

Leaside United Church

Joint Needs Assessment Committee Report

June, 2006

- with September, 2006 additions
in **bold print**



Mandate of the Joint Needs Assessment Committee (JNAC)

Section 052 of The Manual, 2004 states that the JNAC is to study and report on the ministry personnel needs of the pastoral charge through an open and participatory process of information gathering and analysis. This process concludes with the adoption of a report to the office board, church board or church council and pastoral charge. This report includes summaries to describe,

- i the community of the Pastoral Charge;
- ii the ministry of the Pastoral Charge;
- iii the resources of the Pastoral Charge;
- iv the position descriptions addressed by any recommendations in the report;
- v the skills and knowledge required of Ministry Personnel, and
- vi the terms that may be offered.

Members of the Joint Needs Assessment Committee

The Committee is made up of members of Leaside United Church and representatives of Presbytery.

Dan Craddock, Chair
 Leah Alcorn
 David Bell
 Madeleine Cosentino
 Pat Cole-Sayliss
 Dick Cowan
 Chris Cragg
 Joan Farrell
 Geoff Kettel
 Mavis Pyper
 Karen Whitewood
 Lynne Wilson-Orr
 Rev. Lawrence Beech (Presbytery)
 Wynn Miller (Presbytery)

CONTENTS: JOINT NEEDS ASSESSMENT COMMITTEE REPORT

Mandate of the Joint Needs Assessment Committee (JNAC)		Page 2
Members of the JNAC		Page 2
JNAC Report Summary	General JNAC Observations	Page 4
Recommendations	concerning the JNAC Report	Page 4
	Additional Recommendations	Page 5
 <u>Part A</u>		
Introduction		Page 6
Process	Outline of Process;	Page 6
Findings of the JNAC		Page 7
Conclusions:	Ministerial Positions	Page 8
 <u>Part B</u>		
Profile 1	The Church Community	Page 9
Profile 2	The Church	Page 11
Profile 3	Resources	Page 12
Profile 4	Position Description	Page 13
Profile 5	Skills and Knowledge	Page 16
Profile 6	Terms and Conditions	Page 17
Appendix A	Church Worship and Outreach Activities	Page 19
Appendix B	Governance of Leaside United Church	Page 22
Appendix C	Analysis of Survey Data	Page 23
Appendix D	Questionnaire	Page 29

JNAC Report Summary

Through an analysis of questionnaire responses plus interviews the JNAC has identified the various needs and wishes of the LUC congregation concerning 7 main areas of responsibility. Further details of the analysis are provided later in this report, under “Appendix C”.

Comments from the congregation can benefit future planning – not only by the ministers and staff, but also for Council committees. It will be up to the Council and its committees, therefore, to review these findings and implement the suggestions made.

Ministry in LUC is a joint effort of our professional staff and dedicated lay volunteers operating through our church government. Members and clergy alike must support each other, seeking to foster working relationships in which criticism is constructive and problem solving is done through appropriate channels, not on an individual basis.

For our ministry to be effective, ministry personnel must agree to work consultatively and cooperatively as a team. A division of labour, jointly planned with the ministers, should be based on their individual strengths and interests and communicated to Council and the committees. Since the areas of responsibility often overlap, the division of labour must be flexible and fluid. Such divisions must be periodically reviewed by the Ministry and Personnel Committee (M and P), and revised to reflect changing situations in either the personnel or the congregation.

While our members have strong opinions about what they would like to see occur at LUC, they also strongly support a balanced budget. However, the link between increased givings (both financial and in volunteer participation) does not appear to be made. LUC must clearly define this link through educating the congregation about this two way street, and by working on both recruitment and membership retention and involvement. The newly implemented Membership Recruitment and Retention Committee is welcomed in this respect.

Recommendations concerning the JNAC report

The JNAC recommends that the Church Council of Leaside United Church:

1. Accept this report, present and distribute it to the congregation, and set a date in September for a congregational meeting to formally approve the report. This will allow sufficient time for many in the congregation to carefully read the document before a congregational meeting is convened.
2. Recommend that the congregation request Don Valley Presbytery to accept this report and declare a vacancy at LUC, for two full time ministerial positions.

3. Upon the approval of this report by Presbytery, establish a Joint Search Committee, together with Presbytery, to seek and call candidates to a team ministry of two full time positions.
4. For the purpose of continuity and to ensure a smooth transition from the JNAC to the Joint Search Committee, ensure that the Joint Search Committee has representation from JNAC.

Additional Recommendations

1. Enhance the yearly performance review of the ministers by M &P, along with other Council representatives and possibly a facilitator, to examine the roles of each minister, whether the congregation's needs are being met, if the ministers are fulfilled and growing in their roles, and to ensure there are neither duplications nor gaps in service. Annual reviews of all church staff should be undertaken in an atmosphere of positive growth and development.
2. Establish a Welcoming Committee that will meet and greet the new ministers, organize a detailed orientation program for them, and facilitate their integration into the congregation.

PART A

Introduction:

“I have a dream today. I have a dream that one day every valley shall be exalted, every hill and mountain shall be made low, the rough places will be made plain and the crooked places will be made straight and the glory of the Lord shall be revealed and all flesh shall see it together. This is our hope”

These words of Martin Luther King seem to be appropriate to our situation as we move forward with the Joint Needs Assessment Process. We need to have a dream, a vision for what our future will be.

The purpose of the Joint Needs Assessment Committee (JNAC) process is to discern and then synthesize the needs of the congregation into a set of attributes required of a ministerial team. The vision of the congregation is not defined by the JNAC. It is only articulated by it. The recruitment of a ministerial team is not part of the JNAC process but follows as the next stage.

The JNAC process is carefully prescribed by the United Church of Canada and includes development of a series of six profiles that include descriptions of the community where the church is located, specifics about Leaside United Church and the ministerial job description

Process:

The Joint Needs Assessment Committee (JNAC) process was initiated in January, 2006 after Rev. Ralph Taylor announced his retirement date (June 2007). We have been fortunate to have had the support of the congregation in a great many ways. Many people have generously responded to the JNAC questionnaire. Others have approached members of the JNAC committee and offered comments and support. We are grateful to all those who have participated in this process. It is only through this kind of participation that we can accurately reflect the needs and wishes of Leaside United Church.

The assigned task of creating a Joint Needs Assessment for Leaside United Church required that a group of individuals come to understand the needs of the congregation. This has involved meeting with the Finance Committee, receiving and considering a copy of the Pastoral Partners position paper, conducting interviews with Rev. Ralph Taylor, designing and administering a questionnaire to over 300 families of our congregation followed by many hours of serious discussion, analysis of data and reflection.

Findings of the JNAC

This congregation has been through a great many changes in pastoral care in the past five years since the last JNAC process. We have been guided through this time of turmoil by our church council and our minister, Rev. Ralph Taylor. We have learned many lessons about who we are and who we want to be and there is great hope for the future.

The JNAC identified seven areas of importance to Leaside's ministry. These are worship, music, Christian development, pastoral care, fellowship, outreach and program support. There are several themes that are strongly expressed in the written responses on the questionnaires. The responses are fairly reflective of the population demographics of the congregation. Across all the age groups there was a strong desire for more programming for youth and children and a desire to increase the young families at Leaside.

Our future sustainability as a congregation depends on having the ministerial resources to minister to our congregation and our needs. The following paragraphs outline the needs and desires that we have for our church.

As a people, we want a strong worship service with an emphasis on leadership from the pulpit, sermons that focus on how we live our lives in a changing world and have relevance to us as we move across the changing stages of our lives on this earth. However, we want our services to be concise and preferably less than an hour. Many of us would like midweek worship services to reflect the changing times of many families who travel on weekends, work shift work or have a multitude of sports activities for our children.

Music lifts the spirits and refreshes the soul and we at Leaside delight in our music programs. We have varying opinions on what kinds of music do this but we all agree that variety is important to us. We want more involvement of our congregation in the music through the creation of a youth choir, an expansion of the junior choir and the ongoing participation of the C-Flats.

The future of this congregation is our youth and young families. This is clearly expressed by almost all respondents. We want more church school programs, we want the confirmation program to continue and to have ongoing connection to our youth and we enjoy the activities of the changing seasons of the church year. We are less interested in adult programs or study groups as an overall congregation but for those to whom this is important, it is of utmost importance.

Leaside has a strong history of reaching out to others and, interestingly enough, we take for granted that this will continue. That speaks to how essential it is to us. We are our brother's keeper and we intend to care for the less fortunate of this world. We start at home in our own neighbourhood and local outreach programs are very important to us. Mission and Service programs and international programs are of less interest to the overall congregation but are still highly important to many members of the church. We need to foster our understanding of these programs and expand their influence.

We see a strong need within our members for pastoral care. Programs for seniors, visitation programs, counselling and classes are all ways in which we can support our individual members in their daily lives and we want the professionals available to us to do so. We want more pastoral care than we have been able to achieve over the last several years and we want those responsible for this care to be visible to us.

While we are a sociable group of people, we don't want to be party animals! We enjoy the after service fellowship of the coffee hour on Sundays but we are less interested in other kinds of social activities such as dinners, intergenerational events, new members events, etc. We must be careful, however, to put this into context. While those who have been members for many years may not be interested in social events, we need to create a welcoming atmosphere that will attract new members. The best way to do this may be through specific social programs for them.

Strong budgetary control is very important to us as a congregation. We want to live within our means and just over half of us are interested in increasing our givings or in marketing ourselves to others. If we wish to find a way to provide all the services and programs that we so clearly articulate are of great importance to us, we need to find a way to fund them. From the responses, there is also an indication of burn out in the congregation. People either do not want to or can not participate in church committees. Our personal life circumstances vary across the congregation and we have many elderly members who are no longer able to participate as they once did. We also have young families with both parents working outside the home and very involved in their family activities.

Conclusions: Ministerial Positions

In order to adequately meet the needs of our congregation and to be fiscally prudent we propose that Leaside United Church continue to have two ministerial positions. The separation of roles envisioned by the previous JNAC has not been as successful as it was anticipated to be and we recommend that a team ministry model be instituted. A single job description for the work required to meet the needs of the congregation has been developed and is included in this document, and two ministers, should be called to serve the congregation who are willing and able to form a team ministry. The talents and qualifications required of the ministers will be articulated in a shared list attached to the job description. The tasks will be divided to suit the individual strengths and talents of the ministers ensuring an equitable division of the work. The division of the tasks will be examined at least every two years with guidance and input from the Church Council through the Ministry and Personnel Committee.

PART B

Profile 1- The Church Community

Leaside- the town within a city

Leaside United Church is located in the former town of Leaside which has been absorbed by the City of Toronto, (www.toronto.ca) but retains its distinct community characteristics. Toronto, with a population of 2.6 million, is one of Canada's largest cities and a major centre for business, entertainment and multi-cultural immigration. It is served by an international airport, a network of major highways and an integrated public transit system. It has all the amenities one would expect of a major city. There is a major hospital, Sunnybrook, just over one kilometre to the north. There are public and private schools as well as Leaside High School and Toronto French School within the community. Shopping areas are nearby, along Bayview Avenue, Eglinton and Laird. A public library is across the street from the church, accompanied by a small park, tennis courts and a wading pool. All quite a change from early days in the area.

Further details on those early days and our community's current characteristics are provided below.

A true pioneer of early Toronto, John Lea Senior arrived from England in 1819. He was looking for land with good soil, which was close to transportation and markets, so he chose York, because land was still quite cheap, here in Upper Canada. He bought 200 acres in the third concession on high ground between present-day Bayview Avenue and Leslie Street, half a mile south of Eglinton. In the 1850s Lea's oldest son John inherited 91 of those acres to which he added 130 acres just south of his father's farm. Here he built an octagonal house which he called Leaside, near the present day site of Memorial Gardens. This neighbourhood has been called Leaside ever since.

In 1881 the rail line now known as the CPR was built through the Lea farms and in the early 1900s the Canadian Northern Railway Company (now the CNR) built a line through the Don Valley. The Canadian Northern Railway incorporated the Town of Leaside in 1913 on land formerly owned by the Lea family. Leaside's development was historically significant in that it was the first town in Ontario to be completely planned on paper, before any homes were actually built.

Leaside's growth was slow until the late 1930s. During the early years and up to 1929 the population was 500 or less. During World War II, the establishment of defense industries resulted in significant growth and by 1946 the population had passed 10,000. After the war, Leaside became an important bedroom community for the city and by 1967, when it was merged with the Township of East York to become part of the Borough of East York, the population exceeded 20,000. In 1997, the Borough of East York was amalgamated with five other municipalities and Metro Toronto as part of the new City of Toronto.

After all these years, Leaside still has the distinct reputation of being a small town in a big city. The residents of Leaside are community minded, know their neighbours by name and many walk to Bayview Avenue to shop. South Leaside is bounded by Eglinton Avenue on the north side, Bayview Avenue on the west side and the Don River Valley on the east and south sides. It has amenities such as a public library, a community centre, tennis courts and playgrounds, Trace Manes Park and Leaside Gardens, as well as easy access to universities and community colleges. Our community has a pleasant friendly atmosphere and is only 20 to 30 minutes away from the downtown area, which is why people choose to live here.

In the early years, Leaside was primarily a working class community but, over the last 2 decades or so, it has evolved into a more affluent community whose residents are principally professionals and entrepreneurs, single and dual income families. The ethnic make-up of the community is largely European-Canadian and English is the dominant language. According to the 2001 Census, the age make-up for the area is as follows.

AGE GROUP	PERCENTAGE OF POPULATION
0-19	23.4%
20-44	40.8%
45-64	22.2%
65-74	6.7%
75-84	5.0%
85 +	1.9%

The Leaside housing stock caters to a wide variety of needs and tastes. There are two bedroom bungalows, classic homes with leaded glass, hardwood floors and gumwood trim, new homes with all the latest upgrades, condominium apartments and townhouses and freehold townhouses. Prices currently range from \$300,000 to more than \$1,000,000. In recent years, a large majority of buyers have been couples in their 30s and 40s, many with young children. Although real estate values are high in Leaside, more moderately priced properties are available in neighbouring communities.

Profile 2 - The Church

The Mission Statement for the church is.

“We are a welcoming , inclusive community with strong networks of supportive relationships, prayerfully striving for excellence in all that we do, growing in faith and spirituality, and reaching out to those in need.”

The profile of Leaside United Church is one of a caring, dedicated and supportive community. The majority of members live in Leaside or in the neighbouring communities. In early 2006, there were approximately 360 households and 900 individuals under pastoral care with just over 300 envelope holders including 80 households on our Pre-Authorized Remittance (PAR) program. Our roll of members and adherents includes some 46 households which are located in neighbouring communities. All of these numbers reflect the decline in membership experienced over the past few decades by the United Church of Canada as well as by other Protestant denominations.

A dominant characteristic in the make up of the congregation is the strength of our long term members. These members are a strong core of our church, offering many resources i.e. time, talent and money. A significant number of the senior members raised their families in Leaside and some were raised in Leaside themselves.

The Congregation was established in November 1928 in a frame structure that was replaced in 1940 with the present sanctuary which seats about 400 people. A gymnasium was added in 1951, additional office and library space in 1967 and in 1990, an elevator and other facilities to assist disabled persons.

Secondly, Leaside United Church is literally and figuratively at the centre of the Leaside community. The church is known to all and used by many. Several programs are run out of Leaside United Church such as Mrs. Parks’ Nursery school (the school- established in 1961- toddlers to grade 1 classes), Girl Guides and Boy Scouts and badminton to name a few.

A third characteristic of Leaside is its significant participation in community and outreach activities. Leaside United Church members are not hesitant to demonstrate their faith through action both within our church and the wider community. When an objective or need is clearly stated, the congregation has traditionally rallied and provided the required support. Outreach, either for international emergencies or local needs, has been provided with great passion and diligence. One illustration of this was Leaside United’s recent successful 75th Anniversary Project to raise \$75,000 in two years (2003 & 2004) for Lester B. Pearson Place, a 53 unit affordable housing project on the property of Newtonbrook United Church-Taiwanese United Church of Toronto (NUC-TUCT). We also assist the congregation at Echo Bay (near Sault Ste Marie) with their outreach projects and we provide annual financial and other assistance to Camp Scugog, a United

Church summer camp for under privileged children. Additionally, some of our membership along with other individuals in the community have been active over the years in the construction of housing for seniors, resulting in two such condominium buildings in Leaside, i.e., Leaside Gate at 955 Millwood Road and Stay at Home in Leaside at 1387 Bayview Avenue.

The members have a desire for stimulation and growth. This is expressed by a large Number of fellowship and outreach activities within the church. These activities are detailed in Appendix A at the back of this report..

Appendix B outlines the governance of Leaside United Church and is also at the back of this report.

There is one other United Church in Leaside- Northlea United Church in north Leaside and three others in adjoining community areas. These are Lawrence Park Community Church to the north, Manor Road United to the west and Rosedale United to the south. There are a number of other long established churches in Leaside: St Cuthbert's Anglican, St. Augustine of Canterbury Anglican, St. Anselm's Roman Catholic, Leaside Presbyterian, Bethel Baptist and Leaside Bible Chapel.

Leaside United has good and strong relations with the other community churches. The churches have joint services during the world week of prayer and have pulpit and choir exchanges at other times as well.

Profile 3- Resources

Financial

The financial support provided by member givings and other sources continues to be substantial. A detailed breakdown of Leaside United's financial resources is available in the annual report for 2005.

In addition, the Congregation has three trust funds that are pooled and managed with the assistance of professional advisors. The congregation is debt free.

The Congregation's financial position is sound and provides a basis for both optimism and concern. There is a long history of financial stability for local operations and significant contributions to others outside the Congregation. Additional effort will be needed to increase envelope givings through attracting more new members and new initiatives if the Congregation is to continue to support the level of professional services the Congregation relies on.

The Congregation does not prepare long term financial projections. Historically, the needs have been determined on a year to year basis and we have been able to meet the requirements.

Human Resources

Currently we have two full time Ministers, 1 part time Music Director, as well as 1 full time Office Administrator, 1 part-time Church Accountant, 1 full time Church Officer, 2 part-time Church Officers and 1 part-time Evening Custodian on staff.

Leaside United enjoys a high level of commitment and involvement from volunteers. A core group of people commits a significant amount of time and effort to various leadership positions and many others assist in a range of volunteer roles.

Currently there are over 100 volunteers serving on the committees, as Pastoral Partners or as Church School leaders and numerous volunteers involved in activities outside of the committee structure. The leadership and participatory skills of these volunteers are a tremendous resource to Leaside United and can be extremely helpful in supporting a variety of initiatives undertaken by the church.

The challenge is to encourage people to choose Leaside United and to find ways to make it possible for more people to take on initiatives which will be helpful in increasing our new members. This will hopefully be achieved by reaching out to the community and providing a warm welcome to new members who choose to make Leaside United their place of worship.

Building

Leaside has a beautiful stone building with extraordinary stained glass windows and is located in a park like setting. It has the capacity to hold over 350 people for Sunday services and special events.

Profile 4- Position Description

Reporting: The ministers report to Council.

Responsibilities: The Ministers, working together, with other staff members and in conjunction with the LUC Council and its Committees, will endeavour to meet the needs of the LUC congregation through embodying the New Creed of the United Church of Canada and LUC's mission statement –

“We are a welcoming inclusive community with strong networks of supportive relationships, prayerfully striving for excellence in all that we do, growing in faith and spirituality, and reaching out to those in need.”

Seven areas of ministerial responsibility have been identified: 1) worship, 2) music, 3) Christian development, 4) pastoral care, 5) fellowship, 6) outreach, 7) support for church

programs. Each of these areas entails specific tasks. The ministerial team will operate in consultation with the appropriate church committee(s) in all of the seven areas.

1) Worship – 30% of time

- Prepare and lead worship services using a variety of styles with an integrated liturgy of word, music and prayer;
- In preaching, inspire the congregation to a greater sense of our Christian faith through interpreting Biblical passages in relation to our daily lives, to Canadian and worldwide conditions and to meet the varying spiritual needs of the congregation;
- Help the congregation to explore the links between worship and Christian development through special classes, seminars, study groups, etc.
- Participate in joint services and other activities with other Christian denominations or interfaith groups.

2) Music -5% of time

- Understand and communicate the place of music and different musical styles including it as an integral part of worship celebrations to meet the expressed needs of various segments of the congregation.

3) Christian Development – 20% of time

- Select, purchase and maintain the church school curriculum, adapting it to the specific requirements of LUC, relating it to the overall activities of LUC, and work with the Christian Development Committee to train teachers and monitor church school attendance and activities;
- Periodically visit CD activities, including church school, or prepare special events to bring all family members into the church community;
- Share responsibility with other relevant committees and encourage the participation of volunteers in learning events throughout the year. E.g., youth groups; pre-wedding; pre-baptism and new members classes; study or prayer groups; special activity groups.

4) Pastoral Care -20% of time

- Provide general pastoral care, with special emphasis on the elderly, sick, shut-ins, new families and those in crisis; offer counselling and spiritual guidance to individuals when such guidance is appropriate and sought after.
- Provide training, monitoring and regular back-up for Pastoral Partners to ensure that regular contact is carried out for most members and adherents;
- Provide support for and conduct services for weddings and funerals in LUC for church members, potential members and individuals with a connection to LUC.

5) Fellowship – 5% of time

- Assist in planning and implementing fellowship events which can strengthen links within the congregation and with the larger community, and interacting especially with new members, youth and families and those of recent baptisms.

6) Outreach – 5% of time

- Help to identify local community needs and potential areas of involvement for the church, lending support and encouragement from the pulpit and in person to events which extend our faith action beyond LUC into community, regional, provincial, national and international areas;
- Provide immediate aid to needy people who seek help from the church;
- Help to educate the congregation about the Mission and Service Fund of the United Church of Canada.

7) Support for Church Programs -15% of time

- Participate in Presbytery and Toronto Conference meetings;
- Assist Council and other relevant committees with on-going communication and stewardship efforts, including interpreting the theology of our financial commitments;
- Participate in Council (and its committees, as appropriate) by attending meetings and providing advice as required;
- Interact and communicate regularly with all staff members, strengthening a team approach in planning, identifying problem areas and jointly solving administrative issues.

To be both effective and efficient, these seven areas of responsibility must be divided between the two ministers. It is clear, however, that the areas often overlap. Taking this into account, any division of labour must be flexible and fluid and reflect the skills and interests of the particular ministers. Therefore, any division of tasks must be periodically reviewed and revised to reflect changing situations in either the personnel or the congregation.

Profile 5- Skills and Knowledge necessary for successful job performance

To summarize we are searching for leaders who are highly personable and inspirational with a demonstrated ability to relate well to a varied congregation. Some administrative talent would assist in the effective application of resources to meet the congregation's needs within a "balanced budget".

- Significant experience with a solid grounding in congregational life.
- Well grounded in the **Christian faith, as expressed in through the United Church of Canada**
- Significant experience in governance and administration of a pastoral charge and the work of the wider church community.
- Demonstrated excellent preaching ability.
- Positive communication and interpersonal skills conveying openness and trust to all.
- Exhibits caring, compassion and is a good listener
- Experienced in developing programs and reaching out to the community to attract new members.
- Demonstrates excellent oral and written communications skills.
- Excellent team work skills with the ability to work collaboratively with other team members, chair of council, committee chairs and congregation.
- Excellent organizational skills and the ability to achieve objectives.
- Ability to respond to changing conditions and situations.
- Has a sense of humour.

Profile 6 – Terms and Conditions

Salary:

The **minimum** salary will be set in accordance with the 2007 Salary and Allowances Schedules Applicable to Ministry Personnel, section 036 in The United Church Manual (“The Manual”).

Housing Allowance:

A housing allowance will be provided as set out in Sections 036(f) and (g) of The Manual

Vacation:

Congregational attendance at Sunday morning worship services and the use of church facilities peaks during the period from September to June. Long vacations are to be avoided during the peak period. Consideration is to be given to the needs of Leaside United Church in selecting vacation dates. Vacation periods should normally avoid such high church days as Advent, Easter, Pentecost and Christmas. Vacation may be taken during those periods in special circumstances and with prior consultation with the **appropriate committee**.

As far in advance as possible, the Minister is to consult with the appropriate committee regarding vacation and professional development plans. Approvals are to be sought before commitments are made.

Ministers are entitled to a minimum of 1 month vacation as per the Manual each pastoral year (July to June). Ministers are expected to take at least one half of their vacation entitlement during the summer months.

Professional Development:

Time is to be taken for spiritual renewal, meditation, prayer, recreation and exercise. Each minister is entitled to a minimum of \$1,200, as of 2007, for professional development and continuing education and a maximum of three (3) weeks study leave. Study leave is to be taken within the calendar year. Any study leave not taken, or professional development entitlement not spent in a calendar year may not be carried into the next year. Each claim is to be accompanied by a breakdown of expenses. The Treasurer will maintain records of the expenditures and amounts claimed under this program and will notify the Minister(s) and appropriate Committee Chairs (including the Ministry and Personnel Committee) when they are approaching their maximum entitlement.

Book and Publication Expense Allowance:

Each minister is entitled to reimbursement of expenses up to \$500 per calendar year. The cost of books associated with study leave will be considered a part of this program. Expenses will be paid monthly upon submission of a claim under this program.

Travel Expenses:

Reimbursement for reasonable travel expenses incurred while carrying out work on behalf of Leaside United Church will be made in accordance with the rate set out in The Manual, Section 036(h). The all-inclusive minimum rate for 2006 is 37 cents per kilometre. Such expenses will be paid monthly upon submission of a claim, on the prescribed form, to the Treasurer with a copy provided to the Ministry and Personnel Committee.

Work Week:

The work week is measured in terms of units, where a unit is a full morning, afternoon or evening. A work week will involve between 10 and 15 units but will average 13 units (40 hours per week). The minister may work at home from time to time to prepare sermons , write reports etc., but must keep the office staff informed.

The Ministers will maintain records of the number of units worked and provide, upon request, a summary of the units worked to the Ministry and Personnel Committee.

Appendix A – Church Worship and Outreach Activities

- Our Worship:** Worship services are held at 10:30 am on Sundays with additional 9:00 am services once a month, which are oriented toward young families and those preferring a more contemporary form of worship. Children join their parents for the first part of the 10:30 am service which includes reciting Our Creed and a children’s story and hymn and then go downstairs for church school (for children up to grade 8). The service is followed by a time of fellowship, with tea, coffee, and lemonade hosted by members of the congregation.
- Communion:** The Sacrament of Holy Communion is celebrated during both our 9:00 AM and 10:30 AM worship services, several times a year, including World Wide Communion in October, Advent Communion in December, a sunrise service Easter morning and Easter Communion. In addition we have a special afternoon Communion Service for those who have difficulty attending the regular service and we have special Communion Services on occasions such as Maundy Thursday and Christmas Eve.
- Baptism:** The Sacrament of Baptism is held on several regular occasions during the year including Mother’s Day and Father’s Day. A Baptism class is held during the week prior to the service.
- Special Services:** Additional special services occur during the year particularly at Easter and Christmas and we participate in ecumenical events and inter-faith events such as the week of prayer for Christian unity.
- Our Music:** Our chancel choir leads our hymn singing and sings an anthem each Sunday. Our hymns are selected from Voices United. We also enjoy soloists and guest instrumentalists and the Director of Music provides enjoyable preludes and postludes on our Casavant pipe organ. Our youthful instrumental group, the C Flats, often contributes to our services. The junior choir sings for us several times per year. Both chancel and junior choirs practice on Thursday evenings.

Confirmation Program: Takes place every two years and usually involves 15 to 20 youth with a corresponding number of adult partners. In the past, the United Church Creed has been used as a starting point to generate questions from our youth and to develop the Confirmation Program. Other components have been a retreat weekend at Five Oaks Centre which focused on how global issues relate to our faith; volunteering at Out of the Cold and other outreach ministries. All of this culminates in a worship service in May, in which the participating youth are confirmed.

Marriage Preparation: The pre marriage course at Leaside United Church provides an opportunity for couples to communicate with one another, about the vital components of a lasting relationship.

New Members Class: Running for four weeks each spring, this is an opportunity for adults considering transferring their membership to Leaside or becoming members of the church for the first time or for those wanting to explore again what it means to be a member of the United Church.

Spirit Alive: Meeting once a month on Saturday morning from 10:00 AM until noon. Participants gather for a period of led meditation, music, quiet time and reflection to deepen the sense of the spiritual at the center of one's life.

Outreach/Social Justice Activities:

Outreach: The Outreach Committee helps members and adherents to understand and support the Mission and Service Fund and the World Development Fund of the United Church of Canada. Monthly Minute-for-Mission persons share some of the many local national and international examples of the vital work made possible by these funds.

The Committee is also involved in providing continuing support for affordable housing, Out-of-the-Cold Programs at both Eastminster and Newtonbrook, United Church of Canada refugee resettlement, and a summer camp for under privileged children.

Earth Worms Earthworms is a group of dedicated church members. The name implies steady quiet work underground to prepare the soil for seeds of peace and justice. Earthworm members use both active means (marches, letter-writing etc) and reflective methods (studies of profound writings, attendance at presentations and conferences).

Fellowship Events

- The Book Circle:** For several years, eight to ten persons have met on a Sunday Morning before church, to discuss books they have read on religion and spirituality.
- Time Out for Grown-ups:** An adult only event of fun and fellowship. This is a time of relaxation and laughter with members of the Leaside United family.
- Art and the Sacred:** Throughout the calendar year, various cultural events are planned for the congregation, usually within the city. A play, an art gallery show, theatre, a nature walk are examples of such. Theological reflection follows the event.
- Youth Groups :** The Off the Wall Youth Group meets twice each month with Youth Groups of other churches, at alternating locations.
- Anniversary Unit:** This is a women's group that was formed at the time of LUC's 50th anniversary in 1978. Many of the original members are still active. The group meets on the fourth Tuesday evening of each month, excluding December and the summer months. The emphasis is primarily social with some fund raising for outreach purposes.
- Men's Club** This is a bridge club which gathers on Wednesday afternoons to play bridge from 1:00pm to 3:30pm with tea and cookies afterwards. The group welcomes men who enjoy a sociable time together.
- General** Seder suppers, Sunday School picnics, bowling parties and other social events are held.
- Fund Raising:** Spring and fall Awesome Sales, dinners and talent auctions provide needed funds for our activities and outreach and are well supported by the community.

Appendix B- Governance of Leaside United Church

Church Council- The church is governed by a Church Council consisting of the Chair, Vice-Chair, Secretary, all committee chairpersons and committee members including Pastoral Partners.

Coordinating Committee- This committee includes the Chair, Vice Chair and Secretary Of the Council, committee chairpersons, ministers and the church administrator. Its job is to coordinate, facilitate and prioritize, setting the agenda for Council meetings.

Council Committees and their responsibilities:

- **Worship-** worship services including special services; music; administration of sacraments; policies re baptism; funerals and weddings; devotional aids; flowers or decorations; ushering; audio tapes of services.
- **Christian Development-** faith development programs for all ages (church school, youth and adult programs, confirmation, pre-wedding and baptism and new member classes); training for Christian Development leaders.
- **Pastoral Care and Community Building** – working, training and assigning visitations to Pastoral Partners; reporting to ministers about pastoral care needs; updating of church rolls and directory; supports families for baptism; handles the weekly coffee time after regular services.
- **Finance, Property and Administration-** works with the Treasurer; handles financial statements, the budget process and all financial records; oversees maintenance of church property, space utilization, technical appliances and the audio system.
- **Ministry and Personnel-** consults and supports, with confidentiality, both staff members and members of the congregation; regularly reviews personnel practices, working conditions including position descriptions and remuneration, and goal setting.
- **Outreach-** strives to reach those in need both locally, nationally and internationally; encourages support of the Mission and Service Fund and places emphasis on World Development and Relief. Disburses some funds from the Meta Hunter Trust Fund. The Honduras Committee is a sub-committee.
- **Stewardship and Communication-** conducts an annual stewardship campaign; provides means for communication to the congregation about church activities and stewardship opportunities; maintain the church website. A new sub-committee to deal with membership retention and recruitment has just been formed.

- **Social and Fellowship Committee-** a new committee which will coordinate larger and special events of a social nature.
- **Trustees-** the Board of Trustees responds to lawful orders and directions of the Council, the Presbytery and Conference; holds real and personal property of the congregation and church; ensures adequate insurance is carried; is responsible for the investment of surplus funds and legalities pertaining to funds and property.

Appendix C

Analysis of Survey Data

The JNAC surveyed the congregation in March 2006 to determine the importance they attached to each of seven programs within the church and the also to rate areas within each program. The seven areas are: (1) Worship, (2) Music, (3) Christian Development, (4) Pastoral Care, (5) Outreach, (6) Fellowship and (7) Church Support. The areas within each program are shown in the attached questionnaire which was used for the survey (see Appendix D). Demographic data was also collected. Approximately 300 surveys were distributed and 126 responses were obtained. The following gives an analysis of the numerical portion of the responses. A substantial number of write in comments were also obtained through this process – sufficient that the committee elected to forego any follow up using focus groups. Analysis of the commentary is contained elsewhere in the report.

Analysis methods:

- Respondents rated church programs and program areas on a five point scale in terms of importance to them
- Responses for each rating in each category were summed and (a) weighted by the rating level or (b) summed with similar rating level totals, then converted to percentages
- Two charts produced for each category (a) weighted results (b) sum of Most + High ratings (see attached charts)
- A separate analysis by demographic groups was done for the Christian Development and Pastoral Care programs

Demographics:

- 126 surveys returned
- high response compared to approximately 300 surveys issued
- level of accuracy exceeds 5% and may approach 1% on results
- represents over 188 people of whom about 1/3 are over age 65, a further 1/3 are in the 50 – 64 age bracket and the remaining third are under 50.

General Analysis:

The numbers and graphs suggest that Worship is ranked highest in importance followed by Music. Rankings for third and below differ by analysis method and are somewhat influenced by demographics. Allowing for these differences, Pastoral Care and Christian Development are approximately equal at third. These are followed by Outreach then Church Support and, lastly, Fellowship.

Church Area	Weighted rating	Most + High rating	Rank
Worship	87	87	1
Music	77	70	2
Christian Development	71	62	3
Pastoral Care	73	69	3
Outreach	71	56	4
Fellowship	64	49	6
Church Support	66	54	5

Worship:

Sermons were the highest rated area in this Program, with Style and Leadership a distant second.

Program Area	Weighted rating	Most + High rating	Rank
Sermons	88	79	1
Style	64	44	2
Leadership	61	39	2
Alternative Service	47	21	3
With Others	53	21	3
Communion	51	21	3

The low ranking of Alternative Services may be the result of respondents not understanding what was meant by this description or by the survey not reaching the group who attend these in the sampling. It may also be a true result. Similarly, the low ranking of communion may result from unclear wording in the questionnaire. "Alternative methods of serving" may have confused the issue. Or, as a recent survey reported in the press suggests, while some 60% of the population is religious only half go to church and the other half engage in "private meditation"... suggesting the core value may now center on a message and quiet reflection rather than communion.

Music:

Respondents preferred variety first with traditional music a close second. Contemporary music was least preferred but still favoured by 24% of respondents.

Program Area	Weighted rating	Most + High rating	Rank
Traditional	66	56	2
Contemporary	52	24	3
Variety	70	62	1

Christian Development:

The leading areas of this program are Church School and Youth programs which scored almost equally in importance. Confirmation ranked second. Seasonal activities and Adult programs were equally rated at third. Small groups were rated least important but still highly valued by some 29% of respondents.

Program Area	Weighted rating	Most + High rating	Rank
Church School	74	74	1
Confirmation	68	63	2
Seasonal Activities	60	46	3
Youth Program	71	71	1
Adult Programs	61	43	3
Small groups	54	29	4

Pastoral Care:

The leading area in this program is Care for Seniors. Counselling and Classes are rated second. All family Visitation was least important but still rated most or high by 50% of the respondents. The results suggest there may be efficient ways to deliver this program.

Program Area	Weighted rating	Most + High rating	Rank
Seniors	79	80	1
Visitation	66	50	3
Counseling	73	69	2
Classes	70	66	2

Outreach:

Local outreach was rated the highest. All other areas are about equal and much less important than Local outreach. Of these National outreach was the least important.

Program Area	Weighted rating	Most + High rating	Rank
Local	76	75	1
Regional	61	48	2
National	57	39	3
Youth	61	44	2
International	65	50	2
M&S Fund	64	52	2

Fellowship:

Social programs are, with one exception, not a high priority for almost two thirds of respondents. After church coffee received the highest ranking and is highly important for slightly over half of respondents.

Program Area	Weighted rating	Most + High rating	Rank
After church	70	56	1
Group interests	56	32	3
Church-wide socials	62	39	2
New Members	61	42	2
Intergenerational	60	39	2

Church Support:

In this program, a Balanced Budget and Membership Retention & Recruitment are virtually identical as the respondents' highest priorities. Increased Givings is a distant second, ranking equally with contributing skills and volunteering for church activities. It is notable that these three were rated high or most important by 55% of respondents. Within volunteering, time limited/ task oriented work (church activities) is preferred to longer time/ less focused work (church committees). Marketing is ranked last, possibly as a reluctance to add to the daily bombardment that many respondents are subject to.

Program Area	Weighted rating	Most + High rating	Rank
Balanced budget	80	76	1
Increased givings	64	56	2
Membership R&R	78	77	1
Marketing	47	26	4
Contribute skills	66	56	2
Volunteer - church activities	67	55	2
Volunteer – church cte's	61	44	3

Overview:

The most important areas within the programs have been grouped below and given a relative ranking to help focus the priorities for new and existing ministry personnel.

Program	Area	Weighted rating	Most + High rating	Rank
Worship	Sermons	88	79	1
Music	Variety	70	62	3
Christian Dev't	Church School	74	74	2
	Youth Program	71	71	2
Pastoral Care	Seniors	79	80	1
	Counselling	73	69	2
Outreach	Local	76	75	1
Fellowship	After church	70	56	3
Church Support	Balanced budget	80	76	1
	Membership R&R	78	77	1

Supplementary Demographic AnalysisChristian Development:

Entire congregation vs Family segment

(Any response not showing parents and children (any ages) has been removed.)

Program Area	Entire congregation	Family only segment	Rank
	Weighted – Most/high	Weighted – Most/high	
Church School	74 – 74	83 -- 80	1 and 1
Confirmation	68 – 63	79 – 74	2 and 2
Seasonal Activities	60 – 46	69 -- 49	3 and 3
Youth Program	71 – 71	79 -- 74	1 and 2
Adult Programs	61 – 43	65 -- 37	3 and 4
Small groups	54 – 29	56 -- 31	4 and 5

No change in relative importance of the areas within this program. However, compared to other church areas, the level of importance of church school, youth programs and confirmation are now equal to “pastoral care for seniors” which is a #1 in the overview section .

Pastoral Care:

Entire congregation vs segment excluding families
(responses showing children removed)

	Weighted – Most/high	Weighted – Most/high	
Seniors	79 – 80	80 – 80	1 and 1
Visitation	66 – 50	68 – 55	3 and 3
Counseling	73 – 69	74 – 70	2 and 2
Classes	70 – 66	71 -- 70	2 and 2

Entire congregation vs Family segment
(Any response not showing parents and children (any ages) has been removed.)

Program Area	Entire congregation	Family only segment	Rank
	Weighted – Most/high	Weighted – Most/high	
Seniors	79 – 80	78 – 74	1 and 1
Visitation	66 – 50	61 – 37	3 and 4
Counseling	73 – 69	73 – 66	2 and 2
Classes	70 – 66	69 -- 54	2 and 3

No change in relative ranking within this program or against other areas.

Appendix D Questionnaire

Leaside United Church's Joint Needs Assessment Committee (JNAC) respectfully requests your feedback!

We must define the ministry needs of Leaside United Church for the future.
Your input is essential. **YES! We want to hear from you/your family.**

This process is strictly confidential and anonymous.

Terms for returning this questionnaire:

- ✓ place it in the envelope provided and seal
- ✓ bring it to church before Easter Sunday – April 16, 2006
- ✓ drop it in the box in the main office OR
- ✓ give it to the church administrator OR
- ✓ give it directly to a member of the JNAC (list of members enclosed)

Additional copies are available on the website and in the office.

Feel free to photocopy as many as you may need

Large Print Copies can be readily available on request through Mavis Pyper – 416-485-9569

Thank you for your participation.

Please tell us about yourself, to help us with demographic analysis:

<p>Q.1 How many years have you been attending LUC?</p> <ul style="list-style-type: none"> <input type="checkbox"/> 1 – 4 <input type="checkbox"/> 5 - 10 <input type="checkbox"/> 11 – 20 <input type="checkbox"/> 25 and above <p>Q.2 How often do you attend church?</p> <ul style="list-style-type: none"> <input type="checkbox"/> every Sunday <input type="checkbox"/> twice a month <input type="checkbox"/> once a month <input type="checkbox"/> less frequently than once a month <input type="checkbox"/> month 	<p>Q.4 I currently participate in the following:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Church School <input type="checkbox"/> Junior Choir <input type="checkbox"/> Youth Group <input type="checkbox"/> C Flats <input type="checkbox"/> Senior Choir <input type="checkbox"/> Earth Worms/book circle/women's' groups <input type="checkbox"/> Men's group <input type="checkbox"/> Outreach – Local _____ Global _____ <input type="checkbox"/> Mission & Service <input type="checkbox"/> Committees <input type="checkbox"/> Special Events – e.g. Awesome
---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

<p>Q.3 What age groups are represented in your household?</p> <ul style="list-style-type: none"> <input type="checkbox"/> Newborn to 3 years <input type="checkbox"/> 4 – 11 <input type="checkbox"/> 12 – 18 <input type="checkbox"/> 19 – 34 <input type="checkbox"/> 35 – 49 <input type="checkbox"/> 50 – 64 <input type="checkbox"/> 65 and older 	<p>Sale, Fundraising dinners, talent auction, pulpit exchange</p>
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On a scale of 1 – 5 how would you personally rate the importance of the following?

1 = least important
2 = slightly important
3 = moderately important
4 = highly important
5 = most important
*** Place a check (✓) mark in the column that best expresses your view.**

Example:

1. WORSHIP	5	4	3	2	1
COMBINE TRADITIONAL AND CONTEMPORARY STYLES			✓		

This would let the JNAC committee know that this item is moderately important to you.

Now, please continue on to the questionnaire.

Please tell us what aspects of the church are most important to you, in the general section immediately below. Then, please complete the detailed sections for your areas of most interest.

General

	Most Important	Highly Important	Moderately Important	Slightly Important	Least Important
	5	4	3	2	1
1. WORSHIP					
2. MUSIC					
3. CHRISTIAN DEVELOPMENT					
4. PASTORAL CARE					
5. FELLOWSHIP					
6. OUTREACH					
7. SUPPORT FOR CHURCH PROGRAMS					

Detailed

	Most Important	Highly Important	Moderately important	Slightly important	Least Important
	5	4	3	2	1
WORSHIP					
Sermons					
Combining traditional & contemporary styles					
Leadership shared between Minister & congregation					
Alternative services					
Worship with other churches/faith communities					
Communion – variety in serving					
MUSIC					
Traditional					
Contemporary					
Variety					

CHRISTIAN DEVELOPMENT					
Church School – infants through youth					
Confirmation Class					
Seasonal/ Liturgical Activities					
Youth Programs					
Adult Programs					
Small discussion groups					
<i>PASTORAL CARE</i>					
Pastoral Care to seniors					
Visitation/Personal/telephone contact to all age groups					
Counselling – individual, family, grief, marriage					
Classes – pre-marital, pre-baptism and new Members					
OUTREACH					
Local					
Regional					
National					
Sponsorship for youth					
International – sponsorship & support for refugee families; Special humanitarian needs					
Mission & Service Fund of United Church of Canada					

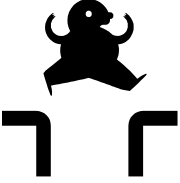
Detailed (continued)

	Most Important	Highly Important	Moderately important	Slightly Important	Least Important
	5	4	3	2	1
FELLOWSHIP					
Fellowship time after church service					
Group interests - e.g. women's, men's, couples, Bridge					
Church wide socials - e.g. talent auction, dinners, Dances					
New member events					
Intergenerational events					
SUPPORT FOR CHURCH PROGRAMS					
Balanced budget					
Increased giving					
Membership retention & recruitment					
External marketing					
Contributing skills, talents & time					
Volunteering to assist with church activities					
Volunteering to participate on church committees					

During your faith journey at Leaside United Church what are some of your comments/concerns in relationship to Worship, Music, Christian Development, Pastoral Care, Fellowship, Outreach and Stewardship.

Additional Comments/Concerns:

What programs/activities would you like to see in the future?



In order to reach new lands we have to let go of the shoreline!