



## **Joint Needs Assessment Report 2010**

### **Joint Needs Assessment Committee**

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## *How We Got Here . . .*

In early 2007 Trinity Council struck a special Budget Task Force to examine means to reduce the planned deficit and achieve sustainability. Beyond financial matters, the Task Force engaged the congregation in looking at other aspects of stewardship, such as membership demographics, volunteerism, and time and talents. A major recommendation was that a JNAC be established to re-examine Trinity's team ministry model.

The 2007 JNAC considered a number of scenarios. The congregation reviewed these and opted for One Full-time Minister Plus a Part-time, Contract Trinity@9 Leader and a Part-Time Contract Child/Youth Leader. This scenario provided the necessary cost savings, allowed for energetic worship leadership at both services and directed renewed energy at our child/youth programs. For two years, both positions have been most capably filled by one individual, Andrea Hyde.

In late December 2009, the congregation learned that Andrea Hyde's husband Andrew had accepted a call to ministry in the Toronto area, and Andrea and family would be leaving Ottawa in June.

Trying to hire another 'Andrea' was not an option, for two reasons. First: the implementation of a new category of ministry - Designated Lay Ministry - began in Ottawa Presbytery in early 2009. Trinity is obligated to ensure its job descriptions meet United Church requirements, so a new JNAC was formed in December 2009. The new JNAC met on a weekly basis until April 2010. A number of models were considered but once the 2010 budget was prepared, the second reason became abundantly clear: the 2009 staff complement would not be financially sustainable, even without implementing the requirements of the new job classification system. Council provided direction to JNAC on March 23, 2010 to prepare its report around a prioritization of child/youth ministry and ensuring a projected annual deficit of no greater than \$10,000 through to 2013.

So, after reviewing a number of options regarding future services and gatherings, along with the financial implications of each one, it is being recommended that Trinity return to a single service.

# *Our Community*

Ottawa is a city of striking waterfront views and vibrant green spaces. This G8 capital city is home to foreign embassies, international technology and business. Our city offers a rich blend of culture, nature and knowledge.



## *A Desirable Place to Call Home*

Ottawa is considered to be one of the greenest capitals in the world and is ranked as one of the most desirable places to call home. Summer or winter the city has much to offer its 900,000 residents and the many tourists to the region. Stand on Nepean Point to watch the waters of the historic Rideau Canal mingle with the glistening Ottawa River. Ride a bike along the hundreds of kilometres of trails that run through the region. Tiptoe through the tulips that line Dow's Lake during the world renowned Tulip Festival. Through the summer there are numerous music festivals to enjoy, both indoor and out. During the winter months, thousands of skaters frequent the frozen Rideau Canal to enjoy the Winterlude on the "Largest Skating Rink in the World". The groomed trails of Gatineau Park are a favourite destination for cross-country skiers. Downhill skiers can choose from several ski destinations in eastern Ontario or western Québec.



## *Urban and Rural Harmony*

Urban sophistication combines with rural charm in the amalgamated city of Ottawa. Geographically, the amalgamated city of Ottawa covers an area of more than 2,600 square kilometres, 90% of which is rural. The 532-square-acre Greenbelt, a protected area of parks, forests and wetland, circles the urban area. Fields and farmlands surround the smaller outlying communities. Yet, you can reach the downtown core within a 20-minute drive of most outlying areas. A public transportation network provides ridership to 363,300 residents on an average weekday. Once downtown, visitors and residents alike enjoy fine dining, world-class arts and entertainment and an eclectic mix of cultural events. They can visit Parliament Hill, the centre of Canadian government and a symbol of national pride, or take in a concert at the National Arts Centre.



## *National Museums*

Ottawa is home to many national museums. You can study masterpieces at the National Art Gallery; enjoy exhibits at the Museum of Civilization and the Canadian Museum of Nature; discover history at the Canadian War Museum and the Canada Aviation Museum; learn our achievements at the Canada Science and Technology; visit a farm at the Canada Agriculture Museum; or even discover coin production at the Royal Canadian Mint. There is something for everyone!

### ***A Rich History***

Ottawa's ByWard Market is one of Canada's oldest and largest public markets. The legendary builder of the Rideau Canal, Colonel By himself, laid out the street plan of the Market, designating George and York Streets to be extra wide to accommodate the creation of a public market and gathering place. The outdoor vendors present overflowing stands of fresh fruits and vegetables, flowers, and art & crafts from the early spring through to fall.

### ***Family Oriented***

The many natural areas in our city are ideal playgrounds for families. Parents have the choice of high quality public or private education offered in either official language. The municipality offers a wide variety of arts, education and sports programs organized by the city parks and recreation department. Golf courses, curling rinks, and municipal recreational centres provide swimming, skating and many other activities easily accessible from all areas of the city. And, of course, our professional hockey team, the Ottawa Senators, is very popular.

### ***A Centre for Knowledge***

There are a number of post-secondary education options in Ottawa. Carleton University is a research-intensive university offering 65 programs of study to 23,000 students. The University of Ottawa offers programs in both French and English to more than 36,000 students in ten faculties, including the second-highest offering of doctoral programs in Ontario. Saint Paul University, federated with the University of Ottawa, is comprised of four faculties: Human Sciences, Philosophy, Theology and Canon Law. Finally, Algonquin College offers a wide range of degree or diploma programs.

### ***Quality Health Care***

Ottawa has four main hospitals. The Ottawa Hospital, (Civic, General and Riverside campuses) the Queensway Carleton Hospital, the Montfort Hospital, and the Children's Hospital of Eastern Ontario, (CHEO) provide excellent health care for residents of all ages. In addition, the University of Ottawa Heart Institute is an international centre of excellence for the prevention and treatment of heart disease.

### ***A Great Place to Live!***

Additional information may be found at [www.ottawa.com](http://www.ottawa.com) or [www.capcan.ca](http://www.capcan.ca).

# Our Church



## *Open Minds and Open Hearts*

Our Trinity logo reflects our theology. The Trinity cross, designed by our former minister, Rev. Dr. Glen Stoudt, carries flags on three corners of the cross to represent the Trinity – Creator, Word and Spirit. The fourth side is open to reflect the open minds and open hearts of our congregation.

We are seekers of Jesus' way for our 21st Century world. We choose an inclusive and progressive eco-sensitive path with a spirit that is deeply Christian and also deeply ecumenical. Trinity embraces people with, or without, a church background, and we respect the wide diversity of our personal faith experiences with justice and inclusivity, including same sex marriages. Questions are honoured. We don't assume that we know all the answers yet and accompany one another on our spiritual journeys seeking answers, through worship and many small groups that deepen our faith and enrich our lives.



## *Our Mission*

Trinity's Mission Statement, approved by Council in 1996, is as follows:

*Trinity United Church is an evolving community of faith, rooted in the testimony of the gospel, that celebrates Christ's Spirit alive in us. We are called to nurture each other's faith in God and express that faith in service to our community and the world.*

*This means:*

- we are called by God to gather in praise of God, to learn God's word and to live faithful lives.
- God brings us together in order to send us out to serve and to care; through Jesus Christ we are empowered to be agents of transformation in our world.
- All individuals have the right and are encouraged to explore their own particular understanding of faith, to discover the gifts that God has given, and to learn how to share their faith through word and action.
- The care and nurture of each individual within the community is the shared concern and responsibility of all.
- Openness to change can be creative; the God who created is still creating the world anew and calling us to respond in new ways.

*Therefore, we will:*

- reach out to embrace others who may be seeking a spiritual home by being an open, invitational community.
- Gather in worship with people of all ages, offering experiences that touch the reality of people's lives, encouraging expressions of faith in the read, sung and spoken word, arts and music.
- Offer programming to address the differing faith needs of those who look to Trinity for spiritual nurture - this includes Christian development, youth programs, Bible

study, and prayer groups.

- Explore our relationship with the broader community, become more involved in meeting the needs and understanding the concerns of its people, and pursue justice for all - this includes Outreach, Pastoral Care and Communications.
- Encourage one another to care for our environment out of respect for God's creation.
- Build and enhance the resources that will allow us to fulfil our ministry - this includes staff, stewardship, finance, facilities cooperation with other churches, volunteer development, and administration.

### ***Worth the Trip***

Trinity United Church is situated in a residential neighbourhood in the west end of Ottawa. It is a mature, middle-class, suburban area built in the 1960s and 1970s. But the neighbourhood still grows as new homes and businesses continue to be built. There are high schools and elementary schools within walking distance, and, as the older generation moves out of the area and younger families move in, there is potential for growth at Trinity. Trinity's location, just south of the Queensway, (Highway 417) allows easy access. We have members that travel to Trinity from areas far from our location.

### ***Our 50th Anniversary***

Trinity United Church was founded in 1958. During the first few years, services were held in private homes, a restaurant and a local school. A manse was purchased during the first year, the basement of which served as a meeting place during those early years. The present church site was purchased and construction began in the spring of 1963. The first worship service in the sanctuary was held on December 15, 1963, with the official dedication on January 26, 1964. Our manse was sold in 1985 and a housing allowance has been paid to our minister(s) since then. Once in the new church building, the congregation rapidly grew to more than 400 families, most with children. Two services and two Sunday Schools were held each Sunday.

On May 3<sup>rd</sup> and 4<sup>th</sup>, 2008, Trinity held a very successful 50<sup>th</sup> Anniversary Party Weekend. Trinity's musical talent entertained all who attended on Saturday night, and on Sunday, the congregation was inspired by Trinity Ministers – both past and present. The wonderful weekend was wrapped up with the opening of the 40<sup>th</sup> anniversary time capsule, sharing with Trinity friends both young and old, some coming from very far away, and enjoying cake and refreshments in a beautifully decorated Tait hall.

### ***History of Worship***

Since 2001, Trinity has had two services, each meeting different worship needs. Trinity@9, held at 9 a.m., is an intergenerational, non-traditional celebration held in the church hall. The 10:30 worship service in the sanctuary offers traditional elements and Sunday School for the children.

Trinity@9, or just T@9, can appeal to those who have not been to church before, or have become disenchanted with the traditional model, or simply did not have a good experience in the past, but are still searching for “something more”. T@9 provides a viewpoint, firmly grounded in the United Church's values, but looked at from a more secular way, and in a way

more familiar in our day to day lives. This includes through songs heard on the radio, movie and video clips and everyday questions that come up for everyday people. Often suggested by people attending T@9, themes are used to help build our understanding of our world, ourselves and our beliefs.

Trinity's alternative service first started up in October 2000 as Trinity2. Held at the nearby Aromas restaurant, Trinity2 was "an expression of outreach through outreach ministry". Its goal was to attract newcomers from the neighbourhood to the Christian faith in a more approachable manner, using everyday music, movie scenes, TV clips and Christian songs. A familiar, non-threatening location was chosen outside of Trinity to reach those who could not go into a church.

Around September 2001 the alternative service came into Trinity as a 9:00 a.m. service, along with a regular service at 10:30. Along the way it became known as Trinity@9 and continues to evolve and adapt while striving to meet the vision statement that *Trinity@9 is an ongoing ministry of spiritual outreach to those who are seeking an expression of their faith outside of traditional church worship.*



### ***An Active Community***

Trinity has active members who consistently attend any number of enjoyable activities for young and old. These are important to many congregants, allowing Trinity members to become stronger as a community and to introduce newcomers into our community in an informal way. Right at the front door, there are two attractions. Outside, there is a big sign to catch the eye of passers-by and make them think. Inside, there is an Art Gallery, with ever-changing, thoughtful exhibits. There is a children's choir, family wave swims and participation in a Christmas pageant. Trinity supports bi-annual pot luck suppers, which are well attended and lots of fun. Children of all ages love the Christmas bazaar as an opportunity to socialize and support Trinity. Young adults participate in congregational life, plus their own unique events and city-wide Presbytery events for youth. Community and spiritual activities for adults include a social club, a men's breakfast group, the Trinity @9 band, lay leadership development, Bible and book studies and guided meditation meetings.



### ***Helping Others***

The congregation has a strong outreach commitment. We are interested in social justice and we think globally. Regular donations for local funds and for Mission & Service are consistent, increasing slightly over the past few years. As well as strong support to the Mission & Service Fund, there is substantial financial and volunteer support for the Carlington community, north-east of the church, and the Caldwell Family Centre Food Bank. This includes monthly events in support of seniors, and the annual festival of sharing, when over 40 Christmas hampers are put together and delivered.

In addition, in 2000 the congregation set up the Trinity Jubilee Foundation, a charitable corporation to support projects to improve the well being of some of the disadvantaged in society. To date the Foundation has helped to finance projects in El Salvador, Uganda, South Africa, Sierra Leone and in Ottawa, while at the same time building a capital fund to support future projects. We share in special worship services with other local churches. (St. Basil's Roman Catholic, St. Michael and All Angels Anglican, and Cityview United.)

## *Our Building*

Designed by Architect James Strutt and constructed in 1963, the building is shaped like an ark. The main walls are shaped like hulls and skylights are hidden along the top to provide some natural light inside. Major renovations to maintain the structure have been undertaken over the years, including a new roof, improvements to the foundation, access facilities for the physically challenged, a re-designed chancel, and a renovated basement hall with three new meeting rooms. Money for these improvements was collected through fund raising efforts, and therefore did not cause additional expenses.

## *Attendance - An Area of Concern*

In recent years, the congregation at Trinity has declined. The 2009 annual report shows a membership of 363, down from 558 in 2000. This decline in membership means a decline in givings, a contributing factor to our financial concerns.

More than 95 children call Trinity home, attending either T@9, 10:30 or both. There is a Sunday School registration list of 46 with an average weekly attendance of about 10. This is down from 60 in 2000, with an average weekly attendance of 25 – 30.

In 2009, average weekly attendance at the 10:30 worship was about 110. Trinity@9 attracted an average of 48 celebrants a week.

Attendance is an ongoing concern, but declining attendance is a wider issue than just at Trinity. As can be seen by the table below, attendance has been slowly, but steadily dropping. However, we cannot look solely at numbers. People are leaving in greater numbers than those joining, but people are still joining Trinity and becoming part of the community. There are other factors at work in today's society as well. Not only are people's lives busier, but there are more activities happening on Sunday. It is no longer the day of rest it once was. Some people cannot make it every Sunday due to shift work, family obligations or other commitments. There is also the issue of split families. This can be especially felt in the Sunday School where attendance can range from 4 or 5 children on one Sunday to 15 on another. Shared custody means that children will not be at Trinity every Sunday. However, that also makes it that much more important to provide a consistent and welcoming place when they do come. That is what Trinity has been doing, and will continue to do. It is also the reason we cannot look at the attendance numbers alone.

The following table shows the weekly attendance at the two services over the past 5 years:

<b>Average Weekly Attendance*</b>					
	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>
Total T@9 Service	90	75	62	52	48
<b>Total 10:30 Service</b>					
• Choir	14	13	16	16	17
• Sunday School	9	6	9	10	11
• Nursery	2	1	4	6	6
• Congregation in the pews	108	102	88	89	76

\* Sunday School, Nursery and T@9 service do not include July and August as there was only one service.

## *Our Resources*



### *Our Biggest Asset*

The people of Trinity United Church are enthusiastic, capable and dedicated. This hardworking laity cooperates with the staff to prepare for and participate in the worship services and other events.

The Council of Trinity acts on behalf of the congregation to do the work of the church between congregational meetings. The Council meets 8 or 9 times throughout the year (Sep-Nov and Jan-May). The members of Council provide oversight and have responsibility of financial investments of church assets.



### *Our Committees*

***Christian Development Committee*** provides opportunities, challenges and encouragement to enable members of the congregation to grow in their Christian faith. The C.D. Committee offers a wide variety of Christian education and enrichment such as discussion groups, Bible study, the Sunday school and youth group, retreats and special events. Approximately 46 children aged 3 years to 12 years are enrolled in Sunday School, with an average weekly attendance of about 10 children. We use the *One Room Sunday School* curriculum with *Seasons of the Spirit* resource materials purchased for the teachers and ministers.

***Church in Society Committee*** encourages the congregation to “seek justice and resist evil” in local, national and international affairs by: (1) providing awareness of justice issues in the world; (2) providing information about specific social issues; and (3) creating opportunities for the congregation to take appropriate action on relevant issues. The CIS Committee mandate includes caring for the Mission and Service Fund of the United Church of Canada. Over the past few years CIS has addressed social justice and environmental concerns and attempted to promote awareness in the congregation on issues such as the AIDS pandemic, the plight of child soldiers throughout the world, the housing crisis in Ottawa, and the continued letter-writing campaigns in support of Amnesty International human rights violations cases.

***Finance Committee*** is responsible for the overall management of Trinity United Church’s financial affairs.

***Membership Growth and Stewardship Commitment Committee*** was established in January 2007 to lead a drive towards financial stability and reversing the trend of declining membership. The committee is working to set membership growth targets and create action plans to achieve that growth. Stewardship campaigns have been low key in the past few years but the committee’s mandate is to elevate the profile and success of internal and external fundraising so that Trinity is truly self-sustaining.

**Ministry and Personnel Committee** is responsible for liaison between the Trinity staff and the congregation. This includes fostering good working relations among staff and between the staff and congregation, reviewing working conditions, roles and responsibilities, revising job descriptions as necessary, making recommendations to Council concerning salary, approving requests for continuing education and vacation, as well as completing annual evaluations of staff.

**Trinity Outreach Committee (TOC)** maintains an awareness of the needs of the local community, makes these needs known to the congregation, and provides opportunities to assist in meeting some of these needs. The Outreach Committee is also involved with such things as the Festival of Sharing, the Christmas Exchange, summer camp projects, and emergency food collections. The **Pastoral Care Team** is a sub-committee of the Outreach Committee. This group of approximately 25 people works closely with the Minister in providing Christian concern and caring to Trinity people who are ill, or shut-in, or who may simply need a friendly visit. The team assists the minister at the time of death, providing a reception, if desired, following the funeral, and offering care and concern to the bereaved.

**Property Committee** is responsible for the day-to-day functioning of the church property and contents, as well as reviewing and planning major repairs and upgrades of the church facilities and equipment.

**Worship Committee** endeavours to provide an innovative and evolving worship environment in which our growing Trinity Family participates and experiences their Christian faith, working in close liaison with all committees of Trinity. For our relatively contemporary 10:30 worship we call on the guidance and skills of the Minister and Music Director, and the several choirs which contribute regularly including the Senior Choir and "Joyful Noise" (children).

**The T@9 Planning Group** works with the T@9 Coordinator, the Minister, the Music Director and the T@9 band to present a café-style celebration from September through June. Baked goods and coffee are available throughout the service which is an upbeat mix of mostly-secular music, video clips and sound-bite messages around relevant themes.

**The T@9 Coordinating Team** works under the direction of the T@9 Coordinator to assist with the food, greeting, clean-up and any other designated duties.

A **Congregational Life Group** has just been established in order to provide opportunities for Trinity people to build a spiritual community together. This group wants to build and deepen relationships within the Trinity community, as well as have some fun. Some events may generate a profit which will go back to Trinity's operating fund.

The official membership roll of Trinity, the Visiting Elders' program, supplying name tags, the United Church Observer Program, the provision of Sunday morning coffee and juice, welcoming visitors, assisting the Inquirers Program and maintaining the Visitor's Table and Guest Book are undertaken by individuals in the congregation.

A more complete picture of the current work of these committees and groups can be found in their year-end reports, contained in Trinity's 2009 Annual Report.

### *Our Staff*

At present, there are four paid staff at Trinity United. Besides the full-time ordained minister there is a part-time lay minister, a part-time Director of Music/Organist and a full-time Office Administrator.

### *Our Volunteers*

With the exception of the paid staff referred to above, all of the other work at Trinity is carried out by volunteers drawn from the congregation. It's impossible to quantify the number of volunteers or volunteer hours contributed by the members of the congregation.

### *Our Financial Assets*

The Trinity United Church building is mortgage free and is insured for \$3,363,152. Trinity has also had a small surplus budget in the last two budgets (2008 and 2009).

The following information is drawn from Trinity's 2009 Annual Report:

- Our approved budget (excluding Mission and Service) for 2010 is \$294,348
- Our projected receipts (excluding Mission and Service) for 2010 are \$278,364
- Our projected deficit for 2010 is \$15,984
- It is anticipated that the deficit will be paid from the General Account, including the surpluses from 2008 and 2009, without needing to draw on the reserves
- Trinity has, in reserve, \$59,560 in the general account and \$67,400 with Trustees.

Though the last two years of Trinity have had small surpluses, the general trend of the financial situation has been deficits. When looking at future options for the positions(s) being examined by this JNAC, it was noted that many options had a significant effect on the budget. Various options put the annual budgets in a deficit situation, while also depleting the reserve funds to varying degrees. It was decided that whatever was chosen, it needed to be financially viable and not put the financial future of Trinity at risk. This was perhaps the greatest factor in the JNAC decision process.

The financial implications of the recommended option have been provided in Appendix A. For a complete picture of the overall financial standing of Trinity United Church, please consult Trinity's 2009 Annual Report and its addendum: Financial Statements and 2010 Budget.

## *The Consultation Process*

A consultation process was undertaken to gather feedback from the congregation on their needs and to gain insight on how they felt about the current arrangement for T@9 and the child and youth coordination. Though the Committee was formed and announced in December, the main part of the consultation process did not start until after the holiday season. Through the month of January the committee solicited input through a variety of methods. These included a questionnaire, an open meeting, suggestion boxes, informal discussions with people of the congregation and formal interviews with the current staff members. People were made aware of the JNAC and its work through announcements, an article in Trinity Topics, several reminders in bulletin inserts and email reminders. Overall the committee is confident that plenty of opportunities and a variety of methods were made available for people to provide their comments.

As a result of the consultation process, it was determined that overall, the congregation was happy with the way T@9, child and youth activities and other events have been going. This was evident in both the feedback provided, and the lack of complaints and negative feedback – no news is good news. There were many suggestions and comments, but the overall feeling was one of contentment with the way things are. This sentiment was echoed by the committee with the excellent work being done by the current staff and the volunteers that make things happen at Trinity!

Some of the highlights included:

- the benefit of having one person consistently lead T@9 and consistently coordinate the child and youth activities, though it is less important that these be the same person.
- The themes presented at T@9 worked well, as did the relaxed, comfortable and welcoming atmosphere.
- The support for, and connection with, families through the Early Childhood Education (ECE) position in the nursery, Sunday School, Joyful Noise and other activities.
- Activities planned outside of church (and later than 9 a.m.) for youth groups.
- More compliments to the musical talent at Trinity.
- Focus more on Christian Development position rather than specifically a child and youth coordinator to allow for flexibility in that role in the future.

The challenge is that, due to the changes in the staffing requirements as defined by the United Church of Canada and limited by Trinity's financial situation, the status quo cannot be continued. A brief description of these new requirements for lay ministry, Designated Lay Minister (DLM) and Congregational Designated Minister (CDM), is provided in Appendix B. The position of T@9 coordinator and child and youth coordinator is now considered to be at the level of a Designated Lay Minister. The task of the JNAC was to balance the needs of the congregation, the requirements of the position and Trinity's financial resources, both now and into the future. A variety of scenarios were considered that would maintain the status quo, or focus on the worship aspect of T@9, the Christian Development aspect or find some common ground in between.

The conclusion reached after the first round of consultations was that there was too great of a gap between what was expressed by the congregation and what Trinity could support financially. The potential decisions could have great impacts and these decisions were beyond the scope and mandate of the JNAC. It was decided that the initial scenarios developed, along with their financial implications, would be presented to Council for consultation and guidance.

Four scenarios were presented to Council at its February meeting. These four scenarios covered possibilities from maintaining two services to one service one minister. After much discussion it was decided to hold a half day workshop, facilitated by Presbytery representative Barbara Reynolds, to examine the scenarios, “spirit-storm” ideas and possibilities and then ground them in Trinity's current situation. During this process the group came up with five main core values for Trinity and then examined how Trinity's needs could be met while still adhering to these values. The end result was three options to pursue. These options were given back to the JNAC to expand further, including the benefits and challenges, as well as the financial implication, of each option.

The JNAC presented the three expanded options to Council at its March meeting. After reviewing and discussing the options presented, a motion was made and carried that Council did not wish to see a planned deficit that would go beyond \$10,000 a year. Since none of the three options met this requirement, a fourth option, Option D, was developed for one Sunday service, incorporating elements that exist in each of the current services, with a part-time position focusing on child/youth ministry. Council also expressed that they hoped for extended musical opportunities under this new format. A second motion was made and carried that “Council ask the JNAC to prepare its report in light of the discussion and concerns for an identified Option D around a prioritization of child/youth ministry and ensuring a projected annual deficit of no greater than \$10,000 through 2013.” The recommended option D is presented below and the first three options (A, B, and C) are listed in Appendix C.

### ***Proposed Ministry Model***

#### **Option D: One New Service – Child and Youth Component, Some Christian Development and Enhanced Music Component**

Under this option, Trinity United Church hires a part-time (25%) Minister of Children, Youth and Families to oversee the Sunday School and Nursery program, plan youth activities, and build relationships with the children and youth of Trinity and their families. It is anticipated that this position would be classified as a Congregational Designated Minister (CDM) and would be accountable to the congregation. A proposed position profile is presented in the section following the recommendations.

A single new worship service would bring the entire congregation together on Sunday mornings and incorporate, over the course of a month, elements from both of the current worship services. The Music Director's hours are maintained at current levels in order to meet Trinity's core value of having “Awesome Music”. With current revenue levels, this option provides projected annual budget deficits of \$10,000 or less through 2013.

The JNAC recognizes that the process of transitioning from the current ministry model to the new model is critically important and needs to occur in a pastoral and collaborative way. It is currently envisioned that the new worship service would start in the fall of 2010 following the return of the full-time minister from sabbatical. The current T@9 service will continue as planned until mid-June. At Trinity, worship during the summer months normally consists of a single 10 am service, and 2010 will follow this tradition.

Planning of the new worship service will begin upon the return of the full-time minister, the hiring of a Minister of Children, Youth and Families, and in cooperation with the Worship Committee.

### **Benefits, Opportunities and Challenges of Option D**

#### **Benefits and Opportunities:**

- Does not require any significant alterations to the full-time Minister position profile (listed in Appendix D)
- Fosters Christian development for children, youth and families
- Less costly than the current staffing model, which would have led Trinity into a deficit situation
- Has the potential to unify the congregation, young families and new attendees seeking support for their faith journey
- Combines our volunteer base from our previous two services into a 'new' one
- Promotes experimentation with a new Trinity service
- Provides an opportunity for the congregation to work together with open minded positive attitudes to create an exciting new model of Worship, Christian Development and Outreach
- Provides an opportunity for us all to get to know one another better since everyone would be able to mingle at the same Worship Service and coffee time
- Welcoming new people would be simpler
- With a designated CDM, youth and teens will hopefully continue to be more involved
- Hiring a CDM, who will take on occasional Christian Development activities, will allow our Minister the time to be more involved in other aspects of Trinity
- Allows the CDM the time to fully coordinate all our children and youth programs and activities all year
- Presents music avenues for traditional choir and modern band performances

#### **Potential Challenges:**

- Unknown effect on members of the congregation that have strongly supported the T@9 model in the current branded Sunday morning worship service
- Ensuring that we are still welcoming the people who were attracted to T@9 type worship
- Ensuring that we are being sensitive to our current volunteer base as we create our new Trinity model
- Helping everyone keep an open mind and remain positive as we try different ways of worship, outreach, Christian development and music.

## *Recommendations*

Based upon the review of the needs and resources of this church, with the assistance and guidance of Council and congregation, the Joint Needs Assessment Committee has recognized a need to redefine the part-time paid Ministry position at Trinity to make it more financially sustainable within the United Church of Canada's new Lay Minister framework. As such, the Joint Needs Assessment Committee recommends the following to the Council and the congregation of Trinity United Church:

1. That the congregation accept the report of the Joint Needs Assessment Committee.
2. That Trinity United Church move to a new Sunday service worship model incorporating elements that exist in each of the current services.
3. Subject to, and contingent upon, congregational and Presbytery approval, that a Search Committee be struck immediately to fill the position of a part-time CDM-level position for a Child, Youth and Family Minister.
4. That Council undertakes, as a high priority, a long-term planning exercise with a view to enable the congregation to achieve its vision and mission in a financially sustainable manner.

# *Minister of Children, Youth and Families*



## **Position Profile**

Trinity United Church is looking for a 25% Congregational Designated Minister (CDM) to provide Christian Development leadership in Child, Youth and Family Ministry. This individual will have the following duties, education, experience and skills:

### **Duties:**

- Approximately 75% of time to be spent on children, youth and families and 25% on other Christian Development activities (this will vary depending on the time of year and planned activities)
- Work with volunteer teachers and assistants to carry out the Sunday School program, which connects our children to God, to others, and to the wider world
- Work with volunteer parents and youth assistants to schedule assistants to the Early Childhood Education (ECE) worker in the Nursery
- Establish relationships with Trinity teens and work with area churches to coordinate youth activities
- Greet children on Sunday morning, lead Children's Time and occasionally teach Sunday School
- Establish and nurture relationships with parents and families
- Work with the Christian Development Committee to plan programs that engage the congregation, support our theological identity, and that are varied, creative and relevant to Trinity's mandate
- Attend Christian Development committee (held six times annually) and Worship committee meetings (held monthly) as required

### **Conditions of work:**

Working hours are approximately 11 hours per week for 42 weeks from September to June. It is recognized that hours will vary depending on depending on specific church activities, events to be planned, meetings and other contingencies. The position reports to Council through the chair of the Ministry and Personnel Committee and has a functional relationship with (and is overseen by) the Christian Development Committee and Worship Committee. Administrative support includes: responsibility to acquire and organize supplies within the annual budget; to consult with the Property Committee on changes to the physical set-up for Tait Hall or Sunday School rooms as need arises; to coordinate the booking of rooms for meetings and rehearsals through Suzanne Poirier, the church secretary; and entitlement to the use of secretarial assistance and access to office equipment/supplies.

### **Education and Experience:**

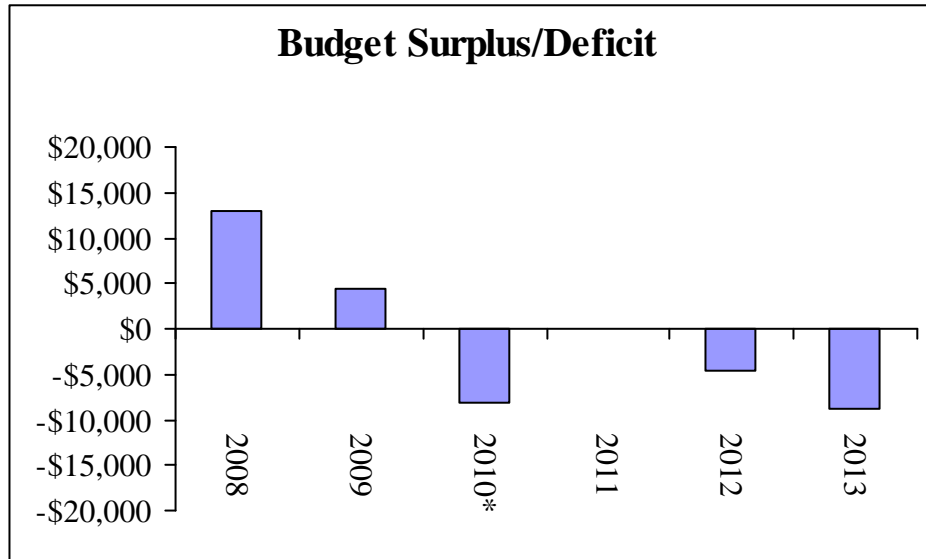
- Post secondary education in an area related to children and youth
- An understanding of underlying Christian theology, theory and practice
- Experience in working with children and families in a progressive church setting

- Experience in working with and counselling youth in a progressive church setting
- Experience with Christian Development that welcomes spiritual seekers and is accepting of cultural diversity and alternative life styles
- Knowledge for oversight, planning and implementation of Christian Development for all ages, with experience in Sunday School and Youth leadership

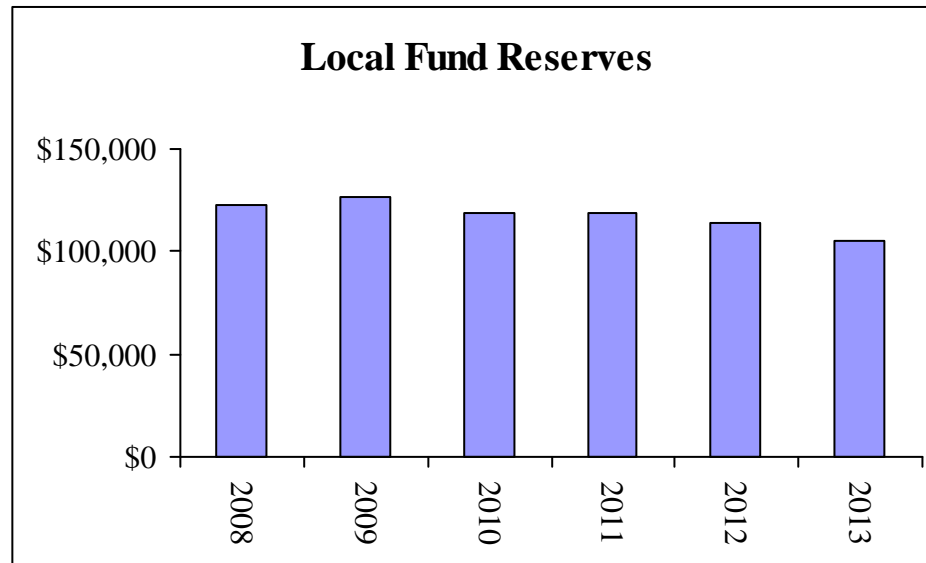
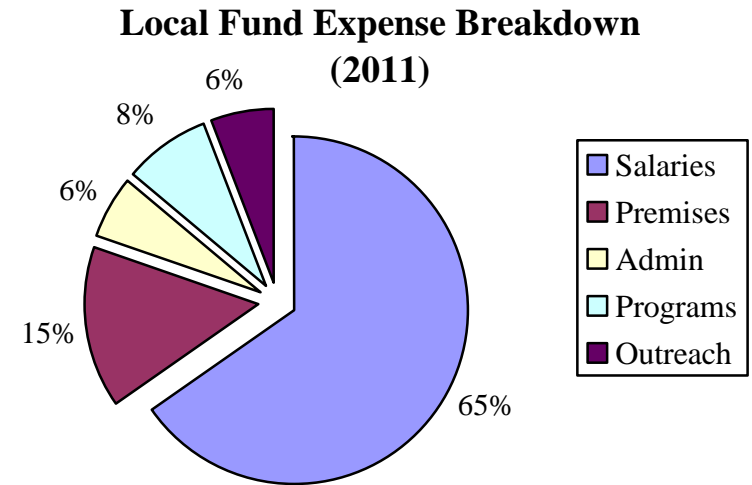
**Personal Attributes:**

- Dynamic, vibrant individual with excellent listening and verbal communication skills
- Ability to encourage active participation and nurture relationships with parents and families
- Ability to plan, guide and manage work load, volunteers and priorities
- Ability to deal constructively with conflict
- Human relations skills: the ability to interpret the Christian Development program, facilitate the involvement of others, and function pastorally with families

# Appendix A: Financial Breakdown of Option D



\* Deficit is primarily due to supply costs during the full-time minister's sabbatical.



2011	January-December CDM (25%)
<b>Salary</b>	\$10,078
<b>Benefits</b>	\$1,512
<b>Car &amp; Book</b>	\$625
<b>Housing</b>	\$0
<b>Study Support</b>	\$500
	<b>\$12,714</b>

## Option D: Projected Receipts and Disbursements

	2008 Actual	2009 Actual	2010 Budget (Revised)	2011 Budget	2012 Budget	2013 Budget
<b><u>RECEIPTS</u></b>						
<b>LOCAL FUND:</b>						
LOCAL - REGULAR	\$251,105	\$246,648	\$246,864	\$246,864	\$246,864	\$246,864
LOCAL - BAZAAR	\$9,531	\$9,794	\$9,000	\$9,000	\$9,000	\$9,000
LOCAL - OTHER GIFTS	\$13,429	\$5,729	\$6,000	\$6,000	\$6,000	\$6,000
LOCAL - OTHER FUNDRAISING		\$4,026	\$5,000	\$5,000	\$5,000	\$5,000
HOUSING ALLOWANCE INCOME	\$11,375	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000
RENTALS	\$3,510	\$3,602	\$3,500	\$3,500	\$3,500	\$3,500
<i>Total Local Funds (Receipts)</i>	<b>\$288,951</b>	<b>\$277,799</b>	<b>\$278,364</b>	<b>\$278,364</b>	<b>\$278,364</b>	<b>\$278,364</b>
<b>DONATIONS FOR SPECIAL PURPOSES</b>	\$12,650	\$38,309	\$6,500	\$6,500	\$6,500	\$6,500
<b>FLOW-THROUGH GRANTS</b>						
<b>MISSION AND SERVICE FUND</b>	\$58,965	\$60,555	\$56,132	\$56,132	\$56,132	\$56,132
<b>TOTAL RECEIPTS</b>	<b>\$360,566</b>	<b>\$376,662</b>	<b>\$340,996</b>	<b>\$340,996</b>	<b>\$340,996</b>	<b>\$340,996</b>
<b><u>EXPENDITURES</u></b>						
<b>LOCAL FUND:</b>						
SALARIES/CONTRACTS AND ALLOWANCES	\$185,071	\$175,816	\$186,887	\$174,756	\$178,052	\$181,073
PREMISES	\$38,349	\$38,872	\$40,200	\$44,004	\$44,884	\$45,782
ADMINISTRATION	\$14,594	\$16,343	\$16,800	\$17,136	\$17,479	\$17,828
PROGRAM COMMITTEES AND OTHER	\$22,847	\$24,483	\$23,600	\$23,600	\$23,600	\$23,600
LOCAL OUTREACH	\$15,200	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000
<i>Total Local Fund (Expenditures)</i>	<b>\$276,061</b>	<b>\$273,514</b>	<b>\$285,487</b>	<b>\$277,496</b>	<b>\$282,015</b>	<b>\$286,283</b>
<b>DONATIONS FOR SPECIAL PURPOSES</b>	\$12,650	\$38,309	\$6,500	\$6,500	\$6,500	\$6,500
<b>FLOW-THROUGH GRANTS</b>						
<b>MISSION AND SERVICE FUND</b>	\$58,965	\$60,555	\$56,132	\$56,132	\$56,132	\$56,132
<b>TOTAL PLANNED DISBURSEMENTS</b>	<b>\$347,676</b>	<b>\$372,378</b>	<b>\$348,119</b>	<b>\$340,128</b>	<b>\$344,647</b>	<b>\$348,915</b>
<b>CONTINGENCY (3% if surplus else \$1000)</b>			<b>\$1,000</b>	<b>\$1,000</b>	<b>\$1,000</b>	<b>\$1,000</b>
<b>TOTAL DISBURSEMENTS</b>	<b>\$347,676</b>	<b>\$372,378</b>	<b>\$349,119</b>	<b>\$341,128</b>	<b>\$345,647</b>	<b>\$349,915</b>
<b>SURPLUS (DEFICIT)</b>	<b>\$12,890</b>	<b>\$4,285</b>	<b>(\$8,123)</b>	<b>(\$132)</b>	<b>(\$4,651)</b>	<b>(\$8,919)</b>
<b>LOCAL FUND RESERVES (TRUSTEES)</b>	\$43,000	\$43,000	\$43,000	\$43,000	\$43,000	\$43,000
<b>LOCAL FUND RESERVES (BANK)</b>	\$55,275	\$59,560	\$51,437	\$51,305	\$46,654	\$37,735
<b>UNALLOCATED BEQUEST (TRUSTEES)</b>	\$24,400	\$24,400	\$24,400	\$24,400	\$24,400	\$24,400
<b>TOTAL AVAILABLE RESERVES</b>	<b>\$122,675</b>	<b>\$126,960</b>	<b>\$118,837</b>	<b>\$118,705</b>	<b>\$114,054</b>	<b>\$105,135</b>

## *Appendix B – DLM/CDM Descriptions*

A new program was implemented that governs and equips lay members of the United Church to serve in paid accountable leadership for worship, pastoral care, education, and service in the church. This new program outlines the roles of Designated Lay Ministry (DLM) and Congregational Designated Ministry (CDM). The new procedures for these positions came into full effect February 1, 2009, with a period of transition and full compliance required by January 1, 2010.

Classification is based on position descriptions and qualifications. There are guidelines that assist in determining whether a position description belongs in the category of, in order of increasing scope of work and level of responsibility: Lay Employee, Congregational Designated Minister, Designated Lay Minister or Ordered Minister. Positions are reviewed against four main criteria and a detailed ranking process is available to classify a position.

The formal descriptions of each position, from the Handbook for Designated Lay Ministry and Congregational Designated Ministry, are as follows:

**A Designated Lay Minister (DLM)** is a lay member of the United Church appointed by a presbytery to serve in paid accountable ministry in a pastoral charge or other presbytery-accountable ministry, in a position designated by the presbytery as accountable to the presbytery. A Designated Lay Minister may be recognized as such by the Conference when he or she has completed an appropriate educational program, including educational supervision during the program, to the satisfaction of the presbytery and the Conference. Once recognized by a Conference, a Designated Lay Minister may be appointed by any presbytery to serve in paid accountable ministry in a pastoral charge or other presbytery-accountable ministry.

**A Congregational Designated Minister (CDM)** is a lay member of the United Church appointed by an Official Board or Church Board or Church Council of a pastoral charge to serve in paid accountable ministry in the pastoral charge, in a position designated by the presbytery as accountable to the Official Board or Church Board or Church Council of the pastoral charge. A Congregational Designated Minister may be recognized as such by the presbytery when he or she has completed a period of intentional discernment and is considered suitable and ready by the presbytery.

More information can be found on the United Church of Canada website ([www.united-church.ca](http://www.united-church.ca)) under Administration, Handbooks and Guidelines, or at [www.united-church.ca/files/handbooks/dlm.pdf](http://www.united-church.ca/files/handbooks/dlm.pdf).

## Appendix C – Other Options Considered

Below are the three options (A, B and C) that arose from the half-day workshop by Council, and that were subsequently expanded by the JNAC.

### **OPTION A – Continue Two Services for One Year (with half-time ministry personnel)**

#### **Overview**

Under this option, a vacancy is declared for a half-time, Presbytery-accountable ministry personnel position (could be filled by a Designated Lay Minister, Diaconal Minister, or Ordained Minister) to be appointed for a period of one year (September 2010 to August 2011). During this year, the existing T@9 and 10:30 services would be maintained while Trinity United Church Council and the congregation go through a visioning exercise to determine our long term goals and the direction we wish to go in as a congregation, and then seek a clearer picture of how to get there while meeting the ongoing ministry needs of the congregation in a financially sustainable manner.

#### **Benefits and Opportunities:**

- Current two service model permits individuals to continue to attend the service of their choice (as alternate worship or due to time constraints/challenges)
- No alterations to current staff levels and/or duties need to be addressed
- New 50% ministry staff has opportunity to lead worship with an existing model and volunteer base with potentially new enthusiasm
- Designated hours available to foster Christian development for Children and Youth and coordinate children and youth programs and activities

#### **Potential Challenges:**

- Projected budget deficit of \$23,000 in 2011
- Exhausting current volunteer base with two services
- Disconnect between regular attendees of two services
- One year may be too short of a time frame to adequately deal with a Trinity United visioning exercise, especially if it involves discussions of amalgamation with another congregation
- Another Joint Needs Assessment Committee would need to be formed in late 2010 to formalize any changes in ministry staffing arising from the visioning exercise in order to have desired ministry staff in place for September 2011.

### **OPTION B – One New Worship Service Plus CD Activities on Sunday (with 40% CDM)**

#### **Overview**

Under this option, Trinity United Church hires a 40% Congregational Designated Minister (CDM) to provide Christian Development ministry for all generations at Trinity. A single new worship service would bring the entire congregation together on Sunday mornings, and

facilitated Christian Development activities (Trinity Remix) every 2<sup>nd</sup> Sunday would provide regular opportunities for further exploration of the week's message through music, contemporary media and texts together with small-group discussions. A possible timeline of these Sunday mornings is as follows:

- |                |  |
|----------------|--|
| 10:00 to 10:45 | Single worship service (Trinity@10) including traditional and contemporary elements on a rotational basis, with themes chosen for relevance to all ages and stages   |
| 10:45 to 11:05 | Trinity Café – food and fellowship in Tait Hall with coffee, juice and baked goods (i.e. like the current T@9)   |
| 11:05 to 11:50 | Trinity Remix – two distinct sessions facilitated by Ellie and the new CDM allowing the congregation to further explore the week's message in an informal and participative way:<br>Music & Media (Tait Hall) – contemporary music (by the Trinity Band) and video clips are the back-drop for facilitated small-group discussions<br>Moved by the Word (Friendship Room) – selected texts (e.g. The Bible, Marcus Borg, the Dalai Lama) are the back-drop for facilitated small-group discussions |
| 11:50 to 12:00 | Blessing and Benediction (Tait Hall) - gather in Tait Hall for a final blessing and prayer led by Ellie, ending with “Go Now in Peace”   |

### **Benefits and Opportunities:**

- An exciting alternative new opportunity to 'celebrate' the topic and scripture that was worshiped at the 10 am service, using the Band with modern music, media, discussion.
- Working together with open minded positive attitudes and having fun creating an exciting new model of Worship, Children and Youth, Christian Development, Outreach combined with an exceptional music program!
- We will get to know one another better with the new Cafe time to mingle between the Worship Service and the Remix Celebration
- Welcoming new people will be more streamlined
- Youth and Teens will be more involved as our time is later
- Still done by noon!
- Combining our volunteer base from our previous two services into our 'new' one will be educational and lots of fun.
- Remix has much potential over the year for guest speakers, musicals, and Dramas.
- Input from the congregation that is currently so successful and now in place will be very beneficial to help drive the program
- Hiring the CDM will allow our Minister the time to be more involved in Trinity Sunday morning as that person will take on adult book, bible studies and be involved with intergenerational events.
- CDM will have the time to fully coordinate all our children and youth programs and activities all year.
- It would be 'fun' to get everyone at Trinity involved by having a contest for the 'best name' for the new Remix program to get everyone on board.

### **Potential Challenges:**

- Ensuring that we are still welcoming the 'unchurched'
- Ensuring that we are being sensitive to our current volunteer base as we create our new Trinity model
- Helping everyone keep an open mind and positive as we try different ways of worship, outreach, Christian development...even music.



### ***OPTION C – One New Worship Service Plus Supplementary CD Activities (with 40% CDM)***

#### **Overview**

Under this option, Trinity United Church hires a 40% Congregational Designated Minister (CDM) providing assistance to the Ordained full-time Minister by devoting time to Christian Development, in the form of (in order of priority) Sunday School, Youth gatherings, Family gatherings, all-congregation and adult study group events. This assumes a new worship model for one Sunday morning service with Sunday School. There are many possibilities to be explored in the months ahead by the congregation, under the guidance of staff and program committees. These may include blending, rotating and amalgamating styles of worship, and the enhancement of worship with music in many styles and forms. As often as can be resourced with volunteers, there is an interest in adding on Sunday events that welcome the entire congregation into community, for breaking bread together, enjoying music together, and learning together.

#### **Benefits and Opportunities:**

- Less costly than current staffing model and current unknown reality of whether Trinity can continue to afford providing two distinct worship services
- Potential to unify the congregation, young families and new attendees, seeking support for their faith journey
- Opportunity to enhance volunteer involvement by offering skills, consistency, coordination and resources for various events and programs
- Promotes experimentation and assessment of possible options for Trinity
- Encourages Committees to work together to make best use of staff resources and avoids duplication and/or communication challenges

#### **Potential Challenges:**

- Current job descriptions will need to be amended. Unknown affects on current staff receptiveness
- Unknown affect on members of the congregation that have strongly supported the T@9 model in the current branded Sunday morning worship service.
- Re-inventing occasional, informal music and multi-media focused gatherings will involve commitment and dedicated volunteers. Whether there is sufficient interest in ensuring these venues are created remains to be determined

## ***Appendix D - Full-time Minister Position Profile***

The Trinity United Church (TUC) full-time ordained minister provides leadership in worship and nurtures and supports the growth of our community. The Minister, working together with the TUC Council, other staff members, committees and volunteers has ministerial responsibility for:

- Worship
- Pastoral Care
- Christian Development
- Fellowship
- Outreach
- Support of church programs

While the hours spent on each of the areas can be expected to vary with congregational needs and events, the following provides an approximation of the amount of time for each on a weekly basis.

### ***Worship (40%)***

- Work with the Worship committee, including the Director of Music, to prepare a plan for the church year calendar
- Prepare and lead regular worship services with the support of the Worship committee and lay preachers
- Conduct baptism, confirmation and wedding services
- Attend worship committee meetings
- Participate in joint services and other activities with other Christian denominations or interfaith groups in the community

### ***Pastoral Care (20%)***

- Work with the Pastoral Care team on a regular basis to stay informed on members of the congregation receiving support from the team
- Provide general pastoral care, including for those in crisis or those who have been identified by Pastoral Care team as requiring special attention
- Provide support for bereaved families and conduct funerals and memorial services
- Pastoral counselling as required

### ***Christian Development (10%)***

- Participate in a weekly CD adult lectionary study group
- Participate in curriculum selection and integration with the overall worship activities of TUC. Oversee child and youth programs in cooperation with a part-time Child, Youth and Family Minister
- Lead “What in the World Do We Believe?” classes for new members

- Lead adult Bible or book studies in the fall and spring

### ***Fellowship (10%)***

- Assist in planning for, and participation in, various fellowship events to help build links within the congregation and the larger community. This includes especially interacting with new members, youth and families. Regular activities include after-service coffee time, potlucks, bazaars and special events.
- Participate with Membership Growth and Stewardship Commitment Committee on activities to promote stewardship and growth

### ***Outreach (5%)***

- Outreach activities to the wider community to promote connections to our neighbours
- Work with and through the Trinity Outreach Committee


### ***Support of church programs (15%)***

- Weekly staff meetings
- Participate in Presbytery and Conference meetings
- Attend council meetings and assist council and other committees with ongoing communications
- Report preparation, contribution to newsletter, input to website
- Wider church participation

### ***Skills, Experience and Education Required***

- Dynamic and enthusiastic preaching
- Enthusiasm for and facility in conducting alternative worship
- 10 years ministry experience or a combination of relevant life/work experience and ministry
- Facilitative leadership skills and the ability to work as one of the team
- Interest in congregational renewal and/or growth
- Excellent listening and verbal communication skills
- Experience in counselling and visitation across all age groups
- Comfort with the use of communications technology (e-mail, audiovisual tools for creating worship services)

### ***Personal attributes***

- Dynamic, outgoing personality
  - Appreciation for both traditional liturgical and mainstream secular music in worship
  - Facilitative approach to working with volunteers and a team builder
  - Ability to work with and encourage strong lay leadership
  - Strong sense of humour
  - A strong stewardship theology
- 

- Ability to manage workload and set priorities
- Interested in working with people of all ages
- Enthusiastic about his or her work and enjoys challenging, inspiring and training others to do likewise
- Accepting of cultural diversity and same-sex marriage

