

JOINT NEEDS ASSESSMENT REPORT

FOR

Cambridge Street United Church

Lindsay – Ontario



“A caring, loving family”

Mission Statement of Cambridge Street United Church:

“We, as members of Cambridge Street United Church, seek to follow Jesus Christ through word, music, and social action; thereby, nurturing our personal faith and supporting the faith journey of others. We promise to be stewards of our living earth, to share with those in need, and to be welcoming to all.”

Compiled by the Joint Needs Assessment Committee—January 2008

Joint Needs Assessment Committee

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Summary of the JNAC Report

In October 2007, a Joint Needs Assessment Committee was appointed by the Congregation of Cambridge Street United Church, to review, consult and make a recommendation on our Ministry Personnel needs due to the departure Rev. Dr. Janet Bringham-Turowski.

The membership of the Committee is as follows:

Shiela Black – Chairperson
Vicki Welton – Secretary
Jim Cooke
Joanne Johnson
Ralph Russell
Justin Rafton
Carl Saville
Margaret Thurston
David Walling
Dave West
Angie Ursel
Rev. Jim Phelps and Noreen Ueberer –Presbytery Representatives

In accordance with the guidelines of The United Church of Canada, the committee gathered information, held meetings and consulted within the CSUC, to draft a Needs Assessment Report. As part of our preparation for our Joint Needs Assessment report to the congregation and Presbytery, we circulated, in November 2007, a survey to our members and adherents.

The information in this report is based on:

- Data collected from the Congregational Survey
- Interviews with staff members
- Group input from most committees within the Church
- Various publicly available documents eg. Annual Reports, Brochures
- Personal communications of various congregational members with JNAC members
- Information in the Long Range Planning Report

In searching for our new Minister; the Search Committee should keep the following in mind:

- CSUC should strive to preserve and maintain those things which work well for our Congregation, since they are founded on a rich history and tradition, as well as a record of success.
- CSUC, while maintaining this rich heritage, must look towards innovation and experimentation in our programs and activities; evolution is essential to our survival.

Joint Needs Assessment Committee

Describing Our Church Family:

The Cambridge St. United Church family is comprised of 445 households with 654 members (as of Dec. 2006). Over the past six years, membership has remained stable with a total between 638 and 662. Most parishioners live in town. There are approximately 50 "shut-in" members including those who are in area nursing homes. The congregation could be described as theologically moderate and tolerant. Services are faith based and contemporary. The average attendance in 2006 was 224.

Enrollment in our Sunday School has ranged between 73 and 130 in the past six years. 50 to 60 children attend each Sunday. Volunteers teach the Bible Quest curriculum for a six-week rotation. We have always been able to fill out the teaching roster.

There are three UCW units with 84 members at Cambridge St. The UCW receives enthusiastic support from the congregation. The Outreach Committee is very active, taking on local and international projects. Our fabulous Music program acts in an outreach capacity as it draws children in the community as well as church members.

The congregation relates in many ways besides attending services together. Events such as the Roast Beef Dinner, Fish Fry, Christmas Pageant, Sunday School, Annual Picnic, Joys of Christmas, Talents and Treasures Auction, Musical Productions - these present opportunities for members of all ages to work together. In this respect, the congregation acts as an "extended family" to its members and creates an atmosphere of friendliness and cooperation.

Here are two of the stories that can describe our church family. One of the highlights of the year is our Living Christmas service. Members from infants to elderly take part in recreating the Christmas Story with live animals and Christmas music. It is a collaborative effort and the sanctuary is always full to capacity.

Another story involves how the delicate issue of same-sex marriage was dealt with in our congregation. It was decided that members should voice their opinion in a referendum. It could have been a divisive time in our church, as the vote was split by a very narrow margin. Our congregation was respectful of member's opinions and the final outcome was that same-sex marriages could be performed at CSUC. A decision was made and we moved on without incident.

Joint Needs Assessment Committee

Community Profile:

Cambridge Street United Church is located in Lindsay, ON, the largest community in the City of Kawartha Lakes. The population of CKL is about 80,000 and Lindsay approximately 17,000. Members of our congregation live throughout the CKL but most reside in Lindsay.

Located approximately 125 km northeast of Toronto, and 40 km west of Peterborough, Lindsay is accessible from all directions via major highways. The Scugog River, part of the Trent-Severn waterway flows through the heart of the town.

Lindsay is the economic and administrative centre of the area. The town benefits from a municipal airport, professional services, educational, recreational and social services, and there is still plenty of rural land.

Ross Memorial Hospital, a full service accredited health service provider is one of the town's largest employers and has recently undergone a major expansion. Other employers are Trillium Lakelands District School Board, Sir Sandford Fleming College (Frost campus), Haliburton Kawartha Pine Ridge District Health Unit, Loblaws, Canadian Tire, and Central East Correctional Centre. A significant number of local residents are employed outside of town and commute to Oshawa and the GTA area for work e.g. General Motors. We also have a very large agricultural community.

Our local education system ranks high on the Ontario provincial scale. Within the town of Lindsay and surrounding area there are 17 junior elementary schools, 3 senior elementary schools and 3 high schools, offering all the mainstream programs from junior kindergarten to the grade 12 graduation program. We also have one school dedicated to our French Immersion stream students, offering a complete program from senior kindergarten continuing through grade 8 and one high school, offering from grades 9 through 12. There are also a number of Roman Catholic and private schools in the area.

There is an array of retirement and senior living options from condos and apartments to long term care facilities. Living choices in town include apartments and century homes in the downtown area and a growing number of modern suburban neighbourhoods.

Lindsay's senior population is slightly higher than 20%. Our close proximity to the GTA, combined with a lower cost of living than the GTA, and access to nearby "cottage country", make the community an attractive destination for retirement living. Full municipal services (water, utilities, sewage, roads) are available throughout the town.

There is a full range of year round recreational facilities. The Lindsay Recreation Complex has 2 full size ice surfaces, an indoor aquatorium with pool and fitness centre.

The Victoria Rail Trail accommodates hiking, biking and snowmobiling. Ken Reid Conservation Area offers dozens of kilometers of trails, boardwalks, scenic lookouts, and cross-country ski trails. Down hill skiing is available at Devil's Elbow, 20 km southeast or in Haliburton, 100km north. There are many public golf courses in the area including a new 18 hole Lindsay Golf Club.

The Academy Theatre of Performing Arts is the oldest facility of its kind in Ontario and the home to the Kawartha Lakes Summer Playhouse.

There is a very successful Community Concert Foundation in town, which showcases world-renowned musicians.

An annual event is the Lindsay Central Exhibition, which plays host to some of the biggest agricultural shows in the province.

Joint Needs Assessment Committee

Pastoral Charge Profile:

Mission Statement of Cambridge Street United Church:

“We, as members of Cambridge Street United Church, seek to follow Jesus Christ through word, music, and social action; thereby, nurturing our personal faith and supporting the faith journey of others. We promise to be stewards of our living earth, to share with those in need, and to be welcoming to all.”

Other Churches in the Community

Calvary Pentecostal Church	New Apostolic Church
Cambridge Street Baptist	Peoples Full Gospel Church
Christian Reform Church	Queen Street United Church
Church of Jesus Christ of Latter Day Saints	Salvation Army
Fairview Baptist Church	St. Andrew’s Presbyterian Church
Liberty Baptist Church	St. Mary’s Catholic Church
Lindsay Gospel Hall	St. Paul’s Anglican Church
Vineyard Christian Fellowship	

What is our Relationship with other Churches/Denominations?

There is a good relationship between Cambridge Street and other Churches in our community including: World Day of Prayer; Joint Music Concerts; Social Functions

What is our Unique Ministry in this Community?

CSUC has many inviting meeting rooms including a Gymnasium. These areas are utilized by the many groups within our Church family for various functions as well as the community at large. Some of the functions include: Annual Teas and Bazaars, Annual Rummage Sales, Fish Fry Dinner, Roast Beef Dinner, Prayer Shawl Knitting Circle, Vacation Bible Study, Walter Auld Luncheon Series, Lindsay Scouts, Beavers and Cubs, Girl Guides, Youth Groups, Social Groups, Seekers, Resource Library - run by a volunteer librarian.

CSUC also sponsors the “Stinson Lecture Series” which brings many outstanding speakers to the area, such as Bob Rae, Kim Phuc, and Roy Bonisteel.

In 2006 CSUC hired a Parish Nurse to support the work in our congregation. A Parish Nurse is a Registered Nurse who works with the congregation and its community to bring about health and wellness to the whole person, body, mind and spirit.

Members of CSUC and the community take part to bring the Christmas message to us in a very real way during our unique Christmas Eve service, involving elaborate set construction with live animals for the family service. Later Christmas Eve there is a Holy Communion service.

Choral music is an integral part of our worship – a means of expressing the faith and experiencing the gift of the Spirit. There are almost 100 members actively involved in the Ministry of Music at CSUC. Through our Musical Director, we offer an extensive choral program for all ages. The Cherub Choir, The Voices of Victory Choir, Young Men’s Ensemble, The Cambridge Street Singers, Youth Bell Choirs and Cambridge Street Bell Choir. CSUC also has a Cassavant Organ that was dedicated in 1913 and has three manuals, 34 speaking stops and 2249 pipes.

Our Visitation Minister works closely with the Visitation Committee to ensure that all members of the congregation who wish a visit receive one on a quarterly basis. He made almost 400 visits throughout the year. The Visitation Minister goes to nursing and retirement homes, as well as visiting parishioners in their homes. He conducted over 20 additional services in various places throughout the community and served communion at least once in each nursing home.

Official Board:

The Official Board membership consists of over 65 members including the minister(s), the Church Treasurer, The Elders, the President of the United Church Women (“UCW”), and a representative of the Board of Trustees.

The Ministry and Personnel Committee is a Committee of the Official Board. It makes recommendations to the Official Board regarding personnel matters or concerns to the staff.

The Official Board is composed of six standing committees. The committees consist of the elders plus any others added by the committees. The Co-ordinating Committee, is an Executive Committee consisting of the Chairperson of the Standing Committees, the Recording Steward, the President of the U.C.W., the Minister(s), and a chairperson elected by the Official Board.

Standing Committees:

- i. Christian Education;
- ii. Christian Stewardship;
- iii. Congregation;
- iv. Outreach;
- v. Property; and
- vi. Worship

Joint Needs Assessment Committee

Resources Profile:

Operating Budget: The most recent operating statements can be found in the congregation's 2006 Annual Report. These provide a detailed breakdown of income and expenses by category. The total budget for the congregation is approximately \$373,234, including \$57,150 in Mission and Service Fund support.

Property: Cambridge Street United Church is a magnificent house of worship, with the current building dating back to 1861, though the congregation has roots dating to 1832. The Heritage Campaign conducted in 2000 generated pledges totaling more than \$200,000 and allowed for extensive renovation of the sanctuary, upgrades to the heating system, electrical upgrades and many other improvements to the physical plant. The congregation normally shows generous ongoing commitment to the upkeep of its place of worship. The Church provides approximately 840 seats between main floor and balcony, and currently averages a 224 Sunday attendance, except for special occasions. An aspired increase in weekly attendance is considered a significant Congregational goal.

Trusts: Cambridge Street United Church has been the grateful recipient of many trusts and estates throughout its history. A summary of Trust activity is attached for information. As of December 31, 2006, trusts were valued at \$1,214,559.

Volunteer Support: Our congregation is very active and supportive. A total of 65 elders serve the congregation. Approximately 100 individuals serve on the many committees of the Church and the Board is active in leadership. Many, many others within the Church assist in various projects as needed.

Staff Resources: There are currently five staff positions in addition to the Lead Minister assisting in the work of the Church. Position descriptions for these are available on request:

Church Office Administrator	Full time position
Custodian	Full time position
Director of Music	20 hours per week
Visitation Minister	8 hours per week
Parish Nurse	7.5 hours per week

Joint Needs Assessment Committee

Position Profile:

The Lead Minister is responsible for serving the ministerial needs of Cambridge Street United Church, in accordance with the Order of Ministry within the United Church of Canada. This position reports directly to the Official Board of Cambridge Street United Church and will have overall pastoral responsibility for a congregation of 650 members, plus adherents.

In carrying out these duties, the incumbent will lead Sunday Worship on a weekly basis, and will spend the necessary time to prepare and deliver a pertinent and meaningful message (sermon) to the congregation.

Teaching and guidance of Confirmation Classes and Bible Study groups is a requirement.

The conducting of Baptisms, Weddings, Funerals, Memorial Services, etc. as well as any pastoral care will be performed as necessary.

The Church on a part time basis currently employs a Visitation Minister, and a Visitation Committee currently makes calls on congregation members on a quarterly basis. The Lead Minister will, however, spend time as necessary visiting members in hospital (current and long-term facilities), and home visitation to members.

In the event that an Associate Minister is employed, the Lead Minister will oversee, and co-ordinate the duties of this associate.

The Lead Minister will provide leadership and a positive working relationship with all staff members and regular co-ordination with the music director, for this important part of our Church.

It is expected that the Lead Minister will be an active member of the Lindsay Presbytery, and a member (at their discretion) of the Lindsay Ministerial Association.

Attendance at Official Board and Worship Committee meetings is necessary to provide guidance and participate in these important gatherings. Attendance at other Committee meetings is at the discretion of the Lead Minister, unless requested by the Committee Chair.

Joint Needs Assessment Committee

Skills Profile:

The summary of our congregational survey is a snapshot of the skills our congregation feels is required at present.

Accordingly Cambridge Street United Church will be seeking, with the concurrence of Lindsay Presbytery, a candidate who will work as a member of the team and with our volunteers.

Academic Skills and Experience:

- Full time Ordained Minister
- Interested in continuing spiritual development
- Ability to relate well with all age groups

Personal Management Skills:

- Honesty, integrity and personal ethics
- A positive attitude toward learning and growth
- Initiative, energy and persistence to get the job done
- The ability to plan and manage time, money and other resources to achieve goals
- Accountability to actions taken
- Recognition of and respect for people's diversity and individual differences
- Compassion for those in need of support

Teamwork Skills:

- Understand and contribute to the Church's goals
- Challenge our community of faith, and work enthusiastically with us to help us fulfill our hopes, expectations and dreams for CSUC
- Seek a team approach as appropriate
- Plan and make decisions with other staff members and support the outcomes

Joint Needs Assessment Committee

Terms Profile:

Our congregation, through its Official Board and Ministry and Personnel Committee, works with their Joint Search Committee to tailor an appropriate compensation package. There is a ***significant degree of flexibility and*** negotiation with respect to the major components of base salary and housing allowance for the candidate with necessary “fit “for Cambridge Street United Church .

With our Position Profile and Skills Profile as above, some of the basic terms and salary components we would propose are as follows :

- i. Full time employment.
- ii. Full time secretarial assistance for 11 months of the year.
- iii. Base salary ***above*** United Church of Canada minimum scale.
- iv. Annual vacations to be negotiated as reasonably required as part of compensation package. (church shuts down for one month each summer.)
- v. Mandated study leaves with book and study allowance to be negotiated.
- vi. Housing allowance above prescribed level to be negotiated in conjunction with base salary.
- vii. All required pension, group insurance, and telephone contributions as detailed in United Church of Canada Employment Policy .
- viii. Travel expense reimbursement as agreed upon, and
- ix. Moving expenses as agreed upon.

Joint Needs Assessment Committee
Survey Results

These surveys were intended to assist in the determination and evaluation of our future ministerial requirements. An analysis of the responses is set out below from the 64 surveys that were returned.

We therefore wish to report as follows:

1. As a congregation we are good at:
 - i. Music Program - 24
 - ii. Fundraising - 23
 - iii. Outreach - 13

2. As a congregation we need to improve in:
 - i. Attract younger people – 10
 - ii. Increase membership – 9
 - iii. Show interest in newcomers – 6

3. In five years what I hope to see happening in this congregation is:
 - i. Increase in membership – 28
 - ii. Continue great music program - 6
 - iii. More community outreach - 6

4. Five Most Important Aspects of Our Church:
 - i. Church School - 46
 - ii. Biblical Preaching - 40
 - iii. Music Program - 39
 - iv. Youth Programming - 36
 - v. Visiting (shut-ins, hospital, etc.) - 32

5. The Gifts I Value Most in a Minister:
 - i. Ability to convey the Christian message - 47
 - ii. Ability to relate well to children and youth - 41
 - iii. Ability to motivate - 40
 - iv. Ability to develop and support Christian Education programs - 18

JNAC--SUMMARY OF SURVEY QUESTIONS

PART ONE—PROGRAMS IN THE PASTORAL CHARGE

VERY IMPORTANT (4) IMPORTANT(3) LESS IMPORTANT(2) UNIMPORTANT(1)

QUESTION	FOUR	THREE	TWO	ONE
Biblical Preaching	40	11	5	2
Social Action	15	26	10	5
Mission & Service	25	21	10	1
Stewardship	27	23	6	1
Church Music	39	17	6	1
Sunday School	46	11	3	1
Children's Midweek	18	26	11	2
Bible Study	18	26	12	1
Youth Programming	36	16	6	1
Senior's Programs	26	25	7	1
Visiting (shut-in's, hospital, etc.)	32	17	4	1
Administration	14	29	12	1
Community Outreach	25	19	7	1

JNAC--SUMMARY OF SURVEY QUESTIONS:

NEEDS ASSESSMENT: #5 BEING THE MOST VALUED & #1 THE LEAST

QUESTION	FIVE	FOUR	THREE	TWO	ONE
Ability to convey the Christian message	47	7	2	1	0
Dedication to visiting	11	18	23	3	1
Ability to relate well to children/youth	41	13	5	0	0
Ability to motivate	40	15	2	0	1
Administrative/ Organizational ability	3	19	24	5	3
Ability to develop and support Christian Ed.	18	21	13	3	1
Empower laity or delegate	6	29	15	3	4
Skill for personal counseling	13	29	10	2	1
Enthusiasm for evangelism	5	15	14	10	11
Commitment to social action/outreach	9	23	14	8	2
Commitment to personal and professional development	11	15	16	9	1

JNAC RECOMMENDATIONS

1. That Cambridge Street United Church continues to have one Ordained Full-time Lead Minister who will work as a team with well-defined individual roles and responsibilities.
2. That CSUC continue to employ a Part-time visitation Minister.
3. That the CSUC requests the Lindsay Presbytery declare a vacancy for the position of Full-time Ordained Lead Minister.
4. That a Joint Search Committee be struck immediately to fill the vacant position of Full-time Ordained Lead Minister.