



Joint Needs Assessment Report

March, 2011



Westminster United Church

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March 22, 2011: Approved by Westminster United Church - Board of Management

Introduction

Westminster is a dynamic and innovative congregation who are community focused and faith driven. Whether it's building a new church, launching new youth, after school, drama, or music initiatives, or even Google the camel, we have risen to the challenge. Just over 52 years ago, our congregation was officially constituted with 41 charter members. More recently, on Palm Sunday 2003, we marched en masse up Garrard Road to the lovely new church location. This modern multi-purpose facility honours and celebrates our proud history with its Founders' Room. Westminster's successes reflect the efforts of a dedicated and professional ministry team and committed volunteers.

After 18 years of inspiring ministry, in August 2010 Reverend Christopher White accepted a call to Fairlawn Avenue United Church in Toronto.

This precipitated a request from our Board of Management to Oshawa Presbytery that a Joint Needs Assessment Committee (JNAC) be formed as soon as possible to determine the future ministry needs of the congregation. Prior to this, in 2009, our half-time Parish Nurse left Westminster to pursue a full-time opportunity in Nursing. By 2008, Durham Region was hard hit by the global recession, including downsizing by General Motors and associated automobile industry suppliers. Because of budget constraints, Westminster did not re-staff this half-time Parish Nurse position.

Christopher's last Westminster service was in mid-October 2010. Reverend Bill Service (recently retired from fulltime ministry in Port Hope, Ontario) joined us as Supply Minister on November 1st (until June 30 2011). In January 2010, we also welcomed Heather Joy James (Student Minister) for 8-month internship through Emmanuel College. *See Christopher's letter in **Appendix A** section of this report.

Our current paid staff and their positions:

Rev. Bill Service	Supply Minister	Fulltime
Margaret Motum	Minister of Music	8 hours/week
Anne Tiffin	Youth Coordinator and Interim Sunday School Coordinator	6.2 hours/week 13 hours/week
Donna LeClair	Office Administrator	35 hours/week
Bill Fitton	Custodian	30 hours/week

The JNAC determined that the scope of our mandate was to define the optimal staffing model, reflecting on current and previous staffing, and the role of lay people/congregation in supporting our ministry and our financial resources, to ensure future growth and vitality in our ministry to God.

The following people volunteered to participate on this committee:

Sue Kurtz (Chair)	Joanne MacPherson
Paul Kneebone (Secretary)	Katherine Martin
Iain Beaumont	Paul Pierson
Brian Eatock	Joan Sanderson
Bill Hockridge	Kassidy Watts.
Susan Robinson, Diaconal Minister (Presbytery Rep)	Rev. Glenn Brown (Presbytery Rep)

The committee commenced its work on October 5th, meeting roughly every two weeks until early March. During November and December, we interviewed the current staff and many of the groups and committees within the church in order to ensure we have a comprehensive view of our current and future ministry needs. In addition, a very comprehensive survey was circulated to the congregation. We received an incredible 140 surveys back from the congregation (including both paper and email responses) and were truly blessed with the insight and thoughtfulness that went into the responses. We also interviewed some members that are no longer attending Westminster, to understand their perspectives as well.

This report to the congregation of Westminster United Church details our findings and conclusions (see **Appendix B** for our Consultation Process and more detailed results) and, consistent with the mandate of the committee, includes the following information as required by a Joint Needs Assessment in the United Church of Canada:

1. Description of the community, ministry and resources of the pastoral charge, and
2. The recommended position descriptions, skills and knowledge required of Ministry Personnel, and the terms that may be offered to implement any recommendations.

Core Conclusions

See the **Appendices** section of this JNAC report for further interview and survey results. It includes both the 10-question survey and summarized responses.

1. We have many strengths within our church community, as seen by the responses received from our congregational survey and interviews with staff and church committees and groups.
2. We have been blessed with strong ministry staff. Now our congregation has outgrown the previous staffing model. Pastoral care and Christian Education were particularly mentioned in our surveys as areas needing more attention.
3. We are moving from a “pastoral” church towards a “program church”, and are now recognizing the need to change the approach in how we minister.
4. There is a need for more focused attention on integration of new members, as well as retention of existing members.
5. We look forward to a change in our current financial situation that will allow us to achieve our full potential.

6. The Parish Nursing role provided pastoral care, access to medical resources and leadership for Wellness initiatives.
7. Like other United Church congregations, we have been impacted by the general decline in church attendance, with many competing activities consuming peoples' time and energy.
8. Sunday school attendance, as with many churches, has dropped over the past two years. As in the past, we are looking for innovative ways to address this challenge.
9. While there is a core set of volunteers, additional volunteers are needed to continue to support and enhance our ministry. In addition, there has not been a focus on training of volunteers or leaders within the church, so while we believe many people would be willing to help, at the moment they don't necessarily feel skilled enough to take on these roles.
10. Support from the Board and existing staff will be critical to implement our recommendations, the new staffing model, and the change to a more "program" style church
11. Broad support from the congregation will also be critical, with increased willingness for people to be involved and take on leadership roles, as well as providing financial support, especially through the first couple of years of establishing this new model.

Details of Core Conclusions

1. We have many strengths within our church community, as seen by the responses received from our congregational survey and interviews with staff and church committees and groups.
 - a. We have a strong church community, drawn to a dynamic worship experience, which enjoy innovative approaches to preaching and music.
 - b. Health and wellness (both spiritual and physical) is an important part of our ministry. The church is seen as a safe haven; a place for reflection, refreshment and restoration of faith.
 - c. There is a strong sense of community and fellowship within the church
 - d. The focus on youth through two Youth Groups and the annual Youth Christmas Play draw young families and youth to the church.
 - e. We enjoy serving our community and see this as an important part of our ministry.
2. We have been blessed with strong ministry staff. Now our congregation has outgrown the previous staffing model. Pastoral care and Christian Education were particularly mentioned in our surveys as areas needing more attention.
 - a. One minister for 250+ members/adherents is insufficient. While our membership peaked in 2008, it has been declining since, and we believe will continue to

- decline unless an adequate staffing model is put in place. We are currently not able to meet all the spiritual needs of the congregation.
- b. Christian education for adults has not been a strong focus in the past few years, and is sorely missed by many within the congregation.
 - c. Pastoral care has focused more on addressing crises, than on providing regular pastoral care to the congregation. While a lay visitation program has been put in place, additional involvement from ministry staff is needed.
3. We are moving from a “pastoral” church towards a “program church”, and are now recognizing the need to change the approach in how we minister.
- a. As described in “*How to Minister Effectively in Family, Pastoral, Program and Corporate Sized Churches*”¹ based on Westminster’s current number of members, we are considered a program-sized church, but as we had evolved from a pastoral-size church, we have not changed our approach to ministering
 - b. Ministry within a program-sized church depends on lay leaders to play a key role in providing structure, guidance and some pastoral functions. The role of clergy changes to one spent more on administration, training, and supervising and less in direct ministry with the larger congregation. Ministry staff spends more time on coordinating and supporting the volunteers who offer this ministry.
 - c. It will take time for us to move effectively to this type of model, and a focus on leadership and volunteer development, as well as the correct ministry staff will be critical to its success.
4. There is a need for more focused attention on integration of new members, as well as retention of existing members.
- a. While we are blessed that many new folks come through our doors, we often do not do a good enough job of integrating them into our community and making Westminster their church “home”
 - b. Existing members also need attention to ensure they continue to grow and feel a part of the ever changing community, and we don’t always provide enough opportunity for people to interact on a social basis
5. We look forward to a change in our current financial situation that will allow us to achieve our full potential.
- a. While we are blessed with a wonderful building from which to provide our ministry, we also must service a large mortgage (\$1.9M building debt)
 - b. The declining membership has resulted in declining contributions
 - c. Current membership are asked to donate in many ways, and are beginning to feel overburdened

¹ *Congregational Resource Guide, by Roy Oswald*

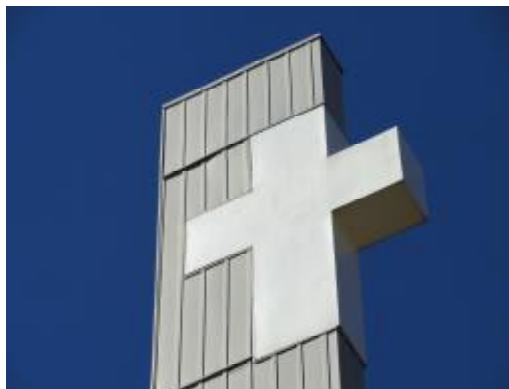
- d. Fundraising efforts, especially in the past year, have waned due to no longer having a Fundraising committee to pursue fundraising ideas
 - e. At times, we seem more focused on “the building” rather than on the ministry that we provide both within and outside the doors. I.e. Bricks and mortar vs. vitality and enthusiasm for our ministry. We believe there is opportunity to do more ministries outside of the church through satellite services or through innovative use of technology to meet the needs of many different constituents.
6. The Parish Nursing role provided pastoral care, access to medical resources and leadership for Wellness initiatives.
- a. Although we are not recommending filling the Parish Nurse position at this time, the key needs that this role provided are being substantially addressed by other avenues.
 - b. This does not preclude the fact that in the future, Westminster may decide to add a Parish Nurse position.
7. Like other United Church congregations, we have been impacted by the general decline in church attendance, with many competing activities consuming peoples' time and energy.
- a. In part, this result can be traced to societal changes faced by all United Churches:
 - b. 1965 was the peak of membership in the UCC at 1,064,000; by 2005, it had declined by 46% to 573,000, falling in 2006 by 2.67% and by 2.27% in 2007
 - c. Changing demographics, a strong shift towards secularism in Canada, and a major struggle to attract young generations are shared by all United Churches
8. Sunday school attendance, as with many churches, has dropped over the past two years. As in the past, we are looking for innovative ways to address this challenge.
- a. Sunday School attendance has dropped by approximately 70% in the past two years, and attendance in the 25-35 year age range is correspondingly low
 - b. Volunteer support for Sunday school coordination and teaching has been limited. We moved to a paid Sunday School coordinator a few years ago, although previously this was done by members of the congregation. Currently the coordinator spends a majority of time on the phone, arranging volunteers, rather than focusing on curriculum and building the program.
 - c. We believe the difficulty in getting volunteer support may be due in part to a lack of adequate training, making many in the congregation uncomfortable taking a leadership role in Sunday school. It is also in part due to a smaller set of parents upon which to call for assistance.
 - d. We believe Sunday School is a key part of our ministry, as we strongly believe it is our role to equip the next generation to be the church.
9. While there is a core set of volunteers, additional volunteers are needed to continue to support and enhance our ministry. In addition, there has not been a focus on training of

volunteers or leaders within the church, so while we believe many people would be willing to help, at the moment they don't necessarily feel skilled enough to take on these roles

- a. There are a core set of volunteers who make up the board and associated committees, and it is often these same people who are asked to take on additional volunteer roles, at times leading to burn-out
 - b. We don't have a good understanding of the skills and talents within the congregation, so are unable to take advantage of matching our needs to talents within the congregation
 - c. We need to become more effective in managing our volunteers to ensure we don't continue to burn out existing volunteers, and continue to bring new life to our programs through new volunteers
 - d. Volunteers and leaders have not been given training on what it means to volunteer within the church, and as we are seeing more attendees who were not raised in a church environment, they may not feel comfortable in getting more involved
 - e. We believe there is also opportunity to take advantage of resources within our presbytery or those provided by the United Church, to enhance our skills and ministry.
10. Support from the Board and existing staff will be critical to implement our recommendations, the new staffing model, and the change to a more "program" style church
- a. It will take time and effort to shift from our current pastoral-style approach to a program approach
 - b. Communication between all groups will be critical to our success – Staff, Executive, Board of Management, volunteers and congregation as a whole.
11. Broad support from the congregation will also be critical, with increased willingness for people to be involved and take on leadership roles, as well as providing financial support, especially through the first couple of years of establishing this new model.
- a. The need for volunteers to support our ministry, through sharing their gifts and talents will be a key ingredient in our ability to continue to grow and accomplish our desired ministry as a church
 - b. Providing training and support for our volunteers will be a key enabler
 - c. While we believe the new staffing model will lead to an increase in congregation size and corresponding contributions, the interim period will continue to require the financial support of our congregation.

Recommendations

1. Oshawa Presbytery to accept proposed staffing model and declare vacancy at Westminster United Church for:
 - a) 1.0 FTE Ordained Minister of Worship, Sacraments and Pastoral Care
 - b) 0.5 FTE Person (Order of Ministry or Lay) responsible for Christian Education and Leadership Development
2. Phasing out of paid Sunday School Co-ordinator once .5 FTE hired and established.
3. Board of Management to consider entering into a shared arrangement with other United Church(s) for access to health resources.
4. Board of Management to consider hiring contract volunteer co-ordinator and fundraising co-ordinator at 10 hours per week each. [See **Additional Detail – Volunteering and Fundraising** explanatory notes later in this report.]
5. That a Joint Search Committee (JSC) be established for both positions in Recommendation #1.
6. The JNAC is disbanded upon approval of this report by Board of Management, Congregation and Oshawa Presbytery.



Community Profile

Westminster United Church is located in northeast Whitby. This location is between downtown Whitby in the south (Brock and Dundas Streets --- known as the “Four Corners”) and the growing shopping & commercial corridor in the north along Taunton Road. Members of the congregation come from particularly Whitby (125,000) and Oshawa (160,000), as well as other towns/villages within the Durham Region (700,000+). Whitby has a wonderful mix of old and new housing, including a very historic downtown and developing Lake Ontario shoreline.



The Town of **Whitby** is known as “the Heart of the Region”. Durham’s regional headquarters building, as well as Whitby town hall is located just 1 mile west of Westminster on Rosland Road. The town was incorporated in 1855. This is the official Town of Whitby website:

<http://town.whitby.on.ca>. Also check out these other related websites about Whitby:

- *Whitby Community Profile*: http://www2.whitby.ca/asset/cm-business_communityprofile-complete.pdf
- *Whitby TourBook* --- including Quality of Life, Real Estate & Relocation and Education videos:
www.elocallink.tv/clients3/can/ontario/whitby/tourplay.php?movie=wbcanonwel_rev4&spon=welcme
- *Experience our Downtowns – Whitby & Brooklin*:
http://www2.whitby.ca/asset/pl-community_downtownfeaturemagazine-spring2010.pdf
- *Whitby Perspective*: <http://www.whitby.ca/index.php?page=345>
- *iGuide Map of Whitby*: [http://iguide.travel/Whitby_\(Ontario\)#](http://iguide.travel/Whitby_(Ontario)#)
- *Wikipedia – Town of Whitby, Ontario*: http://en.wikipedia.org/wiki/Whitby,_Ontario

Durham Region stretches east from Pickering to Clarington along Lake Ontario shoreline and north to Uxbridge, Port Perry and Brock communities. Durham Region encompasses an area of approximately 2,600 square kilometres (1,000 square miles). The area is characterized by a variety of landscapes and communities. A series of major lakeshore communities contrast with a variety of small towns, villages, hamlets and farms which lie immediately inland. The relatively flat lakeshore area marked by bluffs, wooded creeks and ancient shoreline, features contrasts with the hummocky topography of the Oak Ridges Moraine running parallel to the shoreline only 15 miles to the north. This diverse landscape of woods, headwaters, ridges and hollows gives way to rolling farmlands and lakes to the north. Consult this official Durham Region website:

<http://www.durham.ca/> See these other Durham-related websites for further information:

- *Durham Relocation Guide*:
http://www.oshawachamber.com/images/stories/pdfs/2010/2010_Relocation_Guide.pdf
- Durham Tourism --- including *Discover* and *Trails* guides, *Fishing* map, *Farm Fresh* brochure and *The Art of Transition* (Connecting Creative Minds in Durham Region):
<http://www.durhamtourism.ca/travelguides.htm>

Durham Region lies immediately east of the City of Toronto within the **Greater Toronto Area**

(GTA) --- which also includes York, Peel and Halton Regions. Durham Region is also situated within the highly developed and populated economic centre of Ontario, known as the **Golden Horseshoe**, which stretches from Oshawa to Niagara Falls.

Location

Whitby is located on the shores of Lake Ontario and covers 147 square kilometres (57 square miles). The town is approximately 48 kilometres (30 miles) east of Metropolitan Toronto. It is a short 45-minute, comfortable GO train ride to downtown Toronto. Whitby is one of the eastern station stops on the commuter rail service to Toronto (GO Transit's Lakeshore East line) and is located 10 minutes from the Oshawa VIA Rail station on the Montreal-to-Toronto rail corridor. Whitby is linked to Toronto and eastern Ontario by Highway 401. The two Whitby exits are Brock Street (Highway 12) and Thickson Road. An extension to Highway 407 through Whitby's northern sections is currently in the planning stages. Whitby is central in the Durham Region Transit Service which provides integrated bus services from Pickering to Oshawa and is linked to the GO trains and buses with service to all of its destinations.

Economy

Whitby's strong industrial base is comprised of a broad range of companies and plants in various industries, including plastics, packaging, pharmaceuticals, steel, recycling, telecommunications and automotive. While the local automotive industry has been hard hit in recent years, we are now experiencing growth again. Late in 2010, GM added 800+ workers for an additional shift in their Oshawa car plant. Additionally, there is scheduled growth in the nuclear power plants on the eastern extremity of the Region which is destined to draw substantial economic benefits. Whitby's workforce is diversified and has access to world-class training at: the Durham College Skills Training Centre, Durham College, and the University of Ontario Institute of Technology (UOIT). There are over 40,000 jobs in Whitby and more than 60,000 workers. Today 75% of workers living in Whitby work outside Whitby, and 30% of workers living in Whitby commute to other Durham places of work. The town has less than 7% unemployment rate. The top five employment categories of people living in Whitby are:

- Business Finance and Administration
- Sales and Service
- Management
- Trades, Transport and Equipment operations and related services
- Social Services, Education, Government service and Religious

It also has the highest percentage of self-employed individuals of any community in Canada.

Average Household Income

Whitby's average and average household income is greater than that of Ontario's. Also Whitby's median average and household average income is greater than the rest of Ontario's. Whitby's average household income is approx. \$110,000.

Housing Price Range

Whitby's housing prices ranges from \$219,000 to over \$1,200,000+. In 2008, the average price of a single-family detached residence was \$318,000. Average home prices grew 2% in 2009.

Population

Whitby's population growth is the highest in all the Region of Durham. Since 2000, the Town of Whitby has grown by 20,000-30,000 --- mostly north of the downtown core and south of

Highway 401, as well as explosive growth level in Brooklin. The population of Brooklin is expected to increase to 20,000 by end of 2011 and 30,000 by 2016. The current Whitby population of 124,000 is expected to grow to 130,000 by 2012, 160,000 within the next ten years and 193,000 by 2031. Besides Brooklin, Whitby's population includes the village of Brooklin and the hamlets of Myrtle Station and Ashburn. Oshawa has had similar growth patterns, especially in the eastern sector (east of Harmony Road).

Durham Region's current 2011 yearend population will be 760,000, compared to just 531,000 in 2001. The projected population by 2021 is 970,000, double what it was in 1991.

The Greater Toronto Area (GTA) has a population of almost over 6.2 million people, or 40% of Ontario's population and a workforce of over 2.9 million people. By 2020, the GTA population will increase to over 7.4 million people.

Whitby's population is predominately English-speaking with about 5% identified as having a mother tongue other than English. Estimated data from Financial Markets Reports 2009 show 37% of Whitby's population was between the ages of 20 and 44 and 9% was over 65. In 2009 visible minorities made up 16% of the population vs. 11% in 2001. Also in 2001, 62% of the population was married.

The town's high growth, especially among families with children, has prompted the town to increase its focus on youth activities. The challenge for Westminster is to attract these new people to our church and its services. A major hybrid residential/commercial development is in the planning stages for south Whitby. However, there is not a definite start date at this time. The Central Lake Ontario Conservation Areas in the region are substantial and well protected. Plans are being drawn up to increase their public access and usage. Environmental concerns are well represented with numerous local firms examining ways and means of becoming more environmentally sensitive and productive.

Education

Whitby has excellent educational facilities. There are 23 public and 10 Catholic elementary schools, 6 high schools, 9 Montessori Schools, Durham College Skills Training Centre and Trafalgar Castle School (a private girls' school) and numerous private colleges. Post-secondary facilities are available at the University of Ontario Institute of Technology (UOIT) and Durham College in neighbouring Oshawa, and at several university campuses in Toronto (including Emmanuel College). Out-of-area universities and colleges offer credit courses at various local facilities. Whitby has a first-rate public library system with a main library, and two branch libraries at Rossland Road and brand new complex in Brooklin. A new significantly expanded main library, including a town square in Whitby opened in 2005. Whitby also boasts a higher average education level than that of the rest of Durham region and that of all of Ontario.

Health Service

There are many medical clinics and nursing homes and Whitby has made a conscious effort to attract more doctors. Whitby is located sufficiently close to Toronto to allow residents easy access to that city's health care facilities, some of the best in the world. Whitby is a part of the Lakeridge Health Area, whose main facility is a ten-minute drive away in neighbouring Oshawa. It provides a full range of hospital services, including a major cancer treatment centre. Hospital services are also provided through the Rouge Valley Health System hospital in Ajax, a ten-minute drive to the west. Lakeridge Health Whitby (Hospital) closed in 2007 after a major fire,

and there are conflicting proposals about whether to make the necessary upgrades or build a new hospital in north Whitby. Additional health care services are provided by the Ontario Shores Centre for Mental Health Services which has 325 beds. Whitby is also the future home of the Abilities Centre which is now under construction next to the Iroquois Park Recreation Centre in Port Whitby area (just south of Whitby GO station and Hwy 401). The Abilities Centre will be a world-class recreation, athletic and performing arts facility accessible to persons with special needs and specialized healthcare-related requirements. It will be a unique facility welcoming persons with special needs, however defined, along with their families and friends in the community. It is scheduled to open in late 2011.

Places of Worship

There are at least 30 places of worship, including all of the principal Christian denominations, in Whitby. There are four United Churches – Westminster, St Mark's, Brooklin and Myrtle. Statistics Canada states that the area has one of the higher concentrations of individuals who choose the United Church as their affiliation.

Here is a breakdown of total Durham Region population by Selected Religions (Source: Statistics Canada Census, 2001):

Ø Roman Catholic	150,000
Ø No religion	88,000
Ø <u>United Church of Canada</u>	<u>84,000</u>
Ø Anglican	55,000
Ø Protestant not included elsewhere	16,000
Ø Baptist	16,000
Ø Christian not included elsewhere	12,000
Ø Presbyterian	12,000
Ø Pentecostal	11,000
Ø Muslim	8,000
Ø Lutheran	6,000
Ø Hindu	5,000
Ø Greek Orthodox	4,500
Ø OTHER denominations/groups	26,000

Durham is currently home to 20 United Church of Canada charges with an approximate total attendance (members and adherents) of 6,000 - 7,000. Less than 1% of Durham Region's population presently attends a United Church of Canada congregation, although 11% (84,000) list UCC as their selected religion. The Town of Whitby has grown by over 45,000 (over 50%) in the last 12-15 years, while attendance at the 3 Whitby United Church congregations has increased probably by less than 200 attendees.

United Church of Canada attendance (525,000 in 2008) has declined 50% in Canada over the past 45 years. The impact was reflected last May in a candid document from the office of the church's general secretary. While expressing belief that the situation presented opportunity for renewal, the paper recognized serious facts: "They include declining membership, aging congregations and ministers, eroding finances, and a model of ministry and mission that has failed to engage the spiritual yearnings of many young people. Many Canadians find community in workplaces, book clubs, sports teams and Facebook, but church simply is not on their radar."

The United Church is not alone in this circumstance. According to documents provided by the churches, Canada's Anglicans had just over 1,343,000 on parish rolls in 1960; by 2001, the last year of available statistics; their numbers had dropped to just fewer than 642,000. Presbyterians face an equally daunting situation: the denomination reports national membership peaking in 1964 at over 202,000. By 2008, that figure was roughly 113,000.²

We continue to boldly move forward and positively address such challenges at Westminster.

Community Needs

Whitby certainly has residents that need a helping hand and/or remain marginalized. There are a number of developed social initiatives and outreach projects within Whitby to address such concerns. Programs sponsored by the Town of Whitby and Durham Region include:

- Whitby Seniors' Activity Centre ---- <http://www.whitby.ca/index.php?page=157#a>
- Youth ---- <http://www.whitby.ca/micro.php?p=youth-main>
- Social Services ---- <http://www.durham.ca/social.asp?nr=departments/social/socialinside.htm> -- --including income and employment support, child care and children's programs, housing and homelessness, partner assault response, adults with developmental disabilities and long term care. Durham's Social Services' Vision Statement is "*Strong people, caring communities, our future!*"

Besides these two levels of municipal government, there are many other community outreach initiatives serving the Durham area, including:

- Feed the Need in Durham ---- <http://www.ftndurham.ca/aboutus.3.php>
- Denise House ---- <http://www.thedenisehouse.com/> ---- emergency shelter for abused women and their children

Westminster United Church has a food bank, Christmas hamper program and is an active supporter of Denise House. See the **Pastoral Charge Profile** for details on all of our outreach initiatives.

Recreation

Whitby is situated on the shore of Lake Ontario and emphasis is being placed on beautifying the waterfront. The Waterfront Trail, stretching from Niagara to Trenton, is a paved walking, running, blading trail along most of the town's shoreline. Many in-town trails connect parks, schools and form a web (albeit not complete) across the town. Recreational facilities include a multi-million dollar major recreation complex with seven ice surfaces and two indoor pools, tennis courts and playing fields; two other ice arenas (one in Brooklin and another with a rink designed for figure-skating); four community centres; six golf courses and ninety parks.

There are the three libraries, a seniors' centre and bowling green, squash courts (Oshawa), a municipal recreation centre, a curling club, fitness clubs, skate board park, indoor soccer facility, a marina and yacht club. The Station Gallery (visual arts), live theatre, conservation areas and winter ski facilities (both downhill and cross-country) complement a list which covers a wide variety of interests.

² *Secular Shift* (by Kenneth Bagnell) - The Observer Magazine (January, 2011)

Professional sports teams' home games – Maple Leafs, Blue Jays, Argonauts, Raptors, FC, and Rock – are available in nearby Toronto. Amateur sports teams, including the Oshawa Generals, Oshawa Legionnaires, Whitby Warriors and Brooklin Redmen, play locally.

Whitby is becoming rated as a running area and will host races including a qualifier for the Boston Marathon. These complement the very wide variety of youth sports teams which play within the town boundaries, including hockey, baseball, lacrosse, soccer, figure-skating, and swimming (synchronized, speed, and endurance). Public ski facilities are located north and east of the town within a 20-minute drive.

Cultural Activities

There are also many cultural activities to be enjoyed in Whitby. The 280-seat Courthouse Theatre provides an intimate atmosphere as the home of the Courthouse Players. The theatre is situated in the historic Centennial Building, which was Ontario County's original courthouse. Class Act Dinner Theatre, Oshawa Little Theatre, St. Mark's Players, and Durham Shoestring Performers provide quality local theatre experiences. There are a variety of musical groups in Whitby and the town is home to several music and dance studios. The County Town Singers have a long tradition in the community and the Ontario Symphony Orchestra performs from our neighbour city, Oshawa.

Summer music concerts, held at locations throughout the town including the parks, town square and the Station Gallery, are popular. Because we live so close to Toronto, Whitby residents can also make regular use of an extensive variety of cultural locales and venues.

Pastoral Charge Profile

Our History

Westminster United Church began as a call to develop a Christian community which would nurture and support the many children in the residential corridor between Oshawa and Whitby.



In March 1958, Oshawa Presbytery supported the decision to form a new congregation. On November 16, 1958, the congregation was officially constituted with 41 charter members. During 1959, the building site on Manning Road in Whitby was purchased and on April 3, 1960, the first building was opened and dedicated. In 1963, the church called the Reverend John Porter to be its first full-time minister. Prior to that time, Westminster had been part of a two-

point charge with Westmount United Church with the Reverend William Gibb and Reverend J. Ward as ministers.

In 1980, Westminster developed a senior citizens non-profit housing complex adjacent to the church. Managed by church members, Manning Mews provides twenty units, half of which have rents scaled to income.

In 1992, the Manning Road building was expanded by 50% as existing space was inadequate for the church school and for all the other demands on the building. This project was completed in the spring of 1992 at a cost of just over \$400,000.

In 1995, Parish Nursing was introduced and strongly welcomed by the Westminster community through the services of a part-time Parish Nurse. A focus on health and wellness has been an integral strength for our church for the past 15 years. We are recognized as one of the pioneers of Parish Nursing in Canada. Gail Brimbecom was our pioneer Parish Nurse, retiring in December, 2005. She was succeeded by Marian Leek, who moved onto a fulltime nursing position in mid-2009. Since then, the Parish Nurse position has not been re-staffed.

In 2001, the Westminster congregation determined that they had finally outgrown the church building on Manning Road, and a decision was made to build a new church at our current location at 1850 Rossland Road. The church was completed in time for Palm Sunday in 2003 and we now enjoy a very modern, accessible building with large sanctuary (with a labyrinth designed in the floor), modern kitchen, gymnasium, numerous Sunday school rooms and a dedicated Youth area. The facility is over 19,000 square feet in total with a total cost of \$3 Million.

The history of Westminster is one of community spirit and sharing. Together its members have built a centre of worship, Christian Education and outreach. There have always been dedicated volunteers, choir members, church school leaders and committed ministers and members to continue the work first begun in 1958.

Westminster's Strategic Plan

In 2005, Westminster formed a Long Range Planning Committee whose role was to establish the vision for our church and the necessary plan to achieve that vision. Our Mission and Vision as outlined below have been developed in consultation with the congregation as well as the many committees active within our church.

Our current slogan, adopted by the Board in 2009 is *Embracing the Community*.

Our Mission

Westminster United Church is a Christian family sharing the good news of Jesus Christ with the congregation, the community, and the world at large. Living in respect with creation, we provide a spiritual home for worship, celebration of the sacraments, and Christian education.

Our Vision

Westminster United Church reflects the hope of Jesus Christ striving to be a spiritual home of excellence for Christian faith through worship, education and outreach.

Our Core Values

As part of the Strategic Plan we also identified the Core Values of what defines us as a church and spiritual community. Our key core values are:

- Leadership & Innovation – being innovative in our approaches and a willingness to lead ourselves and others in a faith journey. Developing our disciples to be the hands and feet of our ministry.
- Spiritual Life – ensuring a place for spiritual growth within our faith community, through positive worship experiences and Christian education for adults and youth/children
- Body, Mind and Soul – caring for both our spiritual and physical health, ensuring balance, sharing and caring for others, supporting all generations within the church
- Embracing Youth – ensuring that the leaders of the future are nurtured and encouraged through opportunities to express and learn their faith in a positive environment, and helping others in our community
- Service to community –providing outreach to our church community as well as the community beyond our doors – helping and supporting others
- Inclusion – ensuring our community is one of inclusion, tolerance, safety, openness, friendship and a sense of belonging and family

Our core values are lived out through the many activities and groups that take place within Westminster.

Church Structure/governance

The Board of Management of Westminster is responsible for the governance of the church. The Board and Executive both meet bi-monthly on alternative months. The Board Chair and Board members serve a three year term.

Present Committees of the Board include:

- Christian Education, Ministry & Personnel, Outreach, Property, Stewardship, UCW, Wellness, Worship and Youth

Present sub-Committees of the Board include:

- Communications, Environment, Long Range Planning and Sanctuary

As part of the Strategic Plan, changes to the current governance structure have been proposed, but changes will not be finalized until after new ministry staff is in place.

Our Theology

Theology is for us alive and changing. It is on the one hand challenging and on the other hand comforting, all the while enabling us to live life in confidence and accept the mystery. Our worship service reflects both the richness of the Christian tradition combined with a belief in innovation. Sermons are a prime mechanism to relay the teachings of Jesus and the Bible, with an approach and interpretation for our modern world. Westminster has a rich tradition of dynamic sermons and preaching. This includes incorporating current events and social trends in the Sunday messages. Technology is an important part of our lives and we use it appropriately through a large screen where the hymns and prayers are projected, and through our real time pod casts and weekly online sermons. Technology is often used to provide additional context to our sermons, through sharing of video, pictures, or other content that enriches the worship experience.

Our worship is supported by our senior choir, Worship band and children's choir to reinforce and support the message of the sermon. In music too, we encourage change, through inviting Klesmer bands, choirs, and other performers to enrich our Sunday experience. We attempt to feed all parts of the human soul to connect ourselves to the Holy presence of God. Music plays an important part in our Worship services. We blend old hymns, new songs and music from the world-wide church each Sunday.

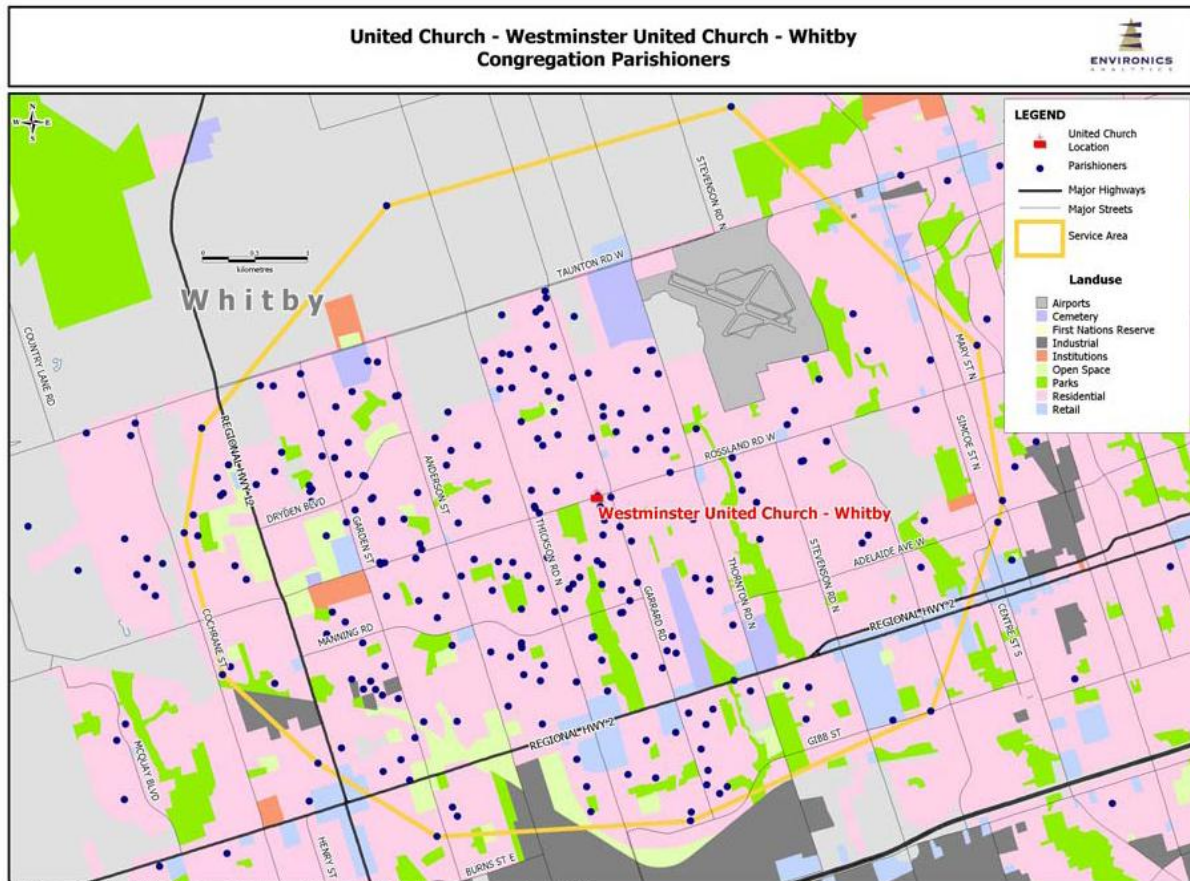
In 2007, Westminster became a "Welcoming" church. The Congregation approved a motion that the minister of Westminster, at his/her discretion, be authorized to perform all wedding ceremonies, inside and outside of Westminster as requested. The term "welcoming" refers to our physically and emotionally opening our doors to anyone who wishes to be part of our worshipping family, and to accord everyone who comes to Westminster the same rights as we currently extend to all members and adherents.

Our Community

Our Congregation

With our location on the border between Whitby and Oshawa, we draw members from both areas, as well as from other parts of the Durham region. Approximately 70% live within 5 kilometres of the church.

The picture below provides an overview of the location of our parishioners. (Excerpted from *Westminster United Church Environics Research Report* created in 2007).



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According to current church records, there are 418 members. Plus an undetermined number of adherents. Specific statistics on demographics within the congregation have not been collected but in general, the congregation can be described as follows: primarily made up of married couples, with the largest proportion in the 50 – 65 years range, and a lesser proportion in the 31-44 and 65+ age ranges. The smallest segment of the congregation is those aged 19 – 30 years. The current average weekly attendance is approximately 175-200 adults, plus children & youth. This is less than several years ago due to factors such as under-staffing since 2009 and the current transition we are experiencing at Westminster.

The following table provides additional insight into membership statistics and activities:

Statistic	2008	2009	2010
Number of identifiable givers*:			
• Offering envelope	157	141	139
• PAR	118	113	113
Number of baptisms	20	15	20
Number of marriages	7	6	6
Number of funerals/memorial services	10	5	16
Members received by faith (Confirmation classes run bi-annually)	0	15	0
Transfers:			
• In	14	7	7
• Out	1	4	1
Number of children registered in Sunday School	227	180	42
Average # Attending Sunday School per Sunday	71	54	23

Our Services

Westminster has an active congregation, providing services both for the benefit of the faith community as well as outreach to the wider community/world. We provide a variety of services to appeal and fulfill the needs of various local demographic groups. This is evidenced by the following list of services and activities:

Worship and Spiritual Growth

- Sunday morning worship (10:30 – 11:30)
- Sunday School
- Labyrinth services
- Pastoral visitation, including that performed by lay people (Friendly Visitors) – see below
- United Church Women
- Senior Choir, Junior Choir, Worship Band
- Junior and Senior Youth clubs (Grades 4 +)
- Blue Christmas service
- Christmas Carols service
- 4 Christmas Eve services (with live animals) – see below
- Bible study groups (although currently inactive)
- Library and book club
- Youth/adult Confirmation classes (bi-annually)
- Well attended coffee time after worship service

Outreach

- Westminster Food bank (open once a week on Tuesdays)
- Christmas Hamper & Gift Program (75 families supported in 2010)

- W.H.A.M After School Program (see below)
- Support for St. Vincent's Kitchen in Oshawa
- Support for Denise House
- DivorceCare
- Bereavement/Sympathy cards
- Easter Flowers
- Support for Mission & Service Fund
- FoodmanGroup (Men's group that enhance and share their talents for cooking)
- Help for new immigrants (providing household goods)
- Milk bag mats for Africa
- Mitten and sock tree for local schools

Health and Wellness Ministry

Following the ministry of Jesus, the Wellness Committee is called to promote physical, mental and spiritual health within our Christian family and the community we serve. Our wellness initiatives include:

UCW

Westminster has been blessed with a vibrant and committed UCW since before the congregation was founded in 1958. This dedicated group is a role model for stewardship and provide care and compassion to our congregation. Some of their activities are an annual yard sale and bazaar, as well as catering for many functions throughout the year.

Friendly Visitors

Westminster has established a pastoral visitation program with dedicated lay people performing visits to those shut-in or unwell. The Friendly Visitors support the minister and ensure that the minister is aware of any significant issues.

WHAM after School Program

WHAM, which stands for *Whitby, Homework, Activities and Mentoring*, is a special after school program, offering children ages 6 to 12, homework help, healthy snacks, exercise, as well as a variety of other activities in a welcoming and safe environment. The program, held at Westminster United Church, has worked in partnership with the Durham Regional Police since its inception in 2007. In the fall of 2009, the Eastview Boys and Girls Club was welcomed as a partner. The WHAM After School Program continues to be enriched with many volunteers committed to enhancing the lives of the young participants. Dedicated police officers also volunteer to mentor the children in a positive setting. Volunteers of all ages (16 years +) are required for refreshment preparation, offering assistance in the gym, helping with crafts and homework or playing a board game.

Christmas Eve Services

A tradition at Westminster has been our annual Christmas Eve services, in which the youth of Westminster put on a Christmas play including live animals (including rabbits, sheep, goats, llamas and Google the camel). Three services are performed on Christmas Eve, followed by a quieter communion service in the evening. We often have more than 1000 people attend these services. The Christmas Eve play is a major attraction for the youth and encourages their involvement in the church.

Youth

We have two Youth groups in the church, which provide a relaxed environment of acceptance, mutual respect and Christian love as they enjoy exploring all that God's world has to offer. We have a part-time Youth leader who provides her enthusiasm and energy in nurturing these two groups.

Amped! Youth INC (In the Name of Christ) (Grades 7-12) meet every other week, and are involved in many activities throughout the year, where they serve our community. This includes an Annual Halloween Food Drive, Christmas Carolling at Lakeridge Hospital, leading Sunday Worship Services, cooking and serving spaghetti dinners for our congregation, packing Christmas hampers, holding a "Blessing of the Animals" Service, participation in winter retreats with youth of Oshawa presbytery, and many other activities.

The Junior Lights (Grades 4-6) meet every other week and also have an opportunity to participate in social events and learn about God in a safe environment.



Resources of the Pastoral Charge

Westminster United Church worships in a state of the art building, which was constructed in 2003. The church is centrally located on major public routes – including the inter community route between Whitby and Oshawa.



Sanctuary (S. & E. views) Main Entrance: Narthex & Offices CE Wing - Gym - Kitchen

Our church includes features such as:

Size

- Over 19,000 square feet
- Single Story, wheelchair accessible
- Parking for 200 vehicles

<p><u>Sanctuary</u></p> <ul style="list-style-type: none"> • Seating for 350 • Overflow seating for 150 • Grand piano and organ • Large stage & tech. booth 	<p><u>Gym</u></p> <ul style="list-style-type: none"> • Large gym, with sport facilities • Perfect for fellowship dinners and coffee/tea served after service
<p><u>Kitchen</u></p> <ul style="list-style-type: none"> • Large and functional • Direct serving access to gathering areas • Industrial size gas stove, dishwasher 	<p><u>Christian Education</u></p> <ul style="list-style-type: none"> • Multiple classrooms, including computer room • Dedicated youth room • Moveable walls • Nursery / toddler areas
<p><u>Administration</u></p> <ul style="list-style-type: none"> • Four Offices • Counselling Room 	<p><u>Fellowship Lounge</u></p> <ul style="list-style-type: none"> • Meeting room for 40 people • Gas fireplace
<p><u>Music Room</u></p> <ul style="list-style-type: none"> • Staging area • Direct access to Sanctuary • Practice facility • Ramp to platform 	<p><u>Additional Features</u></p> <ul style="list-style-type: none"> • Large Narthex • Overflow into Narthex • Ample storage space • Covered entry areas

In addition to Sunday Services - the building is utilized seven days a week by both internal programming and outside groups.

While Westminster originally had a manse, in 1992 the manse was sold, the proceeds invested and a housing allowance was provided in its place.

Manning Mews Non-Profit Homes Corporation – Manning Mews is the retirement housing project sponsored by Westminster United Church and subsidized by the Federal Government. The facility consists of 20 one-bedroom apartments and is situated on Manning Road, adjacent to our old church site. When the old church building was sold, Westminster retained ownership of the property and rents the property to the Corporation at a nominal charge.

Westminster also has a website <http://www.westminster-uc.ca/>, where additional information about our church, ministry and day-to-day operations can be found. The website is supported by the Communications Committee.

Our Ministerial Staff

Music: Music is one of Westminster's core attributes. The blend of traditional and contemporary programming is supported both by a Minister of Music and lay support. Music programming includes Sunday worship, special events, and musical/drama productions. The Minister of Music is currently paid for 8 hours per week.

Youth/Sunday School: To support, mentor and guide our inquisitive, energetic and outgoing youth, we currently have one paid "high energy" lay person supporting both our youth and Sunday school ministries, with a breakdown as follows:

- Youth Coordinator - 27 hours per month (or 6.2 hours per week). Organizing external retreats, at least 2 monthly activities for junior and senior youth, and incorporates outreach activities within the community.
- Interim Sunday School Coordinator - 13 hours per week. The position leads, supports and co-ordinates the recruiting of volunteers to support Sunday School (inclusive of curriculum guidance)

Office: To help manage and co-ordinate a very dynamic ministry, 35 hours of weekly administrative support is provided. Range of activities includes document preparation (bulletin, power points, photocopying), accounting (payroll, banking, and expense disbursements), room rentals, and answering and responding to phone calls and emails.

Custodial Care: To ensure the church is maintained to the highest of standards, a minimum of 30 hours of weekly custodial service is provided. Additional hours are worked as required to support special events.

Congregation/Lay Support

Our congregation consists of a broad, diverse cultural spectrum of ages that are committed to carrying out the work of Jesus Christ, as can be seen through the many services mentioned earlier in the report. There is a core group of volunteers who are very active in supporting our ministries, but there is recognition that additional volunteers are needed from the congregation to support our existing ministries as well as support any new ministries we pursue. We believe that if volunteers are given the proper support and training, that we will be better able to leverage the broad variety of talents and skills in the congregation.



Financial Resources

Westminster is projected in 2011 to operate on an annual budget of \$437,000. Presently, a deficit of \$33,000 is estimated for the 2011 calendar year. This could be reduced by current special offering campaign and potential new renters.

Direct Sunday donations, including PAR giving, account for approximately 84% of revenue; other revenues are derived from rental and special event income. Mortgage principal and interest costs represent 28% of expenditures, staff and contract services account for 49% with the balance being used for programming and building maintenance. Rental income is currently received from a number of groups, including YWCA, Interconnections, and a Family Karate club.

The building was financed by way of conventional first mortgage (present balance \$1.183M) from DUCA and a loan from Oshawa Presbytery (present balance \$693k).

Westminster United Church - JNAC Report

The following table provides a summary of our revenue and expenses:

	2006	2007	2008	2009	2010	2011 Budget
<i>Income</i>						
Local Fund Contributions	\$271,890	\$263,970	\$281,871	\$296,902	\$252,174	\$256,187
Other Income	52,042	72,256	63,375	58,775	66,689	60,084
Fundraising (net)	9,755	1,965	5,690	2,352	2,498	3,250
Building Fund Contributions	88,128	98,590	80,440	74,276	97,744	57,725
Building Fundraising (Net)	9,340	18,558	35,092	18,537	3,521	6,384
M&S	21,621	25,040	22,794	24,000	20,737	21,000
Total Income	\$452,776	\$480,379	\$489,262	\$474,842	\$443,363	\$404,630
<i>Expenses</i>						
Salaries/ Benefits	\$197,221	\$195,015	\$223,024	\$206,067	\$192,065	\$173,843
Contract Services	21,188	29,248	30,953	24,279	23,124	27,611
Mortgage & Loan	118,080	118,080	116,186	118,716	130,763	118,716
Building Expenses	57,314	55,043	50,548	42,476	46,182	43,100
Office & General	19,315	22,138	20,321	13,157	19,184	16,550
Other	42,413	45,986	42,834	41,369	38,650	36,680
M&S	21,621	25,040	22,794	24,000	20,737	21,000
Total Expenses	\$477,152	\$490,550	\$506,660	\$470,064	\$470,504	\$437,500
Net Income (Loss)	(\$24,376)	(\$10,171)	(\$17,398)	\$4,778	(\$27,141)	(\$32,870)

As Westminster is a larger congregation, the need to expand Ministerial staff is evident – the Board of Management is exploring a variety of ways to increase funding and to reduce debt levels so as to free up the required funds to support the expanded ministries.

Ministry Personnel Description

A. **Ordained Minister of Worship, Sacraments and Pastoral Care** --- 1.0 FTE

B. **Faith Formation Leader – Christian Education & Leadership Development**
--- 0.5 FTE

Ordained Minister of Worship, Sacraments and Pastoral Care ----- 1.0 FTE

Position Description

POSITION SUMMARY

The Ordained Minister works within the large multi-generational congregation of Westminster United Church and is accountable to its Board of Management and Oshawa Presbytery.

KEY RESPONSIBILITIES

1. **Worship** – 30% of time

- a) Assist the Worship Committee with the creation and development of worship and sacrament schedules.
- b) Consult with the Minister of Music in selection and styles of music for services.
- c) Research, prepare, and deliver sermons; write liturgies for worship services. Doing valid theological research for sermon preparation so it is applicable to today ---- reading theology, challenging the congregation in the process, leaving food for thought after the service, relevant to our times.
- d) In accordance with the guidelines provided by the Church Board, lead other worship events such as baptisms, weddings and funerals.
- e) Provide direction to the laity in leading services.
- f) Develop and support alternative worship styles.

2. **Leadership and Visioning** – 20%

- a) Lead and assist other paid staff and church members/adherents to develop and implement a variety of programs that foster growth in Christian faith among various groups in the congregation, including spiritual and physical wellness.
- b) Provide forums and encourage ideas from all paid staff and of the ministry team.
- c) In conjunction with Faith Formation Leader, participant in specific Christian Education initiatives including adult membership, youth confirmation, marriage preparation and baptism preparation.
- d) Be involved in key events and activities at Westminster
- e) Research new ideas, trends and ministry opportunities to go forward at Westminster
- f) Inspire and guide Westminster's lay leadership
- g) Encourage and support regular strategic planning for the church as it defines its ministries on an ongoing basis.

h) Create innovative ministries.

*** 3. Beyond the Congregation – 15%**

- a) Attend monthly Presbytery meetings and serve on various Presbytery Committees and task forces, as required.
 - b) Attend Whitby Ministerial Association meetings and serve on its various committees and task forces, as required.
 - c) Provide leadership around engaging congregation in the local community
- * In compliance with the United Church of Canada standards

4. Pastoral Care – 15%

- a) Provide counselling, spiritual guidance and emotional support for the Congregation.
- b) Provide care and counselling, and make appropriate referrals
- c) Visitations (and instruction in preparation) for Baptisms and Confirmations, as well as other major life events.
- d) Provide appropriate attention to the congregation.
- e) In conjunction with Faith Formation Leader, develop a comprehensive Pastoral Care team to ensure that all congregation members and adherents have access to a strong ministry of visitation and care for all ages.

5. Administrative – 15 %

- a) Lead regular meetings of all paid staff and of the ministry team.
- b) Participate in meetings of the Church Board.
- c) Participate, as needed, in committees and working groups of the Church Board.
- d) Respond to general and specific requests for information and assistance.
- e) Following the terms of the United Church Manual, be the Chair of Trustees or appoint designate to do so.

*** 6. Continuing Education – 5%**

- a) Participate in training programs that support current and future needs of the Congregation, as approved by the Ministry and Personnel Committee.
 - b) Provide feedback from such training programs to congregational group(s).
- * In compliance with the United Church of Canada standards

Skills and Knowledge Required

- Ordained for Word, Sacrament, and Pastoral Care.
- Dynamic and skilled speaker, able to provide sermons which engage congregation, while teaching and making them think about how to apply to their own lives. Able to take advantage of technology (audio, video, PowerPoint, etc.) to enhance sermons and the worship experience.
- This person is willing to experiment with various styles of contemporary worship, to be inclusive in lay participation, and to be creative, while being deeply grounded in her/his faith.
- The ability to create sermons that are Biblically-based and relevant to today's world.

Sermons must be theologically researched.

- Have an appreciation for and willingness to allow experimentation with different styles of music, working in consultation with Director of Music.
- Has the leadership skills needed to co-ordinate and positively facilitate teamwork amongst Westminster's staff, lay leadership and volunteers.
- Ability to mentor the ministry team (staff and lay leadership) and congregation, as required.
- The leadership skills, energy, and enthusiasm to work in a creative manner with a large and diverse congregation. Is a good listener; able to hear and understand what people are saying and respond appropriately
- Ability to motivate and energize the congregation to participate more in the life and work of the Church.
- Experienced in providing pastoral care and counselling, and makes appropriate referrals
- Has strong personal skills; ability to be firm yet empathetic
- Demonstrates a sense of humour, and an ability to laugh at oneself
- Demonstrates a tolerant and inclusive humanity
- Acts prudently in relationships and maintains confidentiality; demonstrates maturity, stability and appropriate boundaries; maintains professional objectivity
- Have a good understanding of United Church structures and protocols
- Has experience in setting goals, long term planning and decision making in ways that build broad support for new directions
- Be able to work with all age groups in the congregation, and especially, to be supportive of the youth, and their related programs and activities
- Self-directed and positive work habits; the ability to set priorities within a wide range of competing professional demands.
- Is highly effective in working with other ministerial staff, office staff, board and committees
- Have positive physical, mental and spiritual health for the demands of worship, pastoral care, and administrative support, knowing that the work schedule necessitates flexible hours and is often beyond the control of the ordained minister due to such unplanned situations as a death within the congregation or personal crisis of a member. The demands placed on the ordained minister can also places stresses on the ordained minister's family and personal life.
- Embraces new communication technologies
- Is willing to share gifts and skills with the wider church courts as time allows
- Demonstrates interest in and support of wider community activities

Terms

Remuneration is commensurate with experience. The salary is based on the annual General Council Salary and Allowance Schedules for Ministry Personnel.

1. Terms of employment (including salary, pension and group insurance) are negotiated based on qualifications and experience.
2. A housing allowance will be paid in accordance with the Oshawa Presbytery guidelines.

3. A book and continuing education allowance will be provided in accordance with the policies of the United Church of Canada for Ministry Personnel.

4. Travel and some communication expenses are paid in accordance with United Church guidelines.

5. Vacation will be negotiated, but will meet, as a minimum, the expectations in accordance with United Church guidelines. Timing is coordinated with the relevant committees of the Council.

6. Study and sick leaves are in accordance with the policies of the United Church of Canada for ministry personnel.

7. Sabbatical leave is available in accordance with United Church policy and in consultation with the Ministry and Personnel Committee.

8. The work and support of the ministers is achieved through consultation with each other, and regular meetings with the Ministry and Personnel Committee will review performance and workplace issues.

Faith Formation Leader – Christian Education and Leadership Development ---- 0.5 FTE

*This position may be filled by Order of Ministry or Lay person.

Position Description

POSITION SUMMARY

This leader position works within the large multi-generational congregation of Westminster United Church and is accountable to its Board of Management and Oshawa Presbytery.

This half-time position is primarily responsible for faith formation, specifically:

- Ø Christian Education
- Ø Developing Leadership

KEY RESPONSIBILITIES

1. Christian Education – 40% of time

- a) Provide vision, resources and support in the planning, development and delivery of effective curriculum and programs for Children and Youth
- b) Active participant and liaison for Christian Education Committee.
- c) Foster growth in Christian faith and the workings of the United Church (at all levels) among various age groups in the congregation.
- d) Create, develop and foster development of innovative programming and activities
- e) Liaise with the full-time Minister in the planning and coordination of overall congregational faith formation

2. Developing Leadership – 40% of time

- a) Leadership role with Christian Education Committee and church leaders to develop innovative Church school programs. This would also include recruiting and training new teachers, developing curriculum and building attendance.
- b) Leadership role with Christian Education Committee and Youth leader(s) to develop/enhance Youth programs and build attendance. This would also include Presbytery events and wider church activities.
- c) Leadership role with the Christian Education Committee and leaders to develop and implement a variety of programs that foster growth in Christian faith among various groups in the congregation, specifically Adults. This could include adult Bible study groups, parenting courses, Religion in Life courses, small group ministries, etc.
- d) In conjunction with the Ordained Minister of Worship, develop a comprehensive Pastoral Care team to ensure that all congregation members and adherents have access to a strong ministry of visitation and care for all ages.
- e) This lay pastoral visitation program support would also include some pastoral visits.
- f) Provide occasional worship leadership and pulpit supply.

4. Administrative – 20% of time

- a) Participate in meetings of the Church Board.
- b) Participate in meetings of the Christian Education Committee
- b) Participate, as needed, in other committees and working groups of the Church Board.
- c) Respond to general and specific requests for information and assistance.
- d) Attend regular meetings of all paid staff and of the ministry team.

Skills and Knowledge Required

- Proven skills in teaching and developing children, youth and adults to become more grounded in their faith development and faith-in-action
- Formal theological training appropriate to the tasks at hand. Strong understanding of Christian faith, with a theology compatible with that of our congregation.
- Able to present Biblical teaching both as “familiar narrative” as well as in context relevant to our young people
- Knowledge of social media tools and their uses in learning and communication – ease and familiarity of use
- Demonstrates creativity in the development and implementation of educational programs
- Proven ability to connect with and stimulate children and youth in an atmosphere of openness and questioning
- Able to identify and access the strengths of potential adult and Sunday School education leaders within the congregation
- Proven interpersonal skills, sensitivity and confidentiality
- Proven skills in communication, organization, implementation and leadership
- Proven team-work skills within both staff and volunteer networks
- Enthusiasm for life-long learning
- Able to convey enthusiasm and a positive perspective, with a sense of humour and an ability to laugh at oneself

Terms

Remuneration is commensurate with experience. United Church of Canada requirements will be applied for Order of Ministry; salary and benefits will be negotiated as appropriate with a Lay person.

Hours of work will be 20 hours per week. Exact hours will be determined through conversation with successful candidate.

1. Travel and some communication expenses are paid in accordance with United Church guidelines.

Joint Responsibility

- These two above positions shall jointly provide training for lay leadership
-

Additional Detail – Volunteering and Fundraising

Explanatory notes about Volunteering and Fundraising item in the **Recommendations** section.

Volunteerism

From our needs assessment it is clear, that recruitment and training of volunteers needs further support. The lack of adequate volunteers supporting our Sunday school and Christian education ministries has contributed to a reduction in participation over the past couple of years. We have not recommended adding this responsibility to the professional minister positions recommended but feel these needs will likely require some additional volunteer/paid staffing. Materials have been gathered on potential avenues for assistance from the local professional association as well as potential volunteer/internship opportunities with local colleges. These materials have been forwarded to the M&P committee chair for consideration.

Fundraising

A similar situation exists for fund raising assistance where our surveys confirm this issue needs to be overcome as it is compromising the confidence of the community in the sustainability of our church operations. Professionally supported campaigns or shared resources may be a viable avenue for support along with potential community college internship or project based assistance. Again these materials have been forwarded to the Chair of the M&P committee for consideration.

Acknowledgements

We would like to particularly thank both Oshawa Presbytery representatives on the Westminster Joint Needs Assessment Committee ---- Susan Robinson and Glenn Brown. They were always available with their wisdom and insights, as well as counsel about the United Church process and procedures.

Research Sources

Here is a partial list of resources that we accessed during the JNAC process:

Posted on Westminster United Church website --- www.westminster-uc.ca:

- Westminster United Church – 2010 Annual Report
- Westminster United Church – Strategic Plan (September, 2010)
- Westminster United Church – Constitution (Revised February 20, 2005)

Available upon request:

- Westminster United Church – Long Range Plan: Congregational Input Gathered on October 5, 2008
- Westminster United Church – Joint Needs Assessment Report (December, 2005)

United Church of Canada resources:

- United Church of Canada – Handbook for Joint Needs Assessment Committees (Revised November 2007)
- The Observer Magazine (January, 2011) – *Secular Shift* (by Kenneth Bagnell)
http://www.ucobserver.org/faith/2011/01/secular_shift/

Other sources:

- *How to Minister Effectively in Family, Pastoral, Program and Corporate Sized Churches* (by Roy Oswald) --- Congregational Resource Guide
<http://www.congregationalresources.org/how-minister-effectively-family-pastoral-program-and-corporate-sized-churches>
- *Disciple-making beyond the front door* (by Michael Krahn) --- *ChristianWeek.org*
<http://www.christianweek.org/stories.php?id=1432&cat=Church%20Matters>

Appendices

Appendix A – Letter from Rev. Christopher White

Eighteen Years

When I reflect on my 18 years at Westminster I realize that there were a number of things that made for such a long and happy ministry.

The first was their hospitality and compassion. I arrived with two small children, one of whom had been born with very complex cardiology. Westminster welcomed us with open arms and through my daughter Elizabeth's surgeries and procedures were incredibly supportive and I honestly don't know how we could have got through it without their constant love and prayers. Actually, while we were under the impression that we were their parents, Westminster feels that they were the ones who raised both Sarah and Elizabeth, and they're not completely wrong! There is a wonderful sense of family in that church that I will always treasure.

From a purely ministry perspective, what kept me there for close to twenty years was two things. First, a culture that always said yes, and second, a culture that embraced innovation and risk.

In all my years Westminster never said no. From animals in the sanctuary my first Christmas, to building the new church or adding innovative outreach, they always said yes. Not always immediately and sometimes asking for details and thoughtful, careful plans, but they said yes. They never, ever said "we don't do that here."

They are willing to take chances, big chances, because they are a community with a big faith. The new building is a testament to that. Not only the new building, but the new community that arose out of it. They rise to the occasion and met every challenge that we faced together. Was it always easy? No. Were there times of difficulty and pain? Yes, it's a church, that's what happens when you live in community.

Would I do it all over again? In a heartbeat. So why did I leave? Why didn't I just finish my ministry there? In short, because I had done all I could do, I needed a new challenge and I truly believed that it was time for new leadership to take Westminster to the next level.

If you are reading this it is because you are considering applying to Westminster. Here's my advice; grab it with both hands if you can, it will be the best decision of your ministry and of your life.

Blessings,

Rev. Christopher White

Fairlawn Avenue United Church, Toronto, ON

Appendix B – Consultation Process

JNAC Survey & Interviews (November – December, 2010)

A Two-page survey (see below) was distributed in print and electronically to as many congregation Members and Adherents as possible, including website posting. Time was also allotted during the Sunday service to complete the survey. Over 140 completed surveys were received. A similar version was also used for Interviews with all staff, committees and other groups at Westminster.

Dear Members and Friends:

As you have been hearing in Church recently, we have established a Joint Needs Assessment Committee (JNAC) to discern our ministry needs following the departure of Rev. Christopher White. The JNAC will use your input to make our staffing recommendations. We truly value and appreciate your input! The survey can be handed in after the service on Nov 28th or Dec 5th, or be placed in the gold JNAC box in the Narthex.

1. Why did you first come to Westminster? What keeps you coming? (I.e. what makes us unique from other churches?)
2. If not always able to attend/participate, what prevents you from coming?
3. What are the two or three things that you think are working well for the Westminster congregation?
4. What are one or two things you would like changed?
5. What is the most important thing for you at a Sunday service? E.g. sermon, music, Sunday school/nursery/youth, fellowship, messy church, communion or?
6. Are you comfortable/supportive of our present theology views and approach? What changes if any would you like to see?
7. What kinds of ministries do you think we need --- both now and in the future? In what areas would you like to see improvement in our current ministries?
8. What is the role of our congregation in supporting our ministries? What do you see as your role?
9. What do you see as the role(s) of the ministry/leadership staff in our congregation? E.g. Preacher, educator, visitor, counselor, etc.
10. Is the theology of the new leadership hire(s) important to you?
11. What gifts or skills are needed by ministry/leadership staff (i.e. what makes them unique)?
12. Any additional comments or input for JNAC?

Survey and Interview Feedback

Why did you first come to Westminster? What keeps you coming? (I.e. what makes us unique from other churches?)

- Friendly, welcoming, caring church community that has a conscience
- Children's and Youth programs
- Relevant and interesting sermons
- Music
- Service --- style and content
- "Younger" congregation
- Location
- New facility
- Vibrant and progressive spirit and atmosphere
- Focus on health, healing and Parish Nurse
- Not judgmental
- Drawn by outreach community programs
- Found a spiritual home
- Place to nurture friendships
- Christmas Eve play
- Modern touch
- Sense of humor
- Acceptance
- Sense of community based on Christian faith and values we share
- Place to nurture friendships
- Parents' choice

If not always able to attend/participate, what prevents you from coming?

- Work commitments
- Out-of-town travel
- Illness
- Vacation
- Visiting family
- At cottage, trailer, etc.
- Other obligations
- Travel distance from home
- Sports
- Lazy

- No ride
- Homework
- School events
- Sleep
- Weather
- Not having money for collection
- Inertia ---- need down time
- Lack of Biblical content
- Not enough time
- Aging parents

What are the two or three things that you think are working well for the Westminster congregation?

- Engaging Sunday services, including variety and relevant sermons
- Love church as it is --- young and old --- coverage of all ages
- Community outreach --- food bank, Christmas hampers, WHAM, etc.
- Youth programs and youth involvement
- Willing to try new things
- Christmas Eve plays
- Welcoming and vibrant congregation
- Building and facilities
- Variety in ministries
- Commitment level and family approach in many programs
- Variety in programs for all ages and many interests
- Innovative --- willingness to try new things and change them if/when necessary
- Dedicated UCW
- Willingness of volunteers and variety of ministries to serve our community
- Messy Church

What are one or two things you would like changed?

- More volunteers to help/support programs and events
- Return of Parish Nurse
- More fundraising including more rentals and beer/wine licenses
- More visitation and congregation interaction by minister(s)
- More Adult CE opportunities, including Bible studies
- Retention levels ---- attendance and involvement
- More modern music

- Better sound system and professional A/V coordination
- Too many announcements in Sunday service
- Better at welcoming and integrating new people. Friendly with “our own” but not so inclusive with new attendees
- Broaden ministry opportunities, revitalize governance structure
- Create a culture of church being more than just a Sunday morning “drop in”

What is the most important thing for you at a Sunday service?

- Sermons
- Music
- Fellowship
- Communion
- Overall worship experience
- Time to think, reflect and recharge

Are you comfortable & supportive of our present theology views and approach?

- Yes
- Don't tell you what to think, but help you explore the questions
- Incorporate current and future insights that come to us from the latest Biblical scholarship and related disciplines
- Good balance of love, learning about faith, current events

What changes if any would you like to see?

- More up-to-date approach to music
- More classes in religion
- Another 2 screens in sanctuary --- for east side and choir views
- Increase focus on social justice issues and ties to wider United Church

What kinds of ministries do you think we need --- both now and in the future? In what areas would you like to see improvement in our current ministries?

- 2nd minister
- CE for Adults. Youth emphasis and young adults (25-35 year olds)
- Satellite services to seniors' homes and hospitals
- Equip the next generation to be the church
- More supportive to aging population, including at Westminster
- Drop-in centre for parents with children
- Return of Parish Nurse
- Better feedback to the congregation from the Board
- More music besides choir. More band involvement

- Strong and inspirational with good imagination for new ideas
- Youth Minister
- Need to have financial security to have more programs and new initiatives
- Prayer group
- Strengthen health focus
- Youth and Children programs ---- key for new young families
- Doing what we do now with an eye for changing needs and directions.
- Add services at different times and styles
- Don't change just for change sake.
- Strong Sunday School leadership
- More elementary age programs
- Ministries for newcomers, including minorities
- More emphasis on social justice issues, then publicize that connection (appealing to potential new church goers)
- Encourage stewardship environment
- Newcomers evening, potlucks – need to get back to these and other mixer ideas
- Need to follow up on baptism families
- Programs to bring in young families, including more young family social connections
- More integration, re-create community
- Newcomers that have no previous experiences with churches. Need to address --- including nomenclature, perspectives, younger generation appeal
- More national and international outreach focus, not just local community. M&S tie-in, including *Mandate Magazine*, etc.
- More connections and support for other local outreach projects (KAIROS, Refugee support, Rose of Durham, St. Vincent's Kitchen, Denise House)
- New projects to challenge and excite us. Doing something that we've never done before.
- Expand music ministry ---- evolve, maybe less hymns
- Financial requirements ---- Money will follow the mission(s)
- More than once/year stewardship sermon. Continuing theme of raising peoples' generosity is appropriate and needed.
- Spiritual health vs. just financial health.
- Make labyrinth more available to all – not just our folks, but others who don't have in their church

What is the role of our congregation in supporting our ministries? What do you see as your role?

- Very important
- Need to encourage more involvement, as well as recognition
- Families should support Sunday School
- Financial and lay support. Everyone needs to become disciples and carry out work of our church
- Spiritual compass --- reflective of our church's mission
- Time for congregation to come forward, show talents and get more involved.
- Pass the clipboard, sign-up sheets. If you don't ask you don't get
- Without us it will not happen
- Attending, donating, instilling the Word of Christ in our children
- Without congregation, there could not be a ministry
- Everyone's role is to participate as much, or as best, as your life permits
- We are to be using our hands and feet.
- Specific projects work well for people (project-based vs. committee-based)
- Need more lay leadership
- People come to our church for the feeling of belonging to the community. People stay when they become engaged and active
- Include asset mapping process to match talent pool with opportunities

What do you see as the role(s) of the ministry/leadership staff in our congregation?

- Make me want to attend and participate --- missing out if I'm not here on Sundays
- Educator
- Preacher
- Parish Nurse
- Effective administrator
- Counselor
- Visionary
- Facilitator
- More leadership
- Visitor
- Motivator
- Person of deep faith
- Enabler
- Spiritual compass, reflective of our church's mission

Is the theology of the new leadership hire(s) important to you?

- Yes
- Need to be aligned with our church --- integrate old and new
- Focus on what we believe, not what we don't
- Like what we have --- hope it continues
- Bring it into present day. Don't dwell on yesterday. We are living our lives today.
- Open and modern
- Inspirational and hopeful
- Current
- Include social activism

What gifts or skills are needed by ministry/leadership staff (i.e. what makes them unique)?

- Good speaker who is able to relate theology to current day life, world happenings and society
 - Good team leader
 - People person
 - Connect and relate with all congregation groups --- young and old
 - Warmth
 - Modern
 - High energy, young at heart
 - Sense of humour
 - Sense of faith, lived out in public
 - Involved in community
 - Collaboration --- listening to the needs of the congregation and taking action to address those needs and concerns
 - Relevant, life experiences
 - Connection to the wider United Church
 - Humility
 - Aware we are fully a part of the United Church of Canada.
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Appendix C – Strategic Plan – September 2010

See below for a high-level overview of our Strategic Plan. The full **Strategic Plan** is available on Westminster United Church website at www.westminster-uc.ca.

Additional detail on our Core Values is also included in the JNAC Report, under the **Pastoral Charge Profile** section.

