parish expectations of the leadership: spiritual, pastoral, administrative,
 - identification and analysis of the workload of each position –

- is what we are asking of each staff member reasonable and sustainable? (E.g. Could/should the Incumbent's time spent on his Diocesan duties be recognised through financial compensation to St. John's?)
 - Can we continue to expect staff to do all they currently do?
 - assessment of whether current staffing levels are fiscally sustainable?
 - do we have the volunteer capacity to offset some of the staff workloads?
 - can we continue to rely on volunteers taking on jobs formerly done by staff?
3. **BUILDINGS** – to examine in consultation with the Property Committee, the state of the buildings and their potential:
- need to re-consider how we use our buildings, both the Church house and the worship areas,
 - ensure our buildings are more useful to the parish and to the community,
 - consider if they could be re-configured both to ensure flexibility and to generate revenue through a variety of potential partnerships.
4. **OUTREACH** – to review what intentional outreach efforts are happening as well as the potential for new partnerships:
- their current and potential impact on the parish and its mission,
 - to look at the potential for a variety of partnerships with other Anglican parishes (perhaps even other denominations such as United and Lutheran parishes), and with agencies with aims and values compatible to those of St. John's,
 - to look at the impact the Food Bank operation has on St. John's; financial, physical and spiritual.

St. John's has done the internal review (the final Transforming Futures report is attached). We have identified problems and challenges, we need help in addressing them. It is important that the Bishop be aware of these problems and connected to the situation at St. John's.

We would ask that this review commence in the fall of 2022 with recommendations made in time for incorporation into the 2023 budget and presentation to the annual Vestry meeting at the end of February 2023.

Prepared by Joan Huzar, People's Warden in consultation with Transformers Joel Hefty, Bill Huzar and Susan Bangsrove. August 9, 2022