

Report

Of the

Joint Needs Assessment Committee

Of

St. Andrew's River Heights United Church

May 2010

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Joint Needs Assessment Report Summary

Introduction

On February 16, 2010, Rev. Terry Hidichuk advised the Board of St. Andrew's River Heights United Church (St. Andrew's) that he was resigning his position as Minister to become Acting Dean of Theology at the University of Winnipeg. His last day of employment with St. Andrew's was set at June 30, 2010. As a result, the St. Andrew's Board initiated a process to review the ministerial needs and mission of the church and thereby, the need to seek a replacement minister. In accordance with United Church policy, a Joint Needs Assessment Committee (JNAC) was formed and duly approved by the congregation to study and prepare a Joint Needs Assessment Report.

The following JNAC Report is the product of extensive consultation with members and adherents of our congregation and careful and prayerful consideration by our committee membership. We gathered very telling information by way of an opinion survey form circulated to the congregation from which we received in excess of 80 responses. Many responders took the time to provide useful narrative as to what they perceived as church strengths, suggestions for changes and vision for the future and we thank the congregation for their strong interest. The JNAC also met with Karen Lumley and reviewed notes prepared from Terry Hidichuk's exit interview conducted by the Ministry & Personnel Committee. We also heard further comment from Board and Standing Committee members who were invited to meet with our JNAC and we listened to anyone who sought to share their views with our committee members.

Vision for the Future at St. Andrew's

Our recommendations flowing from the above review are founded on the vision for the future as we gleaned from the extensive feedback from our congregation. That vision for St. Andrew's Church is to grow as a vibrant and energized congregation. Many expressed the hope and expectation that the source of future growth and vitality at St. Andrew's will come through better service to the surrounding community and from an active, participative youth and young family component. There is a desire to continue much of the long standing traditions developed over the years at St. Andrew's while being open to innovation and increased variety in worship format.

Issues and Recommendations

Two issues rose to the forefront in the JNAC's early deliberations.

Need For Two Full-time Ministers:

The first was to assess the need for our pastoral charge to be staffed with two full-time ministers. This issue was largely answered at the time Karen Lumley was hired on a full-time basis as our Minister of Faith, Nurture and Outreach. Karen joined our ministerial staff in June, 2009. The

JNAC Report issued in April, 2008 recommending that full-time position strongly supported a two full-time ministerial complement for St. Andrew's.

The feedback we received now, again very strongly expressed the same conclusion. Simply stated, the overwhelming view of our congregation is that the programs and activities at present and new ones prospectively for the future require the leadership, guidance and energy of nothing less than two full-time ministers. The two ministers will, as they have in the past, work collegially but with each having their own focus of expertise and responsibilities. The vision is for growth of congregational numbers and increased service beyond our church walls. Reducing ministerial staff would be a sign of retrenchment to our congregation and potentially send that same negative message to others trying us out as their new church home. Of course, we always must be mindful of financial constraints. But at the same time, we need to be prepared to take measured risks to support and nurture the vision for the future.

Responsibilities, Skills & Qualifications for the Replacement Ministerial Position:

The second issue can be described as the focus, responsibilities and priorities of the position and the required skills, abilities, interests, education and experience fundamental to that position. The position to be filled is designated as the Minister of Word, Sacrament and Pastoral Care. This will compliment Karen Lumley's position description as the Minister of Faith, Nurture, and Outreach.

The feedback received by the committee indicated that to achieve our vision, we require leadership that is energetic, enthusiastic and that can relate to a broad range of ages in the congregation. The incumbent we are seeking will have a strong commitment to faith, with the ability to deliver relevant and challenging messages to guide the congregation into a deeper relationship with Jesus Christ. Strong speaking and communication skills are essential. The incumbent will provide the impetus for innovation and freshness while at the same time respecting the traditions developed over the years at St. Andrew's. The incumbent will be sensitive to and provide the leadership in responding to the many and varied pastoral needs of the congregation.

Structure of the JNAC Report

Our JNAC Report provides details in six profiles. The nature of each is summarized below.

1. Profile One: Describes an overview of the United Church in Winnipeg and the character of the Winnipeg community that the church serves.
2. Profile Two: Describes the St. Andrew's pastoral charge in terms of history, physical plant, organization structure, and priorities.
3. Profile Three: Describes St. Andrew's financial structure and resources and Ministerial complement.
4. Profile Four: Details a Position Description for the Minister of Word, Sacrament and Pastoral Care.

5. Profile Five: Describes the qualifications and skills necessary for the position.
6. Profile Six: Lists terms of the position describing salary, allowances, benefits and vacation.

It is the recommendation of the Joint Needs Assessment Committee that we request Presbytery to declare a vacancy at St. Andrew's River Heights United Church.

PROFILE ONE

Community

The purpose of this profile is to provide a general overview of the larger community of Winnipeg, and our local community of North River Heights where the majority of the members of St. Andrew's reside.

St. Andrew's is located in the neighborhood of North River Heights in Winnipeg, Manitoba. The city of Winnipeg proper has a total population of about 636,177. (2006 Census of Population) St. Andrew's has a current membership of 263 supporting families.

The community of St. Andrew's is an older established neighborhood with well-maintained character homes set behind treed boulevards. The residents of the community have an above average rate of income, employment and university education compared to the city as a whole. The community is said to be in transition, with many younger families now residing in the area.

It should be noted that St. Andrew's also serves a substantial number of members who do not live in the immediate area.

The two other United Churches in the River Heights area are Harrow United Church and Westworth United Church.

St. Andrew's belongs to the River Heights Ministerial, which includes all ministers and involves all denominations located in the River Heights area.

The United Church in Winnipeg

The following information was obtained from the 2001 and the 2006 census, and a 2008 Environics Report of the service area of St. Andrew's River Heights United Church:

- There are currently 35 Pastoral Charges and 5 community ministries in Winnipeg. Unfortunately due to a number of factors, church attendance has been declining over the past 20 years. Over the past 5 years, 3 United Churches within the Winnipeg Presbytery have closed, some by amalgamation. One of those churches was in the general vicinity of the area served by St. Andrew's.
- Many churches are clustered in areas where few congregants now reside. Congregants have been moving to the more suburban areas and deserting the city core over the last 20 years.
- Worshipers travel from other areas of Winnipeg to the "church of their childhood."

- 2001 census data indicates that over 77,760 residents of Winnipeg claimed affiliation with the United Church of Winnipeg.
 - 51.4% of the affiliates were female, 46.8% were male.
- The percentage of the population claiming affiliation with the United Church of Canada is 12.7% of the population of Winnipeg. In the St. Andrew's service area, as defined by the 2008 Environics Report, the percentage claiming association with the United Church is 12.9%.
- Family situation for the St. Andrew's service area:
 - 37.1% Married
 - 42% Single (Never Married)
 - 10% Widowed
 - 10.9% Divorced or Separated.
- In 2001 the average household income for Winnipeg was \$53,176. The average household income for the St. Andrew's service area was \$64,548.
 - 19% have a household income of less than \$20,000.
 - 32% have a household income between \$20,000 and \$50,000.
 - 24% have a household income between \$50,000 and \$80,000.
 - 25% have a household income greater than \$80,000.
- 18% of the residents of the City of Winnipeg have a University degree while 42% of the residents of the St. Andrew's service area have a degree.

The City of Winnipeg

Winnipeg is an exciting City with a great deal to offer. For more information visit the City of Winnipeg website at: www.winnipeg.ca.

PROFILE TWO

Ministry of Pastoral Charge

The purpose of this profile is to provide an overview of our pastoral charge.

History

St. Andrew's River Heights United Church (St. Andrew's) started as an off shoot of St. Andrew's Presbyterian Church located in downtown Winnipeg on the corner of Elgin Avenue and Ellen Street. Organized in 1881, old St. Andrew's was noted from the beginning for its outspoken Preachers and activity in missionary and other outreach activities. In the first decade of the twentieth century the congregation began moving to the suburbs. Its 850 members were soon scattered across the city. They particularly favoured the new residential neighbourhood of River Heights immediately south of the Assiniboine River. Rather than simply move, the congregation decided to open a Branch Office on land purchased on the corner of Oak Street and Kingsway. The first building, on the north end of this site, was finished in the fall of 1915 at a total cost of \$7,000. A dedication service was held on October 24th. This building was destroyed by fire on December 27, 9 weeks after its dedication. The congregation wasted no time in rebuilding. The new church was ready by the summer of 1916 and opened on June 25th. The sanctuary had seating for 610. At the time it was expected that a larger church would be needed "in a few years".

For the first decade of its life St. Andrew's remained integrated with the Elgin Avenue congregation. However, in 1926 St. Andrew's Elgin and St. Andrew's River Heights became separate, self-sustaining congregations.

In 1929 the present auditorium, called at the time the new basement, was built at the south end of the Oak Street site. It opened in 1930 as the Center for expanding Christian education programs. The depression prevented further building. However, in the early 1940s the need for a larger sanctuary had become clear. In the spring of 1948 design work began on a new building (our present sanctuary) to be erected over the new basement. A year later the construction was underway and plans were being made for a dedication service eventually held Friday June 2, 1950, after delays due to the flood that spring. As soon as the new sanctuary was in place, plans were made to demolish the old 1916 church and replace it with our current Christian education building.

By 1959 St. Andrew's was described as one of the largest and wealthiest congregations in the United Church. Membership was listed at 1,280 families and 2,422 individuals. Sunday School students numbered 1,015 and the "women's association" membership had reached 661. Those were the golden years. A 1963 article by Kenneth Bagness in "The Observer" noted that St. Andrew's was a vigorous and vital congregation active in church, cultural, political, and social causes across Winnipeg and beyond. The congregation was also notable for a progressiveness which recognized that not all social and religious conventions and proscriptions ought to be cast

in stone, and that the society of the 1960s was not the society that gave birth to the congregation back in the 1880s.

In recent years substantial resources were directed toward major maintenance and equipment upgrades. Projects included:

- A new furnace,
- An elevator to increase accessibility,
- Renovation of the administration offices,
- Sanctuary and chancel renovations, and
- Re-roofing and major roofing insulation upgrade.

In addition, members of the congregation have contributed time and money to support outreach projects including:

- Habitat for Humanity Housing projects across Winnipeg,
- Projects in the inner city, and
- Construction of a school in Guatemala.

In the church's 95-year history, five ministers have served St. Andrew's in the capacity of Senior Minister. The length of service of the five has varied from five years to twenty-six years. In addition, there were a total of seven Assistant/Associate Ministers over the period of about 40 years. Five Ministers of Visitation have served on a part-time basis since 1957. In the 1950's, four student assistants were on the roster. Six candidates for the ministry have come from our congregation, the most recent having been commissioned in 1998. At present St. Andrew's has one individual who is a ministerial candidate.

Our Church Building

St. Andrew's is located in an established, residential section of southwest Winnipeg, about a fifteen-minute drive from downtown. Built in 1950, it is a well-maintained, spacious contemporary facility. There is a large sanctuary on the main level with seating for 650 worshippers. The memorial stained glass windows enhance the sanctuary. A three manual Casavant pipe organ was installed in 1958 and improved in 1981. Also on the main level is a small chapel with seating for 45, a small kitchen and a large lounge.

The general office is located conveniently on the main level across the hall from the ministers' offices. The office is equipped with personal computers and a laser printer. There is also a digital photocopier for producing church documents. The main floor is well above street level, allowing for high ceilings in the lower level which contains Christian Education rooms, the library, a well equipped main kitchen, the caretaker's office and a large lower hall with a stage. The comprehensive library serves as a resource to Sunday School teachers as well as the congregation and is well utilized. The building is also used by several community organizations.

The sanctuary is accessible via a wheelchair ramp leading to the narthex entrance on the main level. An elevator installed in 2006, provides access to both the sanctuary and the lower level. A

wireless system is connected to the sanctuary sound system for the use of hearing impaired worshippers. The building is protected by a security system.

The church does not own a manse; provision is made for a housing allowance for the ministers.

Our Membership

The majority of the congregation is well educated, professional families with children of varying ages. There are also a number of active retirees, or empty nesters that are further along in their life stage as well as senior members who are physically no longer able to attend. There is a focus on attracting new members in the 30-45 year age group.

We are a church that has cherished a traditional style of worship. The members place considerable importance on the Word and Sacraments as well as Christian Education programming for children, youth and adults. We desire worship services that articulate the faith and its relevance to the world in which we live. We follow the United Church Lectionary and take a Biblical, but not literal approach to worship.

St. Andrew's celebrates Communion regularly. On Christmas Eve we offer 3 services: a 5:30 PM family service, a 7:30 PM Junior Choir led family service and an 11:00 PM lesson and carol service followed by Communion. A Memory Tree Service is held in December to commemorate loved ones. As well as celebrating Easter Sunday, we hold a meditative service on Good Friday. The laity participates in the worship services as scripture readers and by assisting with Baptism and Communion.

St. Andrew's combines worship services with Westworth United Church during July and August. Youth confirmation classes are combined with Westminster United Church.

St. Andrew's has a rich tradition of inspired music that is an important part of the worship service. We have been fortunate to have many talented people providing leadership in the ministry of music.

Many of the Church's membership make use of their unique skills for community service and involvement in supporting the arts, community services, fund-raising and business leadership.

Our Priorities

St. Andrew's is entering a phase of growth and renewal. We see this change in pastoral relations as an opportunity to build on our strengths and to continue as a vibrant, active congregation that is nourished in faith and that reaches out to the world. The remarks in this section reflect a synthesis of ideas put forward by the congregation when they responded to the JNAC survey or spoke with members of the committee.

Worship

The Sunday worship service is of primary importance to the members. We appreciate attending worship services that uplift our spirits and challenge us to consider issues of our faith. Our mission statement is as follows:

To send our people into the world restored, refreshed, forgiven, and joyful; to live life as Christ would have us live with love and justice as our goals.

Members of the congregation are involved in the service each Sunday and more involvement would be welcomed. Many suggested that the worship services, from time to time, be more varied in using alternative forms of worship and perhaps drawing from other religious traditions.

Spiritual Development

We see it as important to provide for the guidance and growth of members' spirituality. We seek to do this through prayer, meditation, and bible study, leading to a stronger personal relationship with God. And we seek to make our faith relevant to our everyday life at work and at home.

Christian Education

We seek to offer meaningful Christian education through our Sunday school and adult Bible Study programs. We endeavor to provide a safe and open environment for children and youth as well as adults to explore their faith in a way that makes sense in their lives.

Pastoral Care

We value our ministry of pastoral care for our fellow members. In addition to individual care, we have a number of organized programs that serve as venues for members to share experiences and activities together. Some of the activities are undertaken for fundraising, but we hope there is also a large component of fun-raising.

Increased Membership

In the near future our goal is to increase the number of active congregational members. Our vibrant Sunday School attracts many families and we are building fellowship activities that will encourage the sense of community in our church. We want to be open to the community and to be seen as a place where people feel welcomed and cared for.

Outreach

St. Andrew's has a long tradition of community services. These services have been supported by direct participation and by funding. Through our outreach activities, we want to respond to the needs of our neighbourhood and our city, but also to look beyond our doors to the world. Our direct involvement in a project to build a school in Guatemala is an example of stewardship in action that we will continue.

Volunteers

St. Andrew's has a dedicated core group of volunteers. We hope that more people will participate on the various committees, rotating leadership so that volunteers do not become burnt out. Opportunities for training and development of leaders and volunteers would be welcomed.

Our Organization

The Board

Subject to the power of the congregation to establish congregational policy, the Board shall establish congregational policy and shall be responsible for the operations, duties and business and affairs of the congregation. The management of local affairs is the responsibility of the Board with currently the following standing committees:

| | |
|---------------------|------------------------------|
| Christian Education | Fellowship and Pastoral Care |
| Worship | Ministry and Personnel |
| Finance | Property and Administration |
| Nominating | Stewardship |
| Outreach | Greening Group |

Ad Hoc committees are struck as and when required.

The Board consists of the Chair of the Board, the Vice-Chair, the Past Chair, the Secretary, the Treasurer, Ministerial Staff, the Chairs of each standing committee, a Presbytery representative, the Chair of the Foundation and a representative from the Anne Blair Circle.

Executive

The Executive shall co-ordinate, oversee and evaluate the activities of the Board, ensure the Annual Report is prepared, and expedite implementation of congregational programs. The Executive consists of the Chair, Past Chair, Vice-Chair, Secretary, Treasurer, Chair of Finance and all ministerial personnel.

Board of Trustees

A Board of Trustees holds and administers all the congregational real property. It consists of three members elected by the Congregation.

The St. Andrew's River Heights United Church Foundation

The Foundation was incorporated in 1975 to manage a fund derived from the sale of the Church's two manses and subsequent member donations and bequests.

Music

Music leadership is provided by a Music Director and Organist. There is a fifty voice Senior Choir, a Junior Choir, a Youth Chorus and a Hand Bell Choir. The music is under the guidance of the Worship Committee in consultation with the ministers.

Anna Blair Circle

The Anna Blair Circle is an active woman's group, which meets regularly and contributes to the church through a variety of activities. They have contributed to the upgrading of the church facilities through a number of fundraising projects.

Sunday School

The Sunday School, from crib room to high school age meets at 10:30 A.M., the same time as the church service. Volunteers and the Minister of Faith, Nurture and Outreach are closely involved in the training of teachers and coordination of the Sunday School programs. Our Sunday School has an average attendance of 50 – 60 children each week.

Community Services

St. Andrew's tradition of service to the community is demonstrated in the regular participation of members in the Meals on Wheels Program, Agape Table and limited involvement with the North End/Stella Community Ministry. The congregation also supports the LITE (Local Initiatives for Employment) Program. In the past St. Andrew's has been involved with the sponsorship of refugee families. The youth of St. Andrew's are involved in fundraising and presentations to help support education in Guatemala.

Weekday programs

Mind, Body and Soul

Various Bible study groups

Other Fellowship Activities

St. Andrew's is involved in various fundraising and fun activities, which include:

Harvest Supper

Pancake Supper

Easter Breakfast

Bridge Party

Dinner Parties – Dine and Dash, Pot Lucks

Auctions

Garage Sales

Musical concerts and events

IMAX Matinee

Phone Book Delivery

Weekday Space Rental

RHS Child Care

Oak Street Nursery School Incorporated

Gilbert & Sullivan Society

Golden Chordsmen

Bootcamp

Current Statistics

St. Andrew's United Church has:

| | |
|-------------------------------|-----|
| Number of Families registered | 399 |
| Number of Supporting families | 263 |
| Average Weekly Attendance | 181 |

PROFILE NUMBER THREE

Resources

Financial

1. Budget Process

The Finance Committee of the Board meets annually late in the fall to commence the budget process. Each Committee Chair is asked to submit their respective budgets at that time for inclusion into the full budget document. The Finance Committee is responsible for the balance of the budget financial information including givings. The draft budgets are presented to the Board in December for review and the final budgets are approved at the Board's January meeting and presented for final approval by the Congregation at the Annual General Meeting usually held near the end of February.

2. Revenue Sources

The sources of revenue at St. Andrew's are as follows:

(*2006 has been chosen as it is the most comparative previous year, due to the transition of one of the Ministers in the intervening years)

| a) Collections | 2009 | | 2006* | |
|----------------------------------|---------|-------|---------|-------|
| | \$ | % | \$ | % |
| • Regular givings | 281,597 | 64.5 | 279,570 | 66.1 |
| • Open offerings | 4,172 | 1.0 | 5,456 | 1.3 |
| • M & S Special Appeals | 3,755 | 0.9 | 6,206 | 1.5 |
| • Sunday School | 418 | 0.1 | 616 | 0.1 |
| b) Other | | | | |
| • Fundraising | 19,575 | 4.5 | 21,208 | 5.0 |
| • Earnings from investments | 35,708 | 8.2 | 20,451 | 4.8 |
| • Rentals | 51,948 | 11.9 | 39,671 | 9.4 |
| • St. Andrew's Foundation grants | 30,000 | 6.9 | 40,000 | 9.5 |
| • Other revenue | 9,209 | 2.1 | 9,968 | 2.4 |
| TOTAL | 436,382 | 100.0 | 423,145 | 100.0 |

3. Expenses:

Expense categories at St. Andrew's are as follows:

| | 2009 | | 2006 | |
|------------------------------|---------|-------|---------|-------|
| | \$ | % | \$ | % |
| • Salaries | 240,131 | 55.1 | 263,360 | 62.6 |
| • Operations | 115,874 | 26.6 | 80,179 | 19.0 |
| • Administration | 12,827 | 2.9 | 16,481 | 3.9 |
| • Committee expenses | 20,795 | 4.8 | 21,184 | 5.0 |
| • Mission & Service payments | 24,874 | 5.7 | 22,258 | 5.3 |
| • Grant disbursements | 18,500 | 4.2 | 15,420 | 3.7 |
| • Other expenses | 2,992 | 0.7 | 2,104 | 0.5 |
| TOTAL | 435,993 | 100.0 | 420,986 | 100.0 |

Real Estate

The building located at 255 Oak Street is in good condition. Aside from routine operating expenditures, funds are budgeted annually for "major repairs" which are identified each year by the Property Committee and planned to be carried out as funds and timing permit. Recent major repairs and upgrades are outlined in Profile Two.

St. Andrews River Heights United Church Foundation

The Foundation has its own Board of Directors and is operated separately from the Church. It was originally funded by the sale of the church's manses, and other bequests have been received over the years. There is about \$750,000 invested by the Foundation and it has contributed all of its income to the Church annually. The revenues of the Foundation have decreased in recent years due to the decline in interest rates.

Other Investments

St. Andrew's has \$490,000 of monies gifted to the church. These gifts are invested and only the earnings are transferred to the operating budget of the church.

Stewardship

The Stewardship Committee conducts an annual stewardship campaign targeting all family units of the congregation.

Many members of the congregation remit their givings through the “Pre-authorized Remittance” plan (PAR) and others through weekly envelopes and some in periodic lump sums.

Communication

St. Andrew’s communicates to its members through the use of email, a comprehensive website at www.standrewsriverheights.com and a Newsletter that is published three times per year. Churchwatch, a church specific software program, assists the office administrator in managing all church processes including membership lists, calendars, facility management, visitations, and generating reports.

Personnel/Other

1. Paid staff

- Two ministers;
- Music director;
- Organist;
- Choir section leads (4);
- Sunday School Superintendent;
- Office administrator;
- Building custodian;
- Caretaking Company for evening cleaning.

2. For a discussion of the current Committees of the Church see Profile Two.

3. Volunteers

St. Andrews is fortunate to have a large group of volunteers to serve on Board Committees, assist in the weekly services, in organizing fundraising activities and other events. As well there is an active youth group who raise funds for their many projects such as outfitting the new school in Guatemala with school supplies.

Ministerial Complement

St. Andrew’s has been blessed with the talents of at least two ministers for many years. As a result of the recent departure of one of our ministers, a JNAC was formed. The first task of the committee was to assess the ministerial needs for our pastoral charge and whether it should continue to be staffed by two full-time ministers.

There are obviously financial considerations and challenges. Many churches across the country, including St. Andrew’s, have been experiencing a declining congregational base. Further, rising costs from operations and programs are placing greater demands on financial resources. This has been compounded in the relatively recent past by a decline in returns on modest, but albeit

important, investment revenues. Here at St. Andrew's, we have seen some increases in annual individual pledges for which we are thankful for the generosity of our membership. That has lessened but not eliminated the effect of declining membership.

It was the JNAC's challenge to not diminish these financial challenges but to listen carefully and respond to the valuable input offered by many in the congregation. The feedback we received very strongly, and quite consistently, supported the continuation of a two full-time ministerial complement. The overriding view was that the programs and activities at present and new ones prospectively for the future required the leadership and energy of nothing less than two full-time ministers.

The vision of the people of St. Andrew's is to grow as a vibrant congregation with a strong youth component and an increasing younger family demographic. The expectation is that much of the future growth can come through better service to the surrounding community and through an active and participative youth constituent. Reducing the ministerial staff position (the one that is presently under consideration) to something less than full-time may be enticing financially, but would ultimately lead to reductions in long standing programs and activities. It would send a signal of retrenchment to our congregation and potentially result in even further declines in membership. We believe that this risk far outweighs the financial challenges of supporting the cost of two full-time ministers.

We can now turn to what ought to be the responsibilities, priorities and skill sets of the presently vacant ministerial position. The position to be filled is designated as Minister of Word, Sacrament and Pastoral Care.

Again based on feedback we have received, the candidate must provide inspiring and energetic leadership with the adaptability to relate to a broad range of ages in the congregation. The candidate will be able to deliver relevant and challenging messages, from the pulpit and in others ways, to guide and inspire the congregation in their spiritual journey. The candidate must have a strong sensitivity to the varied pastoral needs of the congregation. The candidate must be a team player and work effectively in concert with other church staff. Also, we recommend seeking a candidate who can provide some innovation and freshness while at the same time balancing the long standing traditions at St. Andrew's.

The value of this full-time ministerial position cannot be underestimated. The right complement of skills will be a key factor in the long term health of our church. There no doubt is an element of financial risk in adopting the ministerial needs recommendation in this report. But it is the committee's view that the St. Andrew's membership is prepared to take these measured risks to support and nurture our vision for the future.

PROFILE FOUR

POSITION DESCRIPTION

- Position Title:** Minister of the Word, Sacrament, and Pastoral Care (referred to as the Minister)
- Purpose:** The purpose of this position is, in cooperation with the staff team and congregation:
- To draw members, adherents and newcomers into deeper relationship with Jesus Christ, primarily through relevant and reverent worship of God, excellence in preaching the Word, the celebration of the sacraments and compassionate pastoral care.
 - To guide and enable the congregation of St. Andrew's to fulfill its mission and goals.
- Definition:** The staff team includes ministerial staff, support staff and music staff.
- Priorities:** While the Minister is expected to fulfill the varied tasks, duties and responsibilities associated with an urban congregation of the United Church of Canada, the priorities for this position shall be worship with a focus on preaching and sacraments, pastoral care, adult education, and attracting and retaining members.
- Accountability:** The Minister is accountable to the congregation, the Board through the Ministry & Personnel Committee and to Winnipeg Presbytery. Evaluation takes place on an annual basis, conducted by the Ministry & Personnel Committee.
- Relationship:** The ministerial staff at St. Andrew's will consist of two full-time positions:
- The person in this position is to be mainly responsible for Word and shared Pastoral Care and Sacrament,
 - The other minister is to be mainly responsible for Christian Education, Youth Programs, and shared Pastoral Care and Sacrament,
 - Both Ministers will share in the leadership to develop and sustain programs with the expressed focus of attracting new members.

This Minister is expected to work as a member of a staff team, where team is understood to mean a collegial relationship among peers equal in status though differing in role, training, and experience.

The Minister is expected to have an overall interest and involvement in the total ministry of St. Andrew's and to be prepared to cover the work of the other ministerial staff person in times of emergency or in his/her absence such as vacation, illness, study leave.

The staff team meets regularly for mutual support and team building, and especially to plan and coordinate the work of the congregation. The Ministerial team meets as required with the Presbytery Multiple Staff Consultant in conjunction with the Ministry & Personnel Committee.

Each staff member is expected to provide input to the Ministry & Personnel Committee at the time of staff evaluation.

In the event of a disagreement amongst ministerial staff in an area of shared responsibility, the committee overseeing that area is responsible to determine policy. If more direction is needed, the Ministry & Personnel Committee are responsible to clarify role expectations.

Responsibilities:

Preamble:

The description of this Minister's responsibilities is meant to be neither restrictive nor exhaustive, but rather it is intended as a framework for a cooperative working relationship between ministerial staff, the Ministry & Personnel Committee, and the Board, so as to promote the mission of the Congregation.

Where a need arises calling for ministerial action that has not been delegated in the responsibilities below, it is understood that the ministerial staff will initiate appropriate action, consulting with the Chair of Ministry & Personnel Committee as required.

The Church functions in an active neighborhood where a variety of community resources meet educational, recreational and physical needs. When this Minister sees an opportunity for connections between church and the community, he/she shall identify him/herself to the community resources personnel so that the community may be aware of possible connections to the congregation.

Worship and Sacraments:

To take primary responsibility to preach as planned and agreed to by both Ministers of St. Andrew's and in consultation with the Ministry & Personnel Committee.

To take shared responsibility to celebrate the sacraments on a timely and frequent basis and on a pastoral basis as needed.

To prepare the order of service, with the input of the other minister and music staff and with the assistance of support staff.

Pastoral Care: To share with the other ministerial staff the responsibility for crisis intervention, counseling or pastoral care. However, this position is not primarily one of counseling; it is expected that the persons needing long-term counseling will be referred to other care givers/agencies explicitly dedicated to this task.

To share with the other Minister the responsibility for pastoral visiting to people in homes, hospitals and extended care facilities. Some of this responsibility may take the form of leadership and guidance of congregational members to share this activity.

Adult Christian Education:

To take primary responsibility for determining the spiritual and educational needs for adults in such areas as baptism preparation, adult confirmation and transfers, and Bible and theological study.

In a secondary role and in co-operation with the other ministerial staff and the congregation, to provide direction and assistance for the spiritual and educational needs of children and youth and training and support for church school teachers, the Sunday School Superintendent, and Board and committee members.

New Members: To work with the other Minister, the Board and related committees to develop initiatives with the expressed focus of increasing the Church's visibility and relevance to the surrounding community and ultimately increasing Church membership.

Wider Church: To participate in the work of Presbytery. In consultation with the Ministry & Personnel Committee, this Minister will also be involved in the work of The Conference of Manitoba and North Western Ontario, General Council and various ecumenical bodies.

Other Duties:

Weddings:

To share this responsibility with the other Minister, to be negotiated with other ministerial staff in consultation with the Ministry & Personnel Committee.

Funerals:

To share this responsibility with the other Minister, to be negotiated with other ministerial staff in consultation with the Ministry & Personnel Committee.

Worship at Seniors Residences and Extended Care Facilities:

To share the responsibility with the other Minister for the worship leadership at the seniors residences and extended care facilities for which St. Andrew's is jointly responsible with other churches (namely: Central Park Lodge – Poseidon Care Centre, Tuxedo Villa, The Wellington, and The Bolton).

Lay participation:

To ensure that lay people, including youth, are organized and enabled to share in the leadership of worship services.

To encourage the development of leaders and groups from within the congregation.

Administration:

To assist in the coordination of the various components of the congregation in order to do long range planning, and to provide an overview of activities of the congregation.

To respond to needs and situations as may be requested by the Board and/or committees.

To support and attend Board meetings as agreed with the Board and the Ministry & Personnel Committee. While each ministerial staff person is an ex officio member of every committee, except Ministry & Personnel, it is expected that ministerial staff divide responsibilities to ensure that staff support is available to all the various committees of the congregation.

This Minister is not responsible for the day to day administration of the finances, office, plant, or equipment of the congregation.

PROFILE FIVE

Qualifications and Skills

The following qualifications and skills are necessary to fulfill the terms of the Position Description:

- Strong communication skills, including inspiring speaking ability, with a firm commitment to faith,
- Ability to relate to people of all ages,
- Ability to draw members, adherents, and newcomers into a deeper relationship with Jesus Christ,
- Ability to embrace diversity and challenge,
- Skilled in pastoral care,
- Flexibility, creativity and a collegial working style that enables partnership with staff and lay people,
- Strong interest in developing and executing creative and innovative ideas,
- Leadership that is energetic and fosters participation by the entire congregation,
- Passion for mission and an ecumenical approach,
- Experience in a Pastoral Charge,
- Extensive theological training or equivalent experience,
- Providing leadership to serve more fully the surrounding community,
- Ordered Ministry Personnel.

PROFILE SIX

Terms

Salary Allowances and Benefits:

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|--------------------------|--|
| Salary | Competitive salary. |
| Housing | Maximum allowance as set by Winnipeg Presbytery (\$17,300 in 2010). |
| Travel | Amount as set by the United Church of Canada currently \$.41/km. |
| Moving | Will pay reasonable moving expenses to move the eligible person to Winnipeg. |
| Phone/Fax | Available through church office. Personal phone paid at a rate of \$46.41/month. |
| Education/Book Allowance | \$1,250 combined book and education allowance per year (by Board approval). |
| Office Administration | Office Administrator position filled. |
| Office Equipment | Photocopier, fax, computer available in the office, plus one computer for each ministry staff. |
| Benefits | Normal UCC pension and UCC Benefits program. |

Time On and Off:

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|---------------------------------------|--|
| Vacation | One month paid vacation (or four weeks, 5 Sundays) |
| Study Leave | 3 weeks (21 days including Sundays) |
| Sabbatical Leave | as required in accordance with the United Church guidelines and by government regulation |
| Disability Leave | as required in accordance with the United Church guidelines and by government regulation |
| Maternity/Paternity Extended Parental | as required in accordance with the United Church guidelines and by government regulation |

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|---|---|
| Bereavement and Compassionate Leave | as required by self and family, in consultation with the Ministry & Personnel Committee (minimum 4 days, plus travel, for bereavement and 14 days for compassionate leave) |
| Regular Work | Normally 40 hours per week, with a week exception that should not expand beyond 55 hours due to crisis situations. Monitored in consultation with the Ministry & Personnel Committee. |

My Time/Our Time:

Fees paid to the ministry staff for services such as funerals and weddings are paid directly to the Minister in accordance with the Policies as set by the Ministry & Personnel Committee.

It is expected that the ministerial staff will be involved in the work of the wider church, particularly with Presbytery and Conference. Time for this work is negotiated with the Ministry & Personnel Committee.