

Synode Montreal and Ottawa Conference
The United Church of Canada



“Effective Leadership and Healthy Pastoral Relationships”
Pilot Project

Joint Needs Assessment Process
Draft Final Copy

December 15, 2017



PROFILE SUMMARY:

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**THE UNITED CHURCH OF CANADA
SYNODE MONTREAL AND OTTAWA CONFERENCE**



PROFILE 1: DEMOGRAPHIC, FINANCIAL AND COMMUNITY

PART A: ABOUT OUR PEOPLE:

(Multi-point Pastoral Charges: please complete a profile for each congregation/mission unit)

Number of congregations: 1 2 3 N/A (e.g. Outreach Ministries)

Congregation: **St. Andrew's U. C.** 192 65
(Name of Congregation) (Households Under Pastoral Care) (Average Sunday attendance)

We think of ourselves mainly as: Rural Remote Small town Suburban
Urban Inner City Other _____

Most of us live (check only one): in an apartment in single-family homes
 in retirement homes in long-term care homes on working farms
 on rural retirement properties in low income or rent-to-income housing

The rest of us live (check all that apply): in apartments in single-family homes in retirement homes
 in long-term care homes on working farms on rural retirement properties
 in low income or rent-to-income housing

PART B: ABOUT OUR PASTORAL CHARGE:

Our congregation includes: (approximate numbers in each group)

Infant and preschool 7-10 Children (5-12) 10 Teens (13-19) _____

Young adults (20-30) 12 Adults(35-50) 12 Adults(51+) 25

Young retirees (51-64) 20 Older retirees (65-70) 40 Seniors (over 70) 20

Most of us: (choose one)

- Grew up in this area Moved to this area for work
 Moved here to be close to family Moved here for other reasons

Many of us work in the following industries or sectors: (check all that apply)

- Health or social services Education Manufacturing
 Transportation Agriculture and food production
 Retail Environment Mining/Forestry
 Information Technology Government Other

Our congregation and/or community includes a significant number of people considered low-income or on social assistance. Yes No

Our congregation is like:

- A big family where we all know each other;

Our heritage as a Pastoral Charge: (check one that best applies):

- a) Has roots as a Methodist/Congregationalist/Presbyterian/Local Union Churches/Aboriginal congregation prior to Union in 1925;

We have been officially designated an "Affirming Congregation". Yes No

We have a marriage policy allowing same-sex marriages. Yes No

(See attached brochure - "YOU & ST. ANDREW'S")

We think of our pastoral charge in the following way:

- We are clear about our vision and purpose and have/are developing the skills and gifts to bring it about; we are excited and optimistic about our vision.

Describe the ministry in our congregation at this time. Welcoming, biblically based worship with outreach into the community. St. Andrew's is also visibly in the community being involved in joint services such as Remembrance Day Services, and community Farmer's Markets to name two.

What would a newcomer experience in worship and church community life?

Joyful, friendly worship with great music/choir and always a strong message from the bible and God's ever presence with us.

What do we do well as a pastoral charge?

What are our strengths? Compassion, dedication, generosity, forgiveness, outreach, joy, leadership, music

What aspects of our congregation's ministry could use development and growth?

Bible Study, developing programs to attract the younger generations and continue to meet the needs of our aging population including retirees and seniors.

What is our dream? *(if we had unlimited financial and/or volunteer commitment)*

Healthy church and focused on God and His word.

What are the three most important ministry programs we offer?

1. Worship
2. Fellowship
3. Discipleship

What are the biggest challenges to ministry in our congregation right now?

Getting young families to attend.
Maintaining our love and care for the aging population.

What will be the biggest challenges to ministry in our congregation 5 years from now?

Meeting financial challenges.
To be faithful to who we are in the Lord.

PART C: ABOUT OUR COMMUNITY

This is what we love about our community. This is what makes it unique.

- Picturesque & Historical Village along the Ottawa River that gives that “small town” feel
- Cumberland Heritage Village Museum and the Cumberland Township Historical Society hosts numerous family oriented events throughout the year
- Cumberland Village Farmers Market (Saturdays mid June – early October) (St. Andrews UC hosts breakfast for 4 Saturdays)
- Historical Maple Hall that hosts the Cumberland Lions Club and the 1st Cumberland Scouting and numerous family oriented events throughout the year
- Cumberland Curling Club and Camelot Golf & Country Club
- Black Walnut Bakery and Ze Kitchen Land & Sea Restaurant (both in Historical buildings)
- Proulx Maple & Berry Farm (also hosts numerous family oriented events throughout the year)
- Cumberland Ferry (open year round for crossing into Quebec...ideal for cottagers & transit for employees)
- R.J.Kennedy Community Centre & Arena (skating/hockey games & Hall Rentals. Also hosts many family oriented events.
- The village is home to many Artists/Crafters and Businesses, both small and large
- Cumberland has the main highway #174 that takes you to downtown Ottawa in 25 minutes
- All the above attracts tourists and continues to keep the locals happy to be in Cumberland

The three economic, demographic or political challenges facing our area are:

Economic: The Community of Cumberland requires more funding from the City of Ottawa to help support & provide economic benefits to the smaller & medium sized enterprises & to assist in promoting our rural identity to both residents & tourists.

Demographic: Due to our smaller local population base & our close proximity to downtown Ottawa, Cumberland Community needs assistance to overcome business development challenges (i.e.: Highway #174 widening to accommodate the increase in traffic due to the new home constructions. We also require better alternative transit (i.e.: LRT and/or Bus Services)

Political: Cumberland Community requires dedicated & loyal political individuals capable of:
a) ensuring the LRT's completion to Orleans or further east to help reduce commute times (the East end has the highest ridership per capita) b) ensuring the East end continues to get it's fair share of Infrastructure investments to improve the quality of life for the residents & local businesses.

Here are two or three websites that offer detailed information about our community:

- www.cumberlandvillage.ca (Cumberland Community Association)
- www.canaanconnexion.ca (Cumberland Village News)
- www.ottawa.ca (Cumberland Heritage Village Museum)

Other faith communities represented in our community/region are:

- St. Margaret Mary Catholic Church (Roman Catholic)
- Baitun Naseer Mosque (Muslim)

We have close ties with the following faith communities, social services or community outreach services: (e.g. food bank, community associations, etc.)

- St. Margaret Mary Catholic Church and Baitun Naseer Mosque
- Orleans-Cumberland Community Resource Centre
- Cumberland Lions Club and the Cumberland Community Association
- Cumberland Women's Institute

Are there opportunities for ministry in your congregation or community that could/should be explored? (e.g. with schools, youth, the elderly, families, etc.)

- Our faith community in Cumberland is obviously aging. We need to have a minister that can ignite interest/desire in the youth & young families, to attend our church, get involved, explore their interest/concerns, fill a void that perhaps they don't even know they have or do know they have.

Are there opportunities for shared ministry between congregations (United Church or other denominations) in your wider community/region that could/should be explored?

- Rockland United Church
- Navan/Vars United Church
- St. Mark's Anglican Church (however, now closed...but where did the faith community go?)

PART D: ABOUT OUR ASSETS

Governance structure: Official Board Council Church Board
 Other If “other”, please describe:

How many people are on your Governing Body? 10

How many are typically present at a meeting of your Governing Body? 8

Our Church Building(s): *(include information for each building if more than one)*

One main multi-purpose building on two main levels.

or **We don't have a church building** *(if you check this box, please comment briefly on where you worship and what other spaces you use for your ministry)*

Our Sanctuary holds 180 **people.**

Are there meeting rooms? Yes No

What are they used for?

Library and small meetings.

Is there a basement? Yes No **Usage** Sunday School, large groups, fund raising events and meeting groups. And a separate kitchen.

Is there a nursery? Yes No

Is the nursery toys/furniture compliant with current safety standards? Yes No

Are there Sunday School areas? Yes No

How many? 1 or more as needed **Are they also multipurpose use?** Yes No

Are there community rooms, church hall or activity rooms? (i.e. quilting, gym, etc.)
 Yes No

Largest community room holds 120 **people** seated at tables..

Brief descriptions:

Large rectangular room, carpeted, windows on two sides, large kitchen at north end with pass through to community room

Do you own a Manse? Yes No (If yes, please complete **PR 436 MI** – see Appendix B)

If yes, do you expect it to be occupied by the minister? Yes No

If yes, briefly describe the general condition of the manse?

Where is the minister's office located? 2nd floor - behind the library.

Describe it:

Enclosed with good furniture and shelving - windows on one side, 15' x 20'

Is the building used by outside groups? Yes No

Brief descriptions (tenants, occasional rentals, frequency of use):

Cumberland Farmers' Market at Christmas

Women's Institute (occasionally)

Is there audio visual capacity in the sanctuary church hall

Is there a photocopier in the church? Yes No

Is internet provided at the church? Yes No **If yes, is it** High Speed Dial up

Is the church accessible per United Church Accessibility Guidelines? Yes No

http://www.united-church.ca/files/handbooks/buildings_accessibility.pdf

Are all areas of your building accessible? Yes No

If yes, how: wheelchair ramps elevator/lift power-assisted doors
 accessible washrooms braille signage hearing-assist system
 large-print worship materials - some increased lighting
 other:

Support Staff:

Is there support for administrative tasks (e.g. bulletin, scheduling, and reception)?

Yes No

If yes, how many hours per week? 3 mornings **If yes, is this** paid volunteer?

Is there support for caretaking tasks? Yes No

If yes, how many hours per week? 5 **If yes, is this** paid volunteer?

Briefly describe the music for Sunday Service:

Uplifting, hymns are accompanied by piano or organ, seasonal, often related to the sermon of the day, also in keeping with the Church calendar

Is there someone specifically named to support to your music program? Yes No

If yes, how many hours per week? 6 If yes, is this paid volunteer

Do you have a choir? Yes No If more than one, how many? 1

Our wonderful Choir consists of approximately 12 members which can vary by 1 or 2 depending on their schedules.

Who provides Sunday Supply when your minister is way on vacation or study leave?

Supply ministers are chosen from Presbytery supply of retired clergy. Faith Formation volunteers do a few Sundays each year

Number of worship services each Sunday: 1 Time(s) of service(s): 10:15

Do you have an active Worship Committee? Yes No

Ministry and Personnel Committee:

How many committee members? 3 How often does the committee meet? 5

Has one or more of the committee members ever attended an M&P Committee training event in the last three years? Yes No

Pastoral Care:

Do you have a trained Pastoral Care Team in place? Yes No

Are there volunteers who help with the hospital, shut-in & member visits?

Yes No If yes, how many volunteers? 4

Does this area of the congregation's ministry need to be developed: Yes No

There are pastoral care sessions available through Ottawa Presbytery and/or can be arranged at St. Andrew's U.C. or elsewhere.

Christian Development / Faith Formation:

Do you have a Christian Development Committee? Yes No

Is there someone specifically named to support to your educational program? Yes No

If yes, how many hours per week? _____ If yes, is this paid volunteer?

Five times a year, additionally if required under the Minister's direction.

PART E: ABOUT OUR FINANCES**The word or phrase that best describes our current financial situation is:**

- Abundant Adequate Not meeting expenses but optimistic
 We are not meeting expenses. We rely on bequests and reserves to fund operating budget.
 Other

Our Revenue Sources are: *(please indicate approximate percentage of your current operating budget that comes from each source)*

Congregational Givings 66% Congregational Fundraising Activities 9%
 Rental of building/services 1% Bequests, Reserves, Investments 24%
 Other (please briefly describe):

Is there a Finance Committee? Yes No

Financial statistics:

How many weekly offering envelopes do you issue? 60

How many people are on Pre-Authorized Remittance (PAR)? 21

How many active givers are there? 81

What is the annual income of the Pastoral Charge? **\$110,000 not including Investments**

What amount of money is directed toward the Mission and Service Fund? **\$4,600**

What are your fundraisers? **Hymn Sing, Fundscrip, Beef Supper, Farmers Market, Christmas Bazaar,**

What amount is paid for the minister's salary? **\$74,515**

What was the total travel allowance given last year? **\$2,400**

How much of money raised goes for building maintenance? **\$8,780**

Church building maintenance and repair:

Who does the repairs? **Property Committee**

Are major repairs required? Yes No

Have you had to ask for assistance from Mission Support to cover your budget?
 Yes No

Are you considering a reduction or increase in working hours of ministry personnel?
 Increase Decrease Stay the same

What other potential revenue resources do you have to draw upon in your church and wider community?

PART F: OUR FINANCIAL RESERVES

We have sufficient reserves in the bank that we could cover three months of expenses if we had an emergency. Yes No

Our Financial Accountability:

Our financial statements are reviewed by an external person each year:
 Yes, a formal third-party review No **2 Church members**

Our financial statements from the last three years are available upon request.
 Yes No, but available on our website No

Our Financial Statistics from the last five years:

	Line # in UCC Yearbook	2017 Annual Budget	2016 Annual Report	2015 Annual Report	2014 Yearbook	2013 Yearbook
Households Under Pastoral Care	Line # 5		192	192	192	192
Financially Supporting Households	Line # 6		81	87	98	93
Attendance at Sunday Worship	Line # 20		65	65	64	63
Regular Givers	Line # 18		81	87	99	94
Operation of Pastoral Charge (\$)	Line # 40	\$140,490	\$140,456	\$140,972	\$112,785	\$94,600

Additional comments or notes that you feel may be relevant:

The Estimated Operational Income and Expenditures for the past year, the current year and for the next three years have been estimated as follows:

Year	Income	Expenditure	Difference (+ or -)
2014	\$103,000	\$135,000	(\$32,000) 24%*
2015	\$108,000	\$140,000	(\$32,000) 23%*
2016	\$129,000	\$161,000 ¹	(\$32,000) 23%*
2017	\$108,000 est.	\$140,000	(\$32,000) 23%*
2018	\$108,000 est.	\$140,000	(\$32,000) 23%*

Additional Information and or Explanation:

*Currently we rely on our investments to cover 20-25% of our expenses. We have sufficient reserves to continue to annually top up givings and rental income for more than 10 years.

¹ Includes renovation expenses of \$16,000

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PROFILE 2: LIVING MINISTRY PROFILE

Living Ministry Profile: An Annual Re-Affirmation

General questions for the whole congregation at their Annual General Meeting

The congregational leadership (minister, council, committees, etc.) should take the opportunity to discuss these questions beforehand. Based on their reflections, ministry personnel and local leadership may then facilitate a wider discussion with the whole congregation at the Annual General Meeting or another convenient time..

Referring to the Joint Needs Assessment profile before you, please reflect on the following questions:

1. Does the description of our physical community (town, city, region) still adequately reflect who we are? In what ways has our community changed? **As described in others parts of this document we are a vibrant community in the outskirts of Ottawa with many unique features attractive to the local people and those who come for our community events. With cooperation from many community organizations, we participate and we are blessed with support and are able to be a part of a very loving and caring community.**
2. Do our facilities continue to meet the needs of our congregation and wider community? **Our facilities are definitely adequate for our needs and as an old facility there are always things to update but thanks to a great property committee these updates are made and financially supported by our congregation.**
3. How has our congregational demographics changed over the past year? **We have grown and have been welcoming new members on a regular basis. Our congregation always has before them reminders of those who are unable to be with us and are in nursing facilities and they are made aware that they are always in our prayer life of the church, even though they are not physically with us.**
4. In the past 12 months, how has our congregation responded to the outreach needs within our community, both regionally and globally? **We are actively involved in the community through our various committees. We participate in the summer Farmers' Market running the canteen, we participate in the Lions Club Maplefest, the community garage sales, the Cumberland Heritage Tour, Remembrance Day Service shared with other local churches and clubs. Also we have been participate in the local Navan Fair Parade with our float representing St. Andrew's U.C. We also participated in an Outreach Mission called Cumberland Cares in support of the Samaritan Foundation in the Dominion Republic. These are all leading us to being a vibrant part of the Community of Cumberland.**
5. In what ways have we assisted our congregational leadership in responding to the mission of the congregation within the community of faith and beyond? **For the most part there has always been full support of the leadership in our congregation as we deal with the everyday workings of our church community. We have congregants taking part in all aspects of church life, i.e. leading in worship, participating in worship, volunteering in Sunday school, sponsoring functions such as Musical Concerts, Beef Dinners, Breakfasts, participating in the local Cemetery Services etc.**
6. In what ways have we assisted one another within the congregation on our individual spiritual faith journey? **Our congregation is very supportive of each other in our own personal faith journeys.**
7. Are there new initiatives that have been undertaken -- or need to be undertaken -- to remain faithful to our call within this town/city/region and our world? **It has been an ongoing, active role we are playing in our community and our outreach to the food bank, and other needs in our community.**

8. Are we as a congregation continuing to meet the needs of this town/city/region relating to pastoral care, spirituality and self-care, within the community of faith and the wider community? **The best that we can, as we serve to keep in touch with those suffering be it physically, emotionally, and spiritual, our love for our fellow human beings is always before us as we spread our love among those in need.**

9. Are we faithful in our use of our resources: financial (\$), talents (people) and physical (building)? Do our stewardship goals assist us in meeting the needs of the life and work of our congregation? **We believe we are faithful in the use of all our resources. We strive to meet our calling as a congregation be it to use our finances, talents and our time when and where it is needed.**

10. In what ways do your financial/budget projections for the coming years need to be updated? Are they still accurate? **This has been done preparing us for the retirement of our present minister and the finances carefully considered in making our decisions as we go forward.**

11. Does our worship meet the diverse needs of the whole people of God? **Yes, it does, God's love for each person is shown to all who enter the doors to share in our worship.**

12. What does it mean for us to be a part of the United Church of Canada? **While St. Andrew's ACCEPTS the vision of the United Church of Canada and follows its polity, our history, mission and success stems from our feeling of being a unique rural pastoral charge focused on looking after each other with a ministry mindful of Jesus being the King and Head of the Church.**

After reflecting on all these questions, are there things that need to be changed/updated in our Living Ministry Profile? (*Formerly referred to as a JNAC Report*). **Our focus needs us (the congregation) to always be on our Lord and Saviour and not the conforming to what is the new and latest changes in our society. God is the same yesterday, today and forever. It is us that needs to be transformed into the image of God and not the other way around.**

Following your Congregation's Annual General Meeting, please send a short summary of the discussion of these questions to the Conference Office with a copy of your current Annual Report.

Specific questions for discussion and use within the Ministry & Personnel Committee:

Regarding the *Ministry Personnel Position Description*:

- a) Does our existing Position Description adequately reflect the reality of our ministerial needs?
- b) Are the specific "Terms of Call" still appropriate? Do they need to be updated? (*Please refer to call or appointment for specific terms of call or appointment*)

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PROFILE 3: POSITION DESCRIPTION

Title: Minister of the Word, Sacraments and Pastoral Care Full Time

One or two sentences describing the position: We are a welcoming and loving faithful God-centred community church in a rural setting. We are looking for someone who feels the call of God to lead the congregation in its personal relationship with God.

Current Ministry Designation: Ordained Diaconal Designated Lay Minister

Accountability and Support:

The **Minister** is accountable to **Ottawa** Presbytery and accountable to the Pastoral Charge through the Ministry and Personnel Committee.

General Duties, Responsibilities and Time Allocation:

The **Minister** works to assist the congregation in realizing its Vision and Goals.

Administration and Leadership: 10%

Wider United Church involvement

Active participation in Presbytery, Conference and General Council in consultation with the Ministry and Personnel Committee

Worship 40%

Pastoral Care: 40%

Outreach: 0%

While outreach is often seen in traditional ways, it can also include ministerial involvement in community organizations, foundations and boards.

Christian Development: 5%

Professional Development: 5% (* this is in addition to annual Study Leave of three weeks)

Pursuing professional development and spiritual development in consultation with the

Ministry and Personnel Committee

Ecumenical Involvement: 0%

Local Ministerial, inter-faith groups, etc.

Are there other Ministry Personnel positions associated with this Pastoral Charge?

Yes

No

We have a part-time secretary and a paid organist/choir director.

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SYNODE MONTREAL AND OTTAWA CONFERENCE****PROFILE 4: SKILLS, KNOWLEDGE AND EXPERIENCE****Skills:**

1. Ability to deliver a strong, Biblically-based message relevant to daily life.
2. Capable of working in harmony with committees, staff and individual congregants alike.
3. Effectiveness in attempting to "grow" the Congregation through fresh ideas, new directions and tenacity.

Knowledge:

1. Possess a solid Biblical and Theological background.
2. Be aware of, and sensitive to, the long-standing traditions of St. Andrew's United Church and it's established members.
3. Appreciate, and foster, the very significant worth of St. Andrew's Ministry of Music.
4. Recognize, support and promote the importance of the Sunday School.
5. Be able to provide focus and direction needed for Worship Service planning.

Personal Attributes:

1. The desire and ability to engage, and interact, with all age groups.
2. An attentive listener, and a competent communicator --whether interacting with a group, or one-on-one.
3. Compassionate, with the gift to convey caring support.

4. The ability to leave a positive impression with visitors to St. Andrew's and with all other contacts.

Experience:

1. Interested in, dedicated to, and effective with... Pastoral Care, in all its many facets.
2. Ability to maintain the sense of unity and common purpose currently felt within St. Andrew's Congregation.
3. Possesses initiative to increase St. Andrew's visibility by participating in community and local events.
4. Liaison with Ottawa Presbytery to maintain positive 2-way communication

**THE UNITED CHURCH OF CANADA
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PROFILE 5: WHAT WE CAN OFFER

1. What salary can your pastoral charge afford? **As per the UCC Salary Schedule**
2. Category **D - F**
3. Are you able to pay a salary over minimum? Yes No
 - i. If yes, by what % **Up to 12%**
4. Current Housing Allowance **Not applicable under UCC New Compensation Model**
5. Continuing Education/Educational Leave of a minimum of three (3) weeks (21 days) within each pastoral year, including Sundays.
6. Sabbatical: A minimum of three consecutive months of sabbatical after five consecutive years of service to the pastoral charge.
7. Basic Telephone (Communication) Amount **\$840** per year
(Note: The Minister may want to have a cellular telephone rather than a land line for communications purposes).
8. Vacation: (at least one month per year)
 - i. **A minimum of four (4) weeks** including **five (5)** Sundays within each pastoral year.
9. Technical Equipment support and services:
10. Manse: **Not applicable**
11. Moving/relocation budget **To be negotiated based on reasonable estimates and receipts.**

**THE UNITED CHURCH OF CANADA
SYNODE MONTREAL AND OTTAWA CONFERENCE****PROFILE 6: PASTORAL CHARGE – TELLING OUR STORY**

Name of Pastoral Charge: St. Andrew's United Church
2557 Old Montreal Road, Cumberland, Ontario, K4C 1A1

Brief Description of Pastoral Charge:

Our minister is retiring.

Cumberland is a picturesque village located on the Ottawa River, 35 km east of Ottawa. We are a country church - well established and well maintained, celebrating our 190th year.

Our congregation consists of approximately one hundred families. There are numerous seniors and young children. These families live in Cumberland Township for the most part. The township includes a large section of Orleans.

St. Andrew's has a fantastic music program with outstanding leadership and a highly-talented choir. The spiritual support provided to the congregation in all facets of the worship service is heartfelt and meaningful.

The congregation takes pride in taking part in community events locally with the Catholic Church, Muslim Community, Lions Club, Cumberland Community Association and the Navan Fair. Events within our church are eagerly anticipated and are well attended by the community. Everyone is welcome.

The U.C.W. and the Men's Club are receptive to new members and to new ideas. The two groups assist each other in fundraising events. The warmth of reception at our worship service and coffee hour is evident by the smiles and conversation. The congregation is thrifty, hard-working and dedicated.

Our vision is to grow our congregation and be a vibrant participant and contributor in the community of Cumberland.

Profiles 1-6: Approved by the Board/Council of:

Name of Pastoral Charge

Name of Presbytery

Name/Signature of Chair of Board/Council

Date

Name/Signature of Secretary of Board/Council

Date

Name/Signature of Presbytery Representative to JNAP

Date