
Report of the Joint Needs Assessment Committee for Southminster-Steinhauer United Church, Edmonton

Amended Effective June 2009

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Mission Statement and Goals

Mission Statement

Southminster-Steinhauer United Church seeks to be an open and welcoming community where Christian faith is joyfully celebrated, courageously explored and actively lived. Called to share in the ministry of Christ, we strive to create God's community by caring for each other and working toward peace and justice.

Goals

We at Southminster-Steinhauer are committed:

- To explore, through worship and study, our experiences in the modern world in the light of Scripture, heritage and theology, with an openness to new understandings of God's presence;
- To foster an inclusive atmosphere where all feel welcome and encouraged to participate in the community;
- To be an Affirming Congregation where persons of all sexual orientations are welcome and affirmed;
- To foster and nurture an atmosphere of caring and support for all within the congregation;
- To provide opportunities for personal spiritual growth for all ages;
- To be a generous church which cares for the broken and hurting members of our society;
- To develop an informed awareness of the social and spiritual issues which affect our world;
- To work with others to foster fair and compassionate social structures locally and globally; and
- To be a visible and active Christian community in Southwest Edmonton.

Note: Mission & Goals were adopted by Southminster-Steinhauer United Church at a congregational meeting, April 18, 1993; approved as amended at a congregational meeting, January 31, 1999.

Purpose and Methodology

- The Joint Needs Assessment Committee was established in July 2008, following the resignation of Jacqueline Switzer, half time associate staff minister.
- The mandate of the Joint Needs Assessment Committee is to study the ministry personnel needs of the pastoral charge, through an open and participatory process of information gathering and analysis and to present a report to the pastoral charge. The report, when adopted by the pastoral charge, is forwarded to the Presbytery Pastoral Relations & Oversight Committee for its consideration.
- The members of the Committee were: Louise Adam, Kathy Power, Bob Kimmerly (Order of Ministry Presbytery Representative), Janice Toma, Liz Morgan-Carter (Order of Ministry Presbytery Representative), Rosemarie Cunningham, Rob McCracken (chair). The Committee met five times from July through September, 2008.
- The Committee gathered information using the following methods:
 - A questionnaire was given to each Committee of the Official Board
 - A questionnaire to the general congregation was distributed in person at two Sunday services in September.

A total of 69 questionnaires were completed and returned;
 - Consultation meetings were held with each member of the staff;
 - A discussion was held with the Youth Advisory Council and Learning Circle Advisory members
 - A review of: existing documents (e.g. 2007 Annual Report, Report of the Joint Needs Assessment Committee in 2003, Report of the Edmonton Presbytery Visitation Team dated Oct 9, 2007, position descriptions for ministerial staff); as well as the December 19, 2007 Environics Analytics Congregational Research Report.
- The information gathered was then reviewed and analyzed by the committee and forms the basis of the recommendations made in this report.
- The following documents are not part of the report but are available upon request:
 - sample questionnaires
 - survey responses from each of the Committees
 - summary of survey responses from members of the congregation
 - 2007 Environics Report (includes 2005 Census data)
 - 2007 Southminster-Steinhauer United Church Annual Report
 - 2007 Southminster-Steinhauer United Church Treasurer's Report

- The completed questionnaires will be kept for use by other committees at Southminster-Steinhauer.

1. Profile #1: Community

City of Edmonton - An Overview

Edmonton is a culturally diverse city with a population of 712,391 (2005 census) and has experienced rapid growth in the past decade. The greater Edmonton Metropolitan Area includes a number of large municipalities on the boundaries of Edmonton and has a population of 1,016,000. As Edmonton is a vital service hub to the oil and gas industry, growth is expected to continue at a brisk pace in the coming years.

Edmonton is the seat of the Government of Alberta and is the home of ten universities and colleges including the University of Alberta, Grant MacEwan College, NorQuest College and the Northern Alberta Institute of Technology. Greater Edmonton is a world focal point for the oil, gas and petrochemical supply and service industries. It boasts a vibrant research community in a wide variety of industries including life sciences, petroleum, agri-food processing, and nanotechnology. Known as the gateway to the north, Edmonton serves a large geographic area stretching into the Northwest Territories, Nunavut, and the Yukon.

Edmonton has many cultural attractions and facilities - Citadel Theatre, Winspear Centre, Jubilee Auditorium, Edmonton Art Gallery - that help foster a vibrant art, theatre, and music community. Known as the Canada's Festival City, the city annually hosts numerous internationally acclaimed festivals – the Fringe Theatre Festival, Edmonton Folk Music Festival, International Children's Festival, Street Performers Festival, and the Heritage Festival, to name a few. Edmonton also has excellent sports facilities (having hosted several international sports competitions) that have helped to generate world-class athletes in a wide variety of sports and has professional teams in hockey, football, and baseball.

Edmonton is situated on the North Saskatchewan River. The City's river valley park system provides opportunities for picnicking, hiking, biking and skiing. There are also many other parks and playgrounds scattered throughout the city, giving it more green space than any other city in Canada. There are a number of additional attractions - the Muttart Conservatory, the Telus World of Science, Fort Edmonton Park, the Valley Zoo, the Royal Alberta Museum, and the Devonian Botanical Gardens. World class comprehensive health services and medical research is provided at Edmonton medical facilities such as the Northern Alberta Children's Hospital, The Cross Cancer Clinic, the new Mazankowski Alberta Heart Institute, and the University of Alberta Hospital.

Edmonton's economic base includes: much of the provincial public service, post secondary training institutions, several large hospitals and clinics, and one of Canada's largest military bases. The city acts as a market centre for a broad agricultural region and services a buoyant oil and gas industry that is rapidly expanding. Currently, unemployment is among the lowest in the country and, economically, the future is very

Rapid economic growth in the past few years has created significant issues around affordable housing in the area. In short, the local community is a mixture with a number of relatively affluent neighbourhoods, but also a significant number of subsidized housing projects with some families on social assistance.

Other information about the Southwest Service area (drawn from the 2007 Envirionics Report):

- 45% of persons over age 20 have a university degree and another 21.98% have some post secondary training (indicating a relatively well educated population)
- 12.8 % give their religion as United Church
- 17% have moved dwellings in the past year (2001) with 6% of these migrating from some place other than Edmonton. (a combination of a fairly mobile community and an expanding one). This has increased in recent years.

2. Profile #2: Pastoral Charge

History

Southminster-Steinhauer United Church, an Affirming Congregation, with a 33-year history as a “church without walls” has now had over seven years in its new facility and is feeling settled and comfortable with its space. There continues to be a strong focus on outreach and social justice, inclusive language, a forward-looking theology and lay leadership in worship and programs. It is seen as an open, welcoming and caring congregation.

From 1978 until 1995, there were 1.5 ordered ministry positions. This was reduced to 1.0 until 2000, when it was restored to 1.5 positions. It rose to 1.75 in 2003. With the resignation of the 0.75 minister in December of 2003, the church was left with one full time minister. In March of 2004, part time lay leadership was added to the team with a Staff Congregational Worker and an Education Development Worker (7.5 hrs./week/worker). In 2006 one of the lay leadership roles was vacated and the remaining position became the Youth Resource Worker. At the same time, a 0.5 associate staff ministerial position was created and filled in September 2007. The resignation of the incumbent in the 0.5 minister position effective September 2008 led to the short-term Presbytery appointment of a 0.75 ordered ministry position to better meet the current demands.

Team ministry has always been emphasized rather than the “senior-junior” configuration. The team is seen to also include non-ordered staff and congregation members.

The church currently has 224 identifiable givers and 213 identifiable households. Membership has been stable although increasing slowly over the past few years. There were 273 resident members and 39 non-resident members as of December 2007. During 2007, 3 new members were received by transfer and 7 by confirmation, 2 transferred away and 1 died. In 2007, there were 14 baptisms, 8 marriage services and 6 memorial services.

The number of families with young children has been stable the last few years. Learning Circles have been using a workshop rotation as the method of exploring significant themes in Biblical stories. A Youth Council has been active for several years and maintains telephone contact with all the youth in the congregation. Many social activities are planned for the Youth Group (YOSS) with an attendance of 10-15 youth. The group also meets on Sunday mornings with an average attendance of 5 – 10 youth. Alternative worship and activities are under consideration as ways of reaching active youth and young families.

As the first Affirming Congregation in Alberta, the congregation includes a mix of family structures and a gradual increase in the number of gay, lesbian, bisexual and transgender persons. Southminster-Steinhauer United Church has taken a proactive leadership role in growing the number of Affirming congregations in Alberta and received the 2006 Volunteer of the Year Award from Affirm United in this regard.

There has been increased lay leadership in worship in the last year. Music and drama are vital and enriching parts of worship. A church orchestra has been operating for several years and regularly contributes to worship services. Sacred Circle Dance is offered on the first Wednesday and Labyrinth walking on solstice and equinox. The facility is used for many church programs outside of Sunday morning worship (see program list below under Organization).

As long term members of the congregation age, there continues to be a transition in congregational leadership in the work of the church. Younger members are starting to fill the gaps and they need encouragement to become more involved in the life and work of the church.

Mission Statement

The congregation's mission statement (found at p.2), was adopted in 1993. It was most recently updated in 1999.

Organization

The congregation has a committee/board structure with a separate board of trustees. The Board consists of co-chairs, vice co-chairs, past chair, committee chairs, presbytery representative and secretary.

To assist with pastoral care, the congregation is divided into Care Groups, each with a "Connector". The intent is that by keeping in touch, Connectors will become aware of care that is required within their groups.

The congregation is very active, with a high level of participation in a variety of activities within and beyond the walls of the church building. As an example, congregation members form the Board of the Southern Homes of Edmonton Society, a long time outreach program that provides shelter and support to children in the child welfare system. The 2008 narrative budget outlines the significant volunteer hours given in key areas:

Program	Volunteer Hours
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Congregational Care

Grief Support Groups	60
Church Newsletters	30
Card and Casserole Ministry	250
Transportation for those in need	150
Newcomers Luncheons	100
Seniors Lunches and activities	180
Spring Tea	65
Church Greeters	80
Healing Pathways	60
Ministry to those in hospital, shut-ins and those recovering at home	1125
Special Worship Services	15
Care Group Connections Program	150
Workshops	25
Total hours of time and talent	2290

Program	Volunteer Hours
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Outreach

Inner City High	50
Bissell Centre	40
Operation Friendship	250
Social Justice	225
Edmonton Food Bank	new program
Families in special need	190
Emerging Issues	75

Mission and Service Fund	
School snack program/ESL Tutoring	
Southern Home Board	350
Refugees & international Students	100
SW Community Needs	150
Seniors Programs	200
Affordable Housing	30
Outreach Committee needs	300
Total hours of time and talent	1950

Other activities include:

- Learning Circles (church school)
- Youth programs
- Summer children's programs
- Tuesday Connection (women's study group)
- Family camp
- Adult education programs (Bible 101, REEL Faith, Spiritual Exploration Series)
- Sacred Circle Dance
- Choirs (seniors, adult, youth); instrumental ensemble
- Set-up teams to prepare the hall for worship
- Parents' morning out
- Men's breakfast
- Men's advance (weekend in mountains)
- Great Escape (women's retreat weekend)
- 2nd Sunday Brunch (Lesbians, gays, bisexual, transgender and friends)
- Book club
- Bridge club
- Other social events/fundraisers (eg. Cookie Walk, Spring garage sale)
- Seniors' lunch

3. Profile #3: Resources

A. Financial Resources

2008 Budget:

Southminster-Steinhauer uses a narrative-style budget which highlights the church's mission and goals. The proposed allocations of financial resources were identified under four program areas:

- Community (Worship, Congregational Care, Social activities)
- Faith Formation and Education (Adult Education, Youth work, Library)
- Outreach (Outreach, Social Action, Mission and Service Fund)
- Wider Church (Presbytery, Alberta and Northwest Conference, National Church)

The following table, taken from the general financial statement of December 31, 2007 outlines the revenues and expenses over the past two years.

	2007	2006
	<u>Actual</u>	<u>Actual</u>
REVENUE		
Total Givings	\$ 359,063	\$ 343,494
Space Use	\$ 5,810	\$ 4,517
Other Revenue	\$ 25,465	\$ 28,295
Total Revenue	\$ 384,528	\$ 371,789
Expenses		
Operating	\$ 50,851	\$ 62,631
Personnel	\$ 151,381	\$ 123,890
Debt Service	\$ 94,863	\$ 83,937
Community Programs	\$ 19,917	\$ 20,223
Development Programs	\$ 6,396	\$ 6,892
Outreach Programs	\$ 47,984	\$ 43,221
Wider Church	\$ 13,030	\$ 12,158
Total Expense	\$ 384,423	\$ 352,952
Net Income	\$ 105	\$ 18,837

Sources of Revenue

The majority of the financial support comes from congregational givings (93%). The 2007 Treasurer's Report indicated that total revenues from both congregational givings and other revenue had risen by 3.4% from 2006. As with many congregations, givings fluctuate throughout the year and often rise later in the year in response to the autumn stewardship campaign.

In previous years, the church has needed to conduct additional 'special' stewardship campaigns and additional fundraising activities to meet budget shortfalls. Givings have been sufficient the past few years to meet expenses with only an annual stewardship campaign. There have been some other fundraising activities such as an annual church garage sale and Christmas Cookie Walk which have supplemented revenues.

Building rentals contributed approximately 1.5% to revenues in 2007. The church has minimal space rental to outside groups as a policy. The demands on the volunteer base for supervision, opening and closing, as well as wear and tear on the building have been the key considerations in this regard.

Other Funds:

In 2007, fundraising activities were directed toward endeavours such as our Zambia project (\$7,700) and Bissell Centre (\$920). The church has adopted a policy of directing 10% of total givings less debt service costs to the United Church Mission and Service Fund.

Expenditures:

Expenses have been below budget the past few years primarily due to the fact that the planned expansion of the lower level of the church has been deferred. Strategy for the development of the space was part of the visioning work done by the congregation in 2007 and plans have been developed for discussion. We would look to begin construction in 2009. The lower expenses and higher than anticipated revenue have lead to a healthy accumulated surplus of \$90,846 as at December 31, 2007. It has been the intent to use this surplus to partially fund the development of the lower hall. As noted in the comments below, this surplus has been accruing even with accelerated debt payments on outstanding loans.

B. Property Resources

The church purchased property and the church building opened in 2001. With that activity, came the ongoing responsibilities of property-related expenses and maintenance.

Landscaping was completed earlier in 2004 and the grounds are maintained entirely by volunteers. Families “adopt” garden areas in the summer and a snow removal team maintains the parking lot in the winter. An outdoor labyrinth was also created.

Routine cleaning is managed by a combination of volunteers (known as the Moppets) and contracted services. Service providers such as electricians are hired as needed. There are some challenges in balancing the cost of hiring janitorial staff and the burden on volunteers.

Building Debt:

As at December 31, 2007, the church’s debt consists of \$286,325 of borrowings from Edmonton Presbytery and \$336,258 from Capital City Savings. The church has been accelerating the loan payments on the bank debt over the past few years by making additional lump sum payments from debt service fund directed givings as well as from accumulated surpluses. In 2007 these payments consisted of a \$10,000 budgeted lump sum payment and \$16,000 from debt service fund contributions.

C. Human Resources

Volunteer Resources

The foundation of the Southminster-Steinhauer church is its many volunteers, who contribute their time and talent to maintenance of the building and operation of church programs and initiatives. Tasks range from the coordinating seniors groups, participating on committees, preparing the church newsletter, teaching children, leading dance, and music leadership, to building maintenance, set up, events coordination and so on.

Paid Staff

Ministry Personnel and Office Staff

- 1 Ordained Minister (1 FTE) who began in August 2003
- 0.75 FTE Short-Term Presbytery appointment ordered Ministry position – started in August 2008
- part-time Youth Resource Worker (7.5 hours /week), who began in March, 2004
- 0.5 FTE Office Administrator

The Youth Resource Worker and office administrator work as a team under the guidance of the minister and in conjunction with members of the congregation.

Honoraria

- 2 Co-directors of adult choir
- 1 piano coordinator and choir accompanist

The music staff meet regularly with the minister to determine/develop the choral music plan for worship.

4. Profile #4: Position Description

Preamble

- Southminster-Steinhauer is looking for a person or persons to be part of a Ministry Leadership Team committed to a liberal, affirming theology.
- Southminster-Steinhauer has a history of significant lay participation in all aspects of the life of the congregation. As a result, staff, committee and volunteer teams share a common work ethic and a strong sense of community. The Ministry Team will have an important facilitation role in helping individuals to identify and develop their gifts.
- The concept of a Ministry Leadership Team is important to Southminster-Steinhauer. We seek a person or persons committed to collaboration; working toward a common goal; capitalizing on individual strengths; continuous improvement; and a willingness to pursue life-long learning.
- The Ministry Team will be the theological leaders and spiritual guides for the congregation, while enabling and challenging individuals, separately and together, to actively participate in their own faith journeys and that of the larger congregation.
- The team concept also means each person will have primary lead in, and thus devote more time to, certain areas of leadership.

Identification of Significant Responsibilities

Southminster-Steinhauer has identified the following responsibilities as key areas of focus for the new team ministry member. These responsibilities reflect the prevailing desires of the congregation as determined through the assessment process.

Lead Responsibilities

- Will minister with children, youth and families;
- Will identify, promote and organize programs and worship for children and youth; nurturing the development of lay leadership in this area.
- Will identify, promote and organize program and worship for young families.

Shared Responsibilities

- Will provide worship leadership to the wider congregation on a regular basis.
- Will provide emotional and spiritual support to the congregation with particular emphasis on facilitating and resourcing the ministry with seniors and singles;

- Will share responsibilities for celebrating marriages, memorial services, and other regular special services.
- Will work to establish stronger networking programs with the broader community.

5. Profile #5: Skills

Personal Qualities and Skills

The new ministry team member(s) will have the following skills and qualities:

- Supportive of the philosophy expressed in the church's Mission Statement and Goals;
- Strong interpersonal skills;
- Ability to work in a collaborative setting;
- Ability to work with children and youth;
- Possess a United Church background;
- Strong communication skills;
- Strong organizational skills;
- Acceptance of and continuing development of lay leadership; and
- Theological training appropriate to our faith philosophy.

6. Profile #6: Terms

Remuneration negotiable based on experience.

Recommendations of the Joint Needs Assessment Committee

- 1) **Declare a Vacancy:** That the Southminster-Steinhauer Pastoral Charge, in accordance with the submission of the Joint Needs Assessment Committee request the Edmonton Presbytery declare a vacancy for a 1.0 Full-Time Equivalent (F.T.E.) ministry position, with the call effective as soon as possible, and with negotiable compensation based on experience. (Approved as amended at a special congregational meeting: May 31, 2009)
- 2) **Review Staffing Needs:** That the Board regularly review the staffing needs of the church with particular focus on the following:
 - a) That within a year of the call that an assessment of any increase in the administrative and support needs of the ministry team be completed. There is a concern that current hours of administrative support may be insufficient to meet the congregational requirements.
 - b) Changing worship needs may call for new skills and technological abilities (e.g. multimedia and web-site development)
 - c) In keeping with the vision of becoming a Teaching Church, that an assessment of the appropriate resources required be completed
 - d) There is awareness that changing and increasing need for Ministry support may necessitate an increase of the Ministry team to 2.0 FTE in the coming years.
- 3) **Staff Evaluation:** That the Board develops adequate monitoring and review processes to evaluate the effectiveness of incumbents in meeting their lead and shared responsibilities.
 - a) That a review be completed in consultation with the congregation and congregational stakeholders after the first 3 months and after the first 6 months.
- 4) **Team Building:** That the Board facilitates appropriate team building processes as soon as feasible with the newly formed Ministry team, the Board, and key lay leaders. External leadership in this is recommended.
- 5) **Annual Review of Mission & Goals:** That the Board facilitate a process for annual congregational review of Southminster-Steinhauer's mission statement and goals.
 - a) The Joint Needs congregational survey identified the desire for additional programming for singles and seniors.

Original Report: October 2008

Approved as amended at a special congregational meeting: October 26, 2008

Approved as amended at a special congregational meeting: May 31, 2009