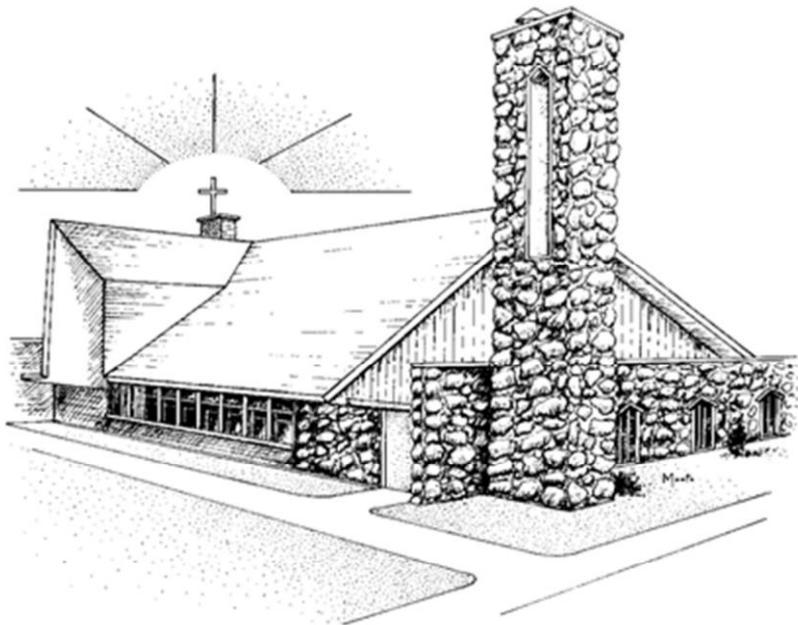


JOINT NEEDS ASSESSMENT REPORT  
ST. JAMES'~ROSEMOUNT UNITED CHURCH

171 Sherwood Avenue

Kitchener, Ontario N2B 1K2



July, 2015

*Modified from previous full JNAC of October, 2012*

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## **Submission to Presbytery**

It is the recommendation of the Board of St. James'~Rosemount United Church:

- That Waterloo Presbytery approves maintaining the current full-time ministry position terms for St. James'~Rosemount United Church.
- To request that Waterloo Presbytery declare a vacancy for a full time ordered Minister of Worship, Pastoral Care, Christian Education, and Outreach

## **JNAC Review Process**

Due to the recent un-expected resignation of Rev. Heather Davies from the position of full-time minister at St. James'~Rosemount United Church (90 day notice submitted June 15, 2015), we are in the position of needing to re-fill the position. After consultation with Presbytery and the Board of SJRUC, it was determined that the most recent full JNAC report submitted in October 2012 should still be relevant towards expressing the needs and desires of this congregation.

As such, it was agreed that a full JNAC process could be replaced by a review of the previous JNAC report to update it to current day realities. This report is the results of that review and update process.

## Community Profile

Web links of pertinent information: [www.kitchener.ca](http://www.kitchener.ca) [en.wikipedia.org/wiki/Kitchener,\\_Ontario](http://en.wikipedia.org/wiki/Kitchener,_Ontario)

Kitchener is the largest city in the Regional Municipality of Waterloo. The 2011 census showed a population of 219,153. The metropolitan area which includes the neighbouring cities of Waterloo and Cambridge has 477,160 people making it the tenth largest metropolitan area in Canada and the fourth largest in Ontario. With the adjacent cities of Cambridge to the south and Waterloo to the north we are often referred to as Kitchener-Waterloo (KW) or the tri cities. Each city has its own separate municipal government. Waterloo Region is centrally located in Southwest Ontario about one hour drive west of Toronto.

The Region is home to the University of Waterloo, Wilfrid Laurier University and Conestoga College. A new School of Pharmacy was opened in 2008 and McMaster University has a satellite campus Medical School currently with 64 students. U of W has opened a School of Architecture in Cambridge. The Waterloo Region District School Board has 120 schools and 63,000 students and a staff of 7500. The Waterloo Region Catholic School Board has 51 schools, 40,000 students and 3500 full and part time staff. The University of Guelph is within a half hour drive.

The workforce of the Region has changed over the years. Most jobs that are available are in the region's rapidly expanding high tech sector. Small tech companies continue to open weekly. Unfortunately manufacturing factories which have always been a part of the local economy continue to close and disappear. Major employers in the region are Blackberry Inc., Waterloo Region District School Board, Toyota Motor Manufacturing, University of Waterloo, Manulife Financial, Sun Life Financial, Grand River Hospital, ATS Automation, the City of Kitchener, Babcock Wilcox, Waterloo Region Catholic School Board and Dare Foods.

Three large hospitals, committed to quality care, make the Region an excellent place to live. Grand River Hospital has a new Regional Cancer Centre and also includes its satellite site, Freeport Health Centre, that specializes in long-term care and breast screening. St Mary's Hospital offers a Cardiac Care Centre and Cambridge Memorial offers full service health care.

Waterloo Region Airport has daily flights to Calgary and Chicago. Two GO trains in the morning and two in the evening commute between Kitchener and Toronto to ease the traffic on Highway 401. As well, a new Light Rail Transit system to further meet the transit needs of the region has recently started construction.

Arts, culture and recreation are strong attractions for the Region. All the municipalities provide excellent minor sports programs. The Centre in the Square is the host to the KW Symphony Orchestra and visiting artists. The famous Stratford Festival Theatre is only a short drive away. The Kitchener Auditorium is the home of the Kitchener Rangers Junior A hockey team and many world class skating performances. Hikers and canoeists are well acquainted with the Grand River and Walter Bean Trail and nearby West Montrose Covered Bridge and Elora Gorge.

Modern galleries like Clay and Glass Gallery and historic sites like Doon Heritage Crossroads, Joseph Schneider Haus and The Museum downtown and the new Regional Museum complement the 225 km of bike trails and 1600 hectares of parkland. The annual Oktoberfest celebration which began in 1969 brings between 80,000 to 100,000 tourists to the Region each year.

Markets are held weekly with seasonal fresh produce in Cambridge, Kitchener and St. Jacobs. There is a choice of excellent restaurants throughout the area. You will still see Mennonite horse and buggies and farms that have no electricity and see the high tech industry of Perimeter Institute, Institute for Quantum Computing and Blackberry Inc. within 10 km of each other.

Kitchener Waterloo is known for the first kindergarten class in Canada, the first co-op program for university students began at the University of Waterloo in 1957, the first victim offender reconciliation program and development of Community Justice Initiatives in 1974, as well as the invention of the Blackberry by Research in Motion in 1999.

The Waterloo Region has become a model for revitalizing cities and the population is estimated to be 729,000 by 2031. It is easy to see why this is where people are choosing to live. Kitchener is a city in motion. With a rapidly growing population, cultural diversity, and a manufacturing past stamped into the structure that now hosts innovative start-ups and trendy condos, this is a community that refuses to rest on its laurels.

## Pastoral Charge Profile

In the early 1950's, the City of Kitchener was expanding its boundaries and new subdivisions were begun in the East Ward. A group of neighbours and friends in the Rosemount area and members of Trinity United Church in downtown Kitchener, gathered together to discuss the establishment of a new church in their growing community.

Our first worship service was held on December 20, 1953 in the auditorium of Smithson School. In March of 1954 St. James'~Rosemount was constituted a congregation in the United Church of Canada and by September of 1956 our current church building was dedicated. The church building has grown as needed and our membership has had its share of "ebbs and flows".

We have a long legacy of strong lay leadership and dedicated volunteers, people who use their time, talents and treasures to benefit the community of St. James'~Rosemount and who can be counted on when needed. The majority of these people have been members for twenty years or more, yet we are encouraged by the recent growth with some new families who continue to be part of our congregation because they feel welcomed and fulfilled by our services and opportunities for involvement. We are striving to be "God's Compassionate Community Sharing Christian Faith".

Volunteers run a church website (sjruc.ca), publish a newsletter, conduct several fund raising activities throughout the year as needed, lead mid-week activities, assist with the weekly church service, assist with property maintenance, supervise a community garden and support a variety of community social endeavours. Our building is well used by community groups: Stanley Park Pre School for over 40 years, Al Anon Group on Saturday mornings, Cubs, Scouts, and Beavers, in the evenings. A music group for preschoolers, "Music Together", uses our gym Wednesdays, Thursdays and Fridays during the day. These groups, and others, have been well supported by the congregation both spiritually and financially since their inception.

A permanent outdoor labyrinth constructed on our property in 2002 offers walkers a chance to reconnect with God and their own feelings.

St James'~Rosemount is a community church. Over the 61 years we have been blessed with strong ministerial leadership. Although our numbers are currently in transition, (136 income tax receipts issued in 2014), we continue to have a full complement of Unified Board members, a strong Sunday School and Christian Education program under the leadership of lay members (2 part-time paid positions), a Bible study led by a member of the congregation, a strong choir and music program. Our attendance is in decline (as is the case with many churches) and we still see ourselves as a program based church.

We are encouraged about the energy and enthusiasm that continue to make St. James'~Rosemount a welcoming place where people come to worship and make new friends. In fact, half the members of a local church just going through a closure have decided to call SJRUC their new home for worship. This and other recent signs of new attendance of young families have kept the energy alive.

As of July 2015, our current membership roll includes approximately 200 households and 150 families; the average Sunday attendance is 90-100 adults and 10-15 children.

St. James'~Rosemount has a strong focus on worship. We are accustomed to excellence in our worship service delivered through clear, concise, meaningful sermons and services that are carefully planned and flow smoothly, leaving the congregation inspired with something memorable and thought provoking. We are appreciative of lay participation in worship and the results of our survey indicated openness to various worship styles. The information gathered from the congregational survey of 2012 showed: 65% of the respondents indicated the importance of children's time with interactive participation, 56% are in favour of traditional services, 52% indicated a preference for teaching sermons, and 42% prefer youth focused worship.

Of the 114 surveys returned, we had 9 special youth surveys that told us they like attending Sunday School or Youth Group to make friends, and for the music and children's time. The youth surveys told us that we need to keep Sunday School and Youth Group fun through strong leadership. In order to have the children and youth attend, we need to have the parents attend church.

Just this past March (2015), 3 Youth from the congregation participated in the TCOW (Two Countries One World) expedition and were fully funded by the congregation (\$10,000) with extra funds of close to another \$1,000 leftover and designated for supporting future Youth group opportunities.

In the past, we have had a number of excellent workshops presented by the C.E. and Pastoral Care committees dealing with Alzheimer's, Depression, Facebook, and Bullying which were well attended by the community and congregation. From our survey, we were given an excellent list of topics for these to continue in the future. It is clear that adult education through these workshops is a priority at SJR.

From the Town Hall Meeting and surveys, St. James'~Rosemount recognizes the importance of youth in our congregation. We need strong Christian Education leadership by ministerial staff and lay volunteers. The mentoring program for communicants fosters participation of youth by pairing young people with adult sponsors to learn about active, involved membership in the Church.

Pastoral Care is an area of strong focus at SJRUC. We are aware of the important need for ministerial visitation to our members in nursing and retirement homes as well of the importance of welcoming all members. The friendliness of the congregation was an important response to the survey and the time for coffee (Gather and Gab) after service is a priority. A strong and growing need for lay visitation has been identified as essential. Because our congregation is aging, our needs for Pastoral Care will increase in the future, and at this time we look forward to a stronger volunteer base for visitation. Our ministry at St. James'~ Rosemount includes an active UCW, Bible Study, REEL Theology, and SJR Reads book club.

As we move forward, our identity continues to evolve. With guidance we seek to be a visible church in the community offering spiritual growth in a safe and welcoming environment.

## Resources Profile

### Staff

Our current minister was called to St. James'~Rosemount (SJROC) in July 2014 as the full time ordered Minister of Worship, Pastoral Care, Christian Education, and Outreach. Her recent resignation (due to personal reasons) only a year into her call is the purpose for this JNAC review.

Our very capable organist and choir director joined us in January 2011. She is responsible for the music program including direction and accompaniment of the senior choir, weekly contribution to services of worship, and participation in special events and services including weddings and funerals.

Our church secretary has been with SJROC since January 2014. She continues to keep the day to day administration of the church running smoothly and is employed 20 hours a week from September to June.

Custodial services are contracted out to an outside provider.

### Other Assets

The value of the church building and contents including the Gabriel Kney organ is insured for \$3,523,690 for 2012. The Manse Fund established by the sale of the manse in 1991 was used in 2011 to meet our deficit and, as of December 2014, \$13,463 remains in this fund. As of December 2014 there is \$113,602 in The Special Gifts Fund which was established in 2003 for bequests.

Our building is equipped with a sound system and hearing assistive devices that can transmit to the sanctuary, parlor, and gym. Our IT team is committed to keeping our church current with the latest technology, and works diligently to keep our website up to date. We have an elevator which allows the physically disabled to reach any part of the church. Our library, maintained by volunteers, is an excellent resource for all ages.

The Labyrinth continues to be used by groups as well as individuals in the community and congregation. Our Peace and Carrots Community Garden has 16 plots which are in full use by members of our neighboring community as well as church members, and has a waiting list.

## Financial Resources

Our church expenditures in 2014 totaled \$187,896. Our receipts totaled \$180,936.

In 2013, our expenditures were \$176,418 with receipts of \$176,917.

Our 2015 Budget is set at \$212,000 with anticipated revenue from regular givings and church usage being estimated at \$186,000. A capital fund of \$117,861 exists to cover future capital expenses.

Mission and Service contributions in 2014 were \$29,540 with the commitment for 2015 set to \$30,000.

The major expenses for our church relate to staff salaries, allowances and benefits which amounted to about 75% of the operating budget in 2014.

### Allocation of funds to be spent on Ministry (Committee Budgets):

- |  |         |
|--|---------|
| • Worship                                | \$5,525 |
| • Christian Education                    | \$7,105 |
| • Pastoral Care/Membership               | \$750   |
| • Mission and Service and other Outreach | \$500   |

## Position Profile

We are seeking a full-time Minister of Worship, Pastoral Care, Christian Education and Outreach.

### Worship 30%

- Plan, prepare and give leadership in worship including the celebration of the sacraments and special services in consultation with the Worship Committee and Organist/Choir Director
- Deliver clear, concise , inspirational scripture-based sermons
- Encourage and support lay participation of all ages in worship services
- Open to a wide variety of musical experience
- Responsible for Children's Time in worship service

### Pastoral Care 30%

- Develop, support and provide Pastoral Care for the congregation with particular attention to visitation of those in need
- Work with the Pastoral Care/Membership Committee of the Unified Board to train and encourage lay persons to provide Pastoral Care
- Responsible for conducting weddings and funerals
- Welcome visitors and integrate new members into the congregation

### Christian Education 25%

- Oversee and support Christian Education programs for children and youth so that they and their families are welcome participants in all facets of church life
- Support Adult Education programs
- Empower lay leaders to organize Adult Education workshops
- Encourage opportunities for spiritual growth
- Responsible for instruction and leadership of: confirmation, baptism, marriage and new member orientation

### Outreach 5%

- Encourage outreach into our neighbourhood and community, local charities and the greater Church
- Work with the Mission and Outreach Committee to support outreach and social justice programs and local initiatives
- Enable and encourage congregation members to pursue mission and outreach initiatives that are consistent with the church's mission

## Administration 10%

- Serve in an advisory capacity to the Unified Board as an ex-officio member of all committees with the exception of the Ministry and Personnel Committee
- Attend all meetings of the Executive and the Unified Board
- Coordinate regular staff meetings as needed
- Participate in Presbytery and Conference
- Maintain a program of personal and professional development through the use of study leave in consultation with the Ministry and Personnel Committee

## Skills Profile

This description of skills and traits for this position is based largely on the survey of members and adherents and the Town Hall Meeting responses as well as interviews with our current and former ministers and meetings with Board committees, UCW Executive, Bible Study, Choir and Men's Breakfast Group.

*This profile reflects both the present concerns and future hopes of the congregation of St. James'-Rosemount as it seeks inspired leadership in a minister who will reflect the values and skills detailed below.*

- Someone who is authentic in living and demonstrating their faith in God.
- Ability to communicate; speak, write and listen effectively in a clear concise manner
- Ability to plan and lead worship sensitive to the congregation's needs
- Ability to relate to all ages
- Ability to work with the Board and committees
- Someone who demonstrates a flexible, adaptive leadership style willing to work as part of a team
- Someone with the enthusiasm to lead, encourage and empower lay participation in Pastoral Care and Christian Education
- Willingness to do visitation of the congregation as needed
- Good management and organization skills with the ability to prioritize
- Ability to welcome change
- Someone who demonstrates spiritual leadership

## Terms

- Salary: To be negotiated with reference to the Minimum Salaries for Ministry Personnel for Cost of Living Group 4 established by The United Church of Canada.
- Travel: Paid at present rate established by the General Council Executive
- Moving Expenses: Reasonable cost of relocation of household goods according to UCC guidelines
- Phone: One telephone and one telephone line provided. Reimbursement of cell phone calls for church related calls to a maximum of \$480 per year
- Continuing Education and Book Allowance: \$1,332 annually
- Holidays: One month per year (5 Sundays)
- Study Leave: Three weeks per year

All other terms as stipulated in The Manual

## Appendix 1

### ST. JAMES'--ROSEMOUNT UNITED CHURCH OPERATING FUND BUDGET FOR THE YEAR ENDED DECEMBER 31, 2015

	2015 BUDGET	2014 ACTUAL	2014 BUDGET	% Change 2014 Actual	% Change 2014 Budget
<b>RECEIPTS</b>					
Envelopes-local	163,000	155,595	165,000	4.8	(1.2)
Loose	2,600	2,706	1,400	(3.9)	85.7
Sunday School	400	326	400	22.7	0.0
Church usage	8,000	7,952	9,250	0.6	(13.6)
Fundraising	5,000	6,101	1,500	(18.0)	233.3
One Time Project receipts	0	288	0	(100.0)	0.0
Transfer from Special Gifts Fund	6,400	7,266	3,000	(11.9)	113.3
Other	600	702	600	(+4.5)	0.0
	<u>\$186,000</u>	<u>\$180,936</u>	<u>\$181,150</u>	<u>2.8</u>	<u>2.7</u>
<b>EXPENDITURES</b>					
Minister salary	45,920	34,440	34,440	33.3	33.3
Minister housing allowance	17,400	13,050	13,050	33.3	33.3
Minister travel allowance	2,000	894	1,500	123.7	33.3
Organist/choir director salary	19,005	18,831	18,835	0.9	0.9
Office Administrator wages	16,153	16,009	16,267	0.9	(0.7)
Payroll taxes & benefits	19,400	12,676	12,900	53.0	50.4
Gas & water	9,100	9,461	8,300	(3.8)	9.6
Hydro	6,100	5,841	5,900	4.4	3.4
Telecommunication	3,100	2,616	3,150	18.5	(1.6)
Insurance	4,800	4,363	4,500	5.4	2.2
Property Committee	17,950	17,452	16,200	2.9	10.8
Cleaning	20,580	20,076	20,077	2.5	2.5
One Time Project donations	0	288	0	(100.0)	-
Presbytery assessment	8,412	8,018	8,036	4.9	4.7
Office expenses	6,200	5,268	6,570	17.7	(5.6)
Advertising	2,700	2,053	2,700	31.5	0.0
Worship committee	5,525	6,156	4,700	(10.3)	17.6
Outreach committee	500	500	500	0.0	0.0
Christian Education committee	7,105	2,871	2,775	147.5	156.0
Pastoral Care & Membership committee	750	254	750	195.3	0.0
Finance committee	1,000	864	3,400	15.7	(70.6)
Ministry & Personnel committee	300	8,005	5,300	(96.3)	(94.3)
Interest & bank charges	650	733	650	(11.3)	0.0
Other	950	619	1,950	53.5	(51.3)
Tax rebates	(3,400)	(3,442)	(3,200)	(1.2)	6.3
	<u>\$212,000</u>	<u>\$187,896</u>	<u>\$189,250</u>	<u>12.8</u>	<u>12.0</u>
<b>ANNUAL SURPLUS/(DEFICIT)</b>	<b>(\$26,000)</b>	<b>(\$6,960)</b>	<b>(\$8,100)</b>		
<b>ACCUMULATED DEFICIT, BEGINNING OF YEAR</b>	<b>(\$68,547)</b>	<b>(\$61,587)</b>	<b>(\$61,587)</b>		
<b>ACCUMULATED DEFICIT, END OF YEAR</b>	<b>(\$94,547)</b>	<b>(\$68,547)</b>	<b>(\$69,687)</b>		
<b>MISSION &amp; SERVICE FUND COMMITMENT 2015</b>					
Congregation	25,000	24,540	24,600	1.9	1.6
UCW	5,000	5,000	5,200	0.0	(3.8)
	<u>\$30,000</u>	<u>\$29,540</u>	<u>\$29,800</u>	<u>1.6</u>	<u>0.7</u>

