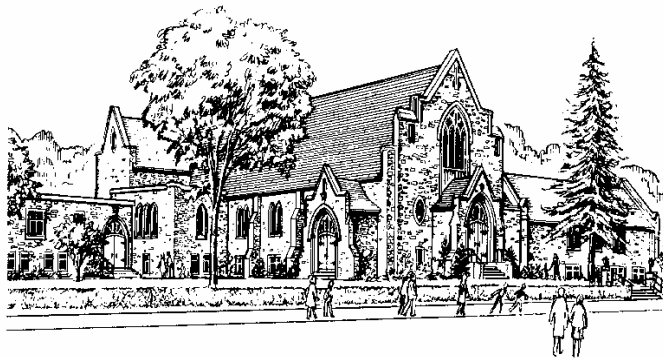


Leaside United Church

Joint Needs Assessment Committee Report



February 28, 2009

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,

- a. the community of the Pastoral Charge;
- b. the ministry of the Pastoral Charge;
- c. the resources of the Pastoral Charge;
- d. the position descriptions addressed by any recommendations in the report;
- e. The skills and knowledge required of Ministry Personnel, and 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.

John Bell – Chair

Don Forsey

Jim Miller

Irene Vrckovnik

Lee-Ann Ahlstrom (Presbytery)

John Coyne

June Malabar

Susan Smith

Norm Seli (Presbytery)

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1.0 JNAC Report Summary

1.1 Background

Through an analysis of congregational questionnaire responses, plus interviews with all Church committees, the JNAC has identified the various needs and wishes of the LUC congregation. Further details of the analysis are provided later in this report, under various appendices.

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 and lay personnel must agree to work consultatively and cooperatively as a team. 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 have made a commitment to each other to bring in a balanced budget as of December 2009. However, there appears to be a disconnect between our needs and desires as a congregation and the level of giving required to achieve a balanced budget. LUC must clearly define this link through continuing to educate the congregation about this two way street, and by working on both recruitment and membership retention, and building a stronger sense of congregational commitment and involvement.

1.2 Primary JNAC recommendations

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

1. Accept this report, present and distribute it to the congregation, and approve the date of March 8th, 2009 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 one part time position for a Christian Education Director**
3. Upon the approval of this report by Presbytery, establish a Joint Search Committee to seek and call candidates to fulfill the part time position posted.
4. The terms and conditions of the staff for this position will be negotiated by the Joint Search Committee with input from the M & P committee, and shall not exceed the amount indicated and approved by the congregation for the budgeted salary, including all benefits.
5. 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.

1.3 Additional Recommendations

1. The JNAC feels that the personnel needs of our congregation would best be served by immediately filling both the above-mentioned position and adding a Pastoral Care Support Associate. However, due to the financial limitations placed upon the committee we are

recommending only one part time position at this time. We have, however, completed a job description for this additional part time position and have included it in this report. **We recommend that the congregation consider filling this part-time position for a Pastoral Care Support Associate as funds permit.**

2. The Joint Search Committee may consider splitting the part-time Christian Education Director role into two positions depending upon the skills, strengths and needs of the potential candidates, but this split must conform to the guidelines as noted in point 4 above. We see a potential split between the responsibilities directed towards the younger children, and those focused on our youth.
3. Establish a Transitional Committee that will meet and greet the new staff, organize a detailed orientation program for them, and facilitate their integration into the congregation.

2.0 Purpose and Process

2.1 Purpose:

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 to fill our Pastoral needs, and the education of our children, youth and adults. The vision of the congregation is not defined by the JNAC; it is only articulated by it.

The recruitment of the positions 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 the church and the ministerial job description(s).

2.2 Process:

The Joint Needs Assessment Committee (JNAC) process was initiated in 2008 after Rev. David Bruce announced his resignation effective June, 2009.

As LUC went through a substantial JNAC process two years ago it was a unanimous decision to simplify the current process and start with the previous version as a base, while still reaching out to the congregation through email and Sunday morning announcements. Interested parties were invited to complete a one page questionnaire, and we are grateful to the congregation members that responded. Representatives of all Church Committees also participated in a joint meeting to articulate any changes in our needs since our last JNAC in June 2006. Our Chair of Council and our Music Director were also consulted. Our current minister, Reverend John Smith, and outgoing minister Reverend David Bruce, attended separate meetings with JNAC to provide their input.

The JNAC met on a regular basis to discuss and analyze the gathered information, and to develop recommendations.

We are grateful to all those who 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. We would also like to formally acknowledge the contribution of the previous JNAC. The time and effort which was put into writing the 2006 report reduced the work of the current committee. We have been able to rely on not only the thorough studies completed in their process, but also to re-use a significant portion of their actual content.

3.0 Findings of the JNAC

This congregation has reached "JNAC Fatigue". A JNAC was completed in June, 2004 and then again in June 2006. However, we continue to learn from the process. While our core needs have remained largely the same over the past few years, there has been some change in how we envision those needs being met. We continue to learn many lessons about who we are and who we want to be, and there is great hope for the future.

The JNAC again 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 were fairly reflective of the population demographics of the congregation. Across all the age

groups there was a strong desire for continued programming for youth and children, and to increase the base of young families at Leaside. We also want to continue to grow our opportunities for adult education.

Our future financial sustainability as a congregation depends on a **balanced budget**; our **spiritual sustainability** depends on having the ministerial and staff resources to minister to our congregation and our needs. The following paragraphs taken from the last JNAC report still speaks to 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.

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 to continue our Sunday Spirit programs, we want the confirmation program to continue, we desire ongoing connection to our youth, and we enjoy the activities of the changing seasons of the church year.
- We are interested in adult programs or study groups as an overall congregation.
- Leaside has a strong history of reaching out to others. We start at home in our own neighborhood, 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, including participation in Sunday worship / as members of our congregation.

Strong budgetary control is very important to us as a congregation. We want to live within our means, and many members wish to do this within our current budget. We have expressed a desire (a motion) to balance our budget by December 2009. If we wish to find a way to provide all the services and programs that are of 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 who are also very involved in their family activities.

4.0 Conclusions:

In order to adequately meet the needs of our congregation and, at the same time, to be fiscally prudent **we propose that Leaside United Church request Don Valley Presbytery to accept this report and declare a vacancy at LUC, for one part time position for a Christian Education Director.**

The JNAC does however feel that the needs of our congregation would best be served by both filling the above-mentioned position, and by adding a Pastoral Care Support Associate. Having said this, due to the financial limitations placed upon the committee we are recommending only the single part time position at this time. We have, however, completed a job description for this additional part time position and have included it in this report. We recommend that the congregation consider filling this part-time position as funds permit.

The position descriptions for the Christian Education Director (immediate need) and Pastoral Care Associate (deferred due to Budget) follow in Section 5. We have also included a copy of the position description for our primary Minister (Co-coordinating Minister) to provide a sense of how these respective roles would fit together.

5.0 Position Descriptions

5.1 Position Description – Christian Development Director

General Description:

The Christian Development Director for Leaside United Church has the responsibility for the development of relational ministry with children and youth, and to provide pastoral support for and nurture families with children.

Working hours:

This position is for 16 to 20 hours per week (the Joint Search Committee may also negotiate a longer work week but for a ten month contract - fiscal responsibility is a key priority).

Areas of Responsibility:

Sunday Spirit

Ensure the vitality of the church Sunday school program (Sunday Spirit) through:

- Collaborating with the Christian Development Committee
- Developing the annual education program for Sunday Spirit
- Actively leading and coordinating Sunday Spirit with the support of volunteers
- Working with the C.D. committee or appropriate personnel to ensure the Sunday Spirit runs smoothly
- Integrating music into Sunday Spirit
- Working with the coordinating minister to ensure the Sunday Spirit program is in harmony with the Sunday worship for adults.
- Being a spiritual mentor and offering pastoral care to children

Youth Ministry

- Provide a safe environment where youth will feel welcome and spiritually supported
- Work collaboratively with youth to identify and develop programming which encourages their spiritual growth and active participation in the life of the congregation
- Facilitate and/or provide leadership for youth groups
- Biannually lead and coordinate a confirmation class for youth with the Coordinating Minister

Family Ministry

- Provide pastoral support for families with children and youth including home visits where time permits
- In collaboration with the Coordinating Minister, act as a resource to parents to assist them in nurturing spirituality and faith at home
- In collaboration with the Coordinating Minister provide communication and education for families seeking baptism.
- Act as a resource to connect families with children and youth to appropriate community resources/programs as needed
- Continue to encourage the development of ministry with families of children and youth by working with the C.D. committee to host events which relate to family and parenting issues
- Organize intergenerational events that support the development of meaningful relationships between children, youth and adults in the congregation
- Maintain a current knowledge of community and church resources available for children, youth and families

Adult Education

- Provide resources and new and innovative programs for adults during the year, addressing spiritual growth

General

- Be a resource and liaison with the Church Council, the C D committee and Worship committee
- Provide information for the annual report, happenings and weekly bulletins, where relevant

Accountability

- The Christian Development Director works with direction from the Coordinating Minister
 - The Christian Development Director is accountable to the Council of LUC, through the M & P Committee
-

- The successful candidate will demonstrate a vibrant, passionate knowledge of and commitment to the Christian faith, theological competence, and be dynamic and energetic. S/he will be a good team player, with strong organizational and leadership skills. Self-confidence, initiative and a commitment to life-long learning are also essential in this position.
- S/he will be experienced in designing and delivering programs and activities in order to realize Leaside mission with respect to youth and children. The position also requires a contagious enthusiasm for finding creative, relevant and faithful ways to inspire our young people to learn and live their faith.
- S/he will demonstrate the ability to work well with lay leaders, motivate and support volunteers, identify gifts in others, and encourage people to share their time and talents.
- The ideal candidate will demonstrate recent experience, or a willingness to develop, in the following:
 - Developing and implementing educational programming
 - Leadership and facilitation skills, and ability to work in teams
 - Mobilizing volunteer networks
 - Youth mentoring and pastoral care
- Be willing to provide or take a police records check

5.2 Position Title: Pastoral Care Associate

General Description:

The Associate of Pastoral Care will provide leadership and coordination in meeting the pastoral care needs of the congregation. The Associate will work in association with the lay leaders, the Pastoral Care Committee, the Coordinating Minister and the Christian Development Director.

Working hours:

This position is for 10-15 hours per week. Some weeks may vary depending upon seasonal commitments.

Areas of Responsibility:

- Create and coordinate the congregation's pastoral care programming
- Recruit, screen and train volunteers for the pastoral care program
- Support the Coordinating Minister by identifying local community needs and potential areas of involvement for the church
- Support the Coordinating Minister in visits to nursing homes, retirement homes, hospitals etc.
- Work in collegial leadership with other staff members
- Maintain a current knowledge of community and church resources available for pastoral care

Accountability

- The Pastoral Care Associate is accountable to the Council of LUC, through the M & P Committee

-
- Familiarity with the Leaside Community is an asset
 - Presence and visibility within our Church is key; the ideal candidate would build a strong relationship with our congregation, and beyond specific job responsibilities ideally would choose to be a member of our Church family and join in Sunday worship
 - The successful candidate will demonstrate a passionate knowledge of and commitment to the Christian faith, theological competence, and be empathetic and compassionate. S/he will be a good team player, with strong organizational and leadership skills.
 - S/he will be experienced delivering pastoral care with education and/or experience in gerontology and palliative care is an asset.
 - Be willing to provide or take a police records check

5.3 Position Title: Coordinating Minister

General Description:

The coordinating minister for Leaside United Church has the responsibility for the overall worship and health and welfare of Leaside United Church (LUC). The Coordinating Minister (CM) will play a key role in achieving the stated goals of the congregation, through its council and committees.

Working hours:

The standard work week is 40 hours.

Areas of Responsibility:

Preaching and Worship

- Working with the Worship Committee and others to plan and coordinate worship services
- Working with the Worship Committee to deliver and establish policies and procedures regarding the sacraments
- Helping lay participants to prepare for their roles
- Working with the Music Director to review and select hymns and special music
- Overseeing the preparing of orders of service
- Participating in joint services and other activities with other Christian denominations or interfaith groups.
- Preaching most Sundays, except vacation or special services.

Pastoral Care

- Setting priorities for visiting people in hospital and shut-ins
- Assisting in the training of lay members to participate in visitation
- Home visits to members as time permits
- Providing crisis care and counselling as required
- Provide support for and conduct services for weddings and funerals in LUC for church members and potential members

Administration

- Communication: letters/emails/phone calls
- Planning for meetings
- Attending Council meetings
- Attending committee meetings (as time permits)
- Interacting and communicating regularly with all staff members, strengthening a team approach in planning, identifying problem areas and solving administrative issues
- Overseeing the day to day activities at Leaside United Church

Education

- Assisting the Christian Education Director in coordinating the annual C.D. education plan
- Encouraging the participation of volunteers in learning events throughout the year
- Helping with adult education as time permits

Outreach

- Help to educate the congregation about the Mission and Service Fund
- Provide immediate aid to needy people who seek help from the church
- Support other team members by identifying 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

Presbytery and Conference Meetings

- Attending presbytery and conference meetings as time permits

Study Time

- Taking time for spiritual nurture and study
- Building daily devotional time into the day's routine, as required

Accountability

- The CM is accountable to the Council of LUC, through the M & P Committee
- The CM is also accountable to the Presbytery as one of the parties to the covenant

Appendices

Appendices A, B, and C draw heavily on the previous (2006) JNAC report, describing the Church and community. Minor updates have been made as appropriate.

Appendices D and E include survey and committee input gathered during the current update.

Appendix A - Profiles

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. Our make-up has not changed significantly since that last complete study.

A dominant characteristic in the makeup 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 needed 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 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 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 further in 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.

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 2007.

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 currently running at an operational deficit. The recommended change from two full-time Ministers to one full time Minister and part-time support will hopefully alleviate some of these concerns. Council is also reviewing all other paid administrative positions.

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 LUC's revenues.

Human Resources

Currently we have two full time Ministers (although this is effectively down to one since the resignation of Rev David Bruce), 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 and/or as 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.

Church Worship Activities

Our Worship: Worship services are held at 10:30 am on Sundays. Children join their parents for the first part of the 10:30 am service. This 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 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.

New Members Class: Provided as 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. Outreach members 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, refugee resettlement, and a United Church of Canada summer camp for under privileged children. Sponsorship for a Honduran child from El Hogar School is an on-going outreach mission.

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).

Awesome Sale Group: These hardworking dedicated people prepare and staff two huge sales in May and October respectfully. On sale days, some staff are volunteers with no church affiliation. The proceeds of these sales provide support for both the on-going operation and work of the church plus significant outreach projects.

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.

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.

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 the Coordinating Minister 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 whether locally, nationally or internationally; encourages support for both the Mission and Service plus the World Development and Relief funds; disburses monies from the Meta Hunter Trust Fund to support various outreach organizations; receives reports from the Earthworms, Awesome Sale and Honduras groups.
- **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.
- **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- Our Community

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.

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.

Appendix D - Summary of Survey Response

27 replies

1. Needs Not Being Met?
 - a. All NO except for 1 - one from a non member was a plea to keep David - we will lose the spirit and energy that he brings
2. Top Three Priorities For New Staff Person
 - a. 20 for children's programmes
 - b. 18 for visitation to help John - shut ins, families, non attending members
 - c. 12 for youth
 - d. 8 for adult education including bible study
 - e. 4 make sure they have gifts that complement Rev John .He is the one to tell us what would work for him
 - f. 2 for preaching and involvement in service
 - g. 1 for marketing - to build up congregation
 - h. 1 for recruitment and training of church volunteers
 - i. 1 young to relate to children and youth
 - j. should bring creativity yet respect what is important to elders
3. Adult Education did you attend in the past 1.5 yrs
 - a. 18 said yes
 - b. 10 at David's study
 - c. 8 said no
 - d. 5-bible with John
 - e. 2-Empire
 - f. 1-contemplative
4. Willing To Relinquish Some Church Programmes?
 - a. 13 -YES but let's find other ways to cut costs such as;
 - 1 go for a diaconal minister or 2 part time or retired minister for visitation or a young less expensive minister
 - 2 keep programmes that help build membership & giving
 - 3 look into more rental - gym for special events/parties etc
 - 4 drop programmes that other charities support or are covered in the community.
 - 5 We really only need Sunday worship and visiting
 - 6 Cut back on music, paid section leaders and special music.
 - 7 train more volunteers (ask for them)
 - b. 7 - NO
 - c. 1 – said (David said he was not fully utilized so lets expand our programmes
5. Budget Will You Give More?
 - a. 9 (more people who took courses said yes)
 - b. 7 said YES
 - c. 8 said NO (some just can't)
6. Anything Else?
 - a. would volunteer if asked
 - b. 2 people said we need funds for repairs - steps
 - c. 3 people said they loved the new things we are doing in worship and music
 - d. LUC very dear to us even though we are not very active and have moved to another area.

Appendix E - Feedback from Committees

Worship Committee

The committee feels that we should take time and possibly have interim Ministry while we develop a comprehensive strategic plan to give us more time to develop a job description.

Mimi summarized the thoughts of the worship Committee members with respect to the seven areas of importance to Leaside's ministry identified in the previous JNAC Report:

Worship And Music - The worship committee members are very satisfied with our worship services and music programmes.

Christian Development - very important. A part time staff person to work with Rev John (or our acting minister) on adult Ed as well as our children and youth

Fellowship -- Should be responsibility of congregational members with support of ministers.

Pastoral Care – Have a retired minister and/or trained lay members.

Outreach --Needs to be updated and reworded in our report (p.15)

Ministry Model—we can't afford team ministry - a team of equals.

Suggestions;

Perhaps a retired minister should be hired to help with pastoral care and/or help with occasional preaching and funerals & weddings.

We also could twin with another church during summer period.

Outreach Committee

- Committee is satisfied with ministerial support, occasional presence at meetings and the commitment to lift up the work of mission to our congregation.
- Would like to change the wording (last paragraph P. 7). Wording should be changed to emphasize that outreach to the world is important to the congregation.

Finance Committee

- When John and David were called a budget was passed accepting a deficit position for 2008. It was hoped that an increase in offerings would occur to the extent where a balanced budget for the year 2009 could be presented. This has not happened. Therefore we can only afford one full time minister together with part time ministry.
- A part time minister -14- hours would cost \$40,000 which includes housing and benefits.
- Suggestion was made that we could save money by delaying the call of the ministry to January 2010. At that time we could think again about lay ministry for visitation.

Christian Development Committee

- Likes the Junior Worship Model that David does. Do not want to lose the momentum. Attendance ranges from 25-50 children on a Sunday.
- Paid staff really works. They are dependable. Julie with an ECE background is paid \$40.00 each Sunday and helpers in the Toddlers section and the Primary section are paid \$30.00 each Sunday.
- Committee/David thought that the budget should be increased to \$8000 to include the purchase of supplies books, paid staff expense and some money for new equipment (e.g. Internet connection for church school).

- Findings in previous JNAC which states that our church is less “interested in adult programs or study groups” is simply not true as evidenced by interest and attendance over the past year. This statement needs to be reworded in current JNAC.
- Adult education could become part of the job description of our new resource person.

Ministry and Personnel Committee

- Church can no longer afford 2 full time ministers
- Structure needs to be set up using CEO model. “Senior” minister (Rev. John) would develop a strategic plan.
- Job descriptions developed by JNAC for any additional ministerial support would come to the M&P committee before they would go to the congregation.

Stewardship Committee

- We must be accountable to the congregation. We have not raised our offerings significantly. Therefore to eliminate the deficit we suggest that our ministerial staff should consist of one full time minister and one ½ time minister or a resource person. The job description should delineate the primary role and the secondary role. This must be decided in consultation with Rev. John.
 - The hope for increased offerings may be impacted by the present global economic conditions.
 - We want to keep the momentum. Our church is growing. . There are new families attending: 298 families on the roll, 258 contributors (174 Envelopes, 84 PAR) and 900 people under pastoral care.
 - Mid-week services as suggested in the last JNAC have not taken place.

Leaside United Church Congregation - Questionnaire 2008

As you know LUC is in the process of determining the type of staff person we can both afford and require in order to replace Rev. David Bruce. We feel it is important to maintain the positive momentum we have gained over the last 18 months and would appreciate your input. Please take a few moments and complete this form and **return it today to the designated box in the front office**. Thank you for your thoughts.

1. Do you have needs which are not being met? Yes____ No____

If yes, what are they? _____

2. What do you think should be the top three priorities for our new staff person

a. _____

b. _____

c. _____

3. In the past 1.5 yrs, have you attended any adult education session?

Yes__ No _____. If yes, what was it? _____

4. We can not currently balance the budget with two full time Ministers. Are you willing to relinquish some church programs in order to balance the budget for 2010? Yes ____No _____,

- a. If yes, which programs would you eliminate and why?

- b. If No, are you willing to increase your givings to LUC over the next year to cover the anticipated deficit? Yes__ No____

5. Anything else to tell us?

Name: (Optional)
