



....REVISED as per motion at
Annual Meeting February 21, 2010....

**Report of the
Joint Needs Assessment Committee
for
Glen Abbey United Church**

February 2010

Glen Abbey United Church
1469 Nottingham Gate, Oakville, Ontario L6M 1X7
Tel: (905) 825-5292
Fax: (905) 825-9526



The United Church of Canada
We are not alone... We live in God's World

INTRODUCTION	3
OUTLINE OF THE WORK OF THE JNAC	3
JOB DESCRIPTION	5
COMMUNITY PROFILE	6
PASTORAL CHARGE PROFILE	7
▪ FAITH FORMATION AND CHRISTIAN EDUCATION	8
▪ COMMUNICATIONS AND INFORMATION MINISTRY	8
▪ MINISTRY AND PERSONNEL	8
▪ OUTREACH.....	8
▪ PASTORAL CARE	9
▪ STEWARDSHIP AND FINANCE	9
▪ WORSHIP, WELCOMING AND NEW MEMBERSHIP.....	9
▪ PALERMO-GAUC AD-HOC COMMITTEE.....	9
▪ OTHER COMMITTEES	9
CHURCH RESOURCES	9
CONCLUSIONS	10
APPENDIX A: JNAC MEMBERSHIP	11
APPENDIX C: JNAC QUESTIONNAIRE.....	15
APPENDIX D: JNAC QUESTIONNAIRE RESULTS	20

Introduction

The Joint Needs Assessment Committee (JNAC) of Glen Abbey United Church (GAUC) was established in January 2010, following the announcement by Rev. Dr. Jeff Crittenden of his intention to leave the Pastoral Charge at the end of June, 2010 to respond to the call of Metropolitan United Church in London, Ontario.

The 2010 Committee was comprised of a cross-section of the congregation with varying backgrounds and perspectives on the work of the church. A list of membership is attached (**Appendix A**). The committee included Halton Presbytery Pastoral Relations Committee representatives Reverend Diane Blanchard and Cathy Stevenson.

Outline of the Work of the JNAC

The Committee has met on 2 occasions since its appointment.

For context, the reader needs to know that this 2010 JNAC follows quite soon after the work of an earlier Committee (formed in February 2008 and concluded in January 2009) established to engage a Sunday School Administrator and Youth Coordinator. The Committee determined that it would focus its efforts on amending and updating that earlier report, in particular those parts that discuss the profile of our community and our congregation. Our process was aided by the timing of this report that coincided with the assembly of GAUC information for our Annual Report. The Job Description for our Minister was reviewed and refined based on comments from Jeff Crittenden, and on direct input from the congregation by means of a brief new survey, the results of which appear in **Appendix B, JNAC Survey Results 2010**.

The purpose of this report is to initiate the process of declaring a vacancy in Glen Abbey, and to launch a Search Committee to find a new full time Minister for our Pastoral Charge.

The Committee believed that, while there was a clear need to carry out this work in a timely way, it was also important that we do it carefully and prayerfully. We wanted to offer opportunities for members of the congregation to express their up-to-date views to our Committee. This was accomplished as follows:

- A targeted survey of all members and adherents using our “E Blast” capability that has become a regular weekly part of communicating with our congregation.
- A Minute Person spoke on Sunday January 31, outlining the JNAC process and timing, and urging those attending to complete the survey
- Hard copies of the Survey were made available during that service.

Our JNAC carefully considered all comments put forward, and reviewed the contents of the January 2009 report. Since much of the detailed work done in preparing the 2009 report on the Community and Congregational profiles continues to be relevant, we have included it in this report. For example, an extensive Congregational Questionnaire was undertaken and significant analysis of the results done. (**Appendices C and D**)

The current JNAC believes that there has been very positive growth in the “real numbers” and in the spirit of our congregation under Jeff Crittenden’s ministry. Equally, though, we believe that there will be challenges in the days ahead to move our congregation forward from its current status quo. Some feel that the congregation has reached something of a plateau, in the important areas of membership growth and stewardship in such areas as financial givings, volunteered time and leadership.

As well, the lack of success in finding an appropriate person to take on the role of Sunday School Administrator and Youth Coordinator remains a concern for the younger families in our congregation, and a continuing challenge to be addressed by both our new full time Minister, and our Council, members and adherents.

Over the past several months (from September 2009 and scheduled to end in June 2010) there has been a partnering arrangement in place between the congregations of Glen Abbey United Church and Palermo United Church, a neighbouring and historic congregation whose numbers have declined significantly in recent years. That arrangement provided for our current Minister to lead worship twice a month at Palermo, supported by lay members of our congregation who lead worship on alternating Sundays with Rev. Jeff. All of this was agreed to on a trial basis.

The Joint Needs Assessment Committee has turned its mind to this matter, and its impact on the search for a new Minister for Glen Abbey. We have determined that the prudent course of action is to make *no provision* for that arrangement to continue beyond the trial period, which ends in June, and therefore to make no provision in the Job Description for our new Minister to lead worship at Palermo. We recommend to the Council that it continue to consult with, and support, the leadership at Palermo as it plans, with Presbytery, for its future. We wish to be clear that we believe the priority challenge for the new minister at Glen Abbey will be to consolidate the growth accomplished during Jeff Crittenden’s ministry, and focus on further developing that spiritual and practical growth in Glen Abbey.

The congregation has appreciated and benefitted from the enthusiasm of Jeff Crittenden’s ministry, and at the same time recognized the importance of the maturity he reflected in his approach to many of the past and present issues in our congregational life. Those values are reflected in the Job Description set out in this report.

Above all, there is high priority attached to very highly developed preaching skills in our congregation, combined with a passionate and caring commitment to the pastoral care and spiritual development needs in the lives of our members including our youth.

Job Description

Position: Minister, Word, Sacrament and Pastoral Care

Position Summary:

The Minister for Word, Sacrament and Pastoral Care is employed full-time with primary responsibilities for worship leadership, spiritual development of the Congregation (children, youth, and adults), including participating in discussions regarding the mission of the church and congregation, pastoral care, and administration, including staff support/liaison for church committees, and participation with Presbytery, Conference and General Council, and effective leadership of the church's staff team.

Position Duties and Responsibilities:

Worship Responsibilities: 40% of time

- Primary responsibility for the preparation, co-coordination and leadership of Worship with Glen Abbey United Church.

Pastoral Care Responsibilities: 20% of time

- Shared responsibility in the area of Pastoral Care:
 - Primary responsibility for crisis management for the congregation and community.
 - Primary responsibility for conducting funerals, memorial services, weddings and baptisms.
 - Provides counselling for congregational members and the community as needed.

Spiritual Development – Children, Youth, & Adults of the Congregation and Personal: 20% of time

- Primary responsibility for providing leadership in visioning for the mission of the congregation and the congregation's place in the community.
- Primary responsibility for fostering growth in, and encouraging lay leadership in, small group ministries.
- Shared responsibility for overseeing biblical and theological education of children, youth, adults, confirmation classes and focus studies.
- Study, prayer and reflection in preparation for leadership in the congregation and faithful witness in the community.

Administration Responsibilities: 20% of time

- Shared responsibility for staff support/liaison with church committees as mutually agreed upon with other ministerial staff and the Council. Primary focus is with Worship, Management Committee, and Stewardship Committee.

- Supports congregational structures by attendance at Council, Management Committee, and Church committee meetings, as necessary.
- Shared responsibility for relating and participating in the Presbytery, Conference and General Council Courts of the United Church of Canada.

Specific Skills/Abilities/Attributes:

- Highly developed preaching and worship leadership skills
- The ability to lead, inspire, and teach through role-modeling.
- The ability to work cooperatively with others, building relationships based on mutual respect.
- Good rapport and enthusiasm for working with children/teens
- Experience in staff leadership, building and maintaining a strong church staff team
- Encourages questioning and debate.
- Responsive and compassionate.
- Welcoming, accepting and inclusive; celebrates diversity.
- Caring and justice-seeking: reaches out to those who need help.
- Represent the church; therefore, a professional attitude and conduct is required.
- An outgoing, caring and empathetic personality.
- Respects confidentiality and the importance of trust; has high levels of personal maturity and integrity.
- Order of Ministry Personnel approved by the United Church of Canada.

Accountability:

- The Ministry and Personnel Committee.
- The Council of Glen Abbey United Church.

Community Profile

The Town of Oakville is a vibrant and growing community. It is situated on the north shore of Lake Ontario, between the major metropolitan areas of Toronto to the East and Hamilton to the west. Current population as of the 2006 census was approximately 165,000. This represented a 14.4% increase over the previous census 5 years earlier. The town has grown in the intervening period since that census, and continues to grow.

In the 2006 census 81.2% of respondents reported their race as “white” but ethnic diversity is steadily increasing over time. As to religion, 79.4% of respondents reported their religion as “Christian” but religious diversity has increased over time. The community is relatively affluent with median household income reported to be \$83,982. The town has a well preserved business district in the south which now is populated predominantly with restaurants and specialty shops. The area has maintained its character despite the growth of large residential developments in the north part of the town, where Glen Abbey United Church is located. While the town may fairly be described as a “bedroom community” with many residents commuting to work in Toronto, there is also significant industry within the town including a large Ford auto assembly plant. There is a wide variety of schools available including several private schools. There is also the main campus of Sheridan College. There are many shopping areas including the downtown Oakville area along the lakeshore, a full-service enclosed

mall (Oakville Place) and several typical suburban “big box type” malls. There is a full-service community hospital and a multitude of medical services within the town.

The Glen Abbey community is a newer area of town, situated north of the Queen Elizabeth Way Highway. Construction of the Glen Abbey community began in the later 1970’s on land that was previously farmland. There was much foresight in the planning of this community with plentiful recreational facilities provided and a unique trail system connecting many of the natural ravine areas within the community. In recent years development has progressed further north and now extends north to Dundas Street (known in the past as Highway 5) to the north and beyond. Within the next 5 years a new and very large Oakville Hospital will be built just north of our Church, to replace the aged and undersized current facility south of the QEW highway. Glen Abbey United Church, originally on the northern fringe of the original Glen Abbey community, now finds itself quite central in the developed area of the town north of the Queen Elizabeth Way.

Pastoral Charge Profile

Our Mission Statement

Drawing God’s Circle Wide¹

Glen Abbey United Church:

Uniquely placed as The United Church of Canada in Glen Abbey.
Diverse in background, age, outlook.
United in commitment to reflect the love with which God, in Jesus Christ, loves us.

Our Mission:

Worship to challenge the mind and lift the spirit.
Extend God’s love near and far.
Invite and welcome all.
Care for people, inside the church and out.
Grow in wisdom and skill as leaders and followers.
Use our gifts generously to fulfill the teachings of Jesus.
Unite with others whose aims are similar.

Our History

The history of Glen Abbey United Church goes back to 1986. At that time the Halton Presbytery established a task force to explore creation of a church in the Glen Abbey community, with St. Paul’s United Church Oakville being a ‘sponsoring’ congregation for that planning process. In 1987 Reverend Carl Zurbrigg was appointed minister. The

¹ A wonderful piece of music, written and recorded by The Common Cup company, which included the late and very talented Rev. Jim Uhrich, who led us through a challenging interim period in our history; music that helped us to find our way and define our Vision and Mission!

new church held its first services in a school gymnasium in January 1988. The church moved to several different school locations in its early years. In June 1989 the Halton United Church Extension Council purchased a 4.88 acre parcel of land on Nottingham Gate just south of Upper Middle Road. Construction on the new church commenced in September 1993 and was completed in October 1994. Reverend Bill Brown was called to be the first minister of the then fully constituted congregation in July 1989 and continued to minister to the congregation until his departure in November 2003. Reverend Janelle Towle was settled as a Diaconal Minister in August 1998 and ministered to the congregation until November 2003 when she departed at the same time as Reverend Brown. Reverend Jim Uhrich was appointed interim minister in January 2004 and continued in ministry until September 2005 when our current minister, Reverend Jeff Crittenden was called. Membership and attendance had declined substantially during the transition in leadership but now has grown rapidly under Reverend Crittenden's ministry, and with a revised approach to church governance.

Currently membership in Glen Abbey United Church (as of Dec 31, 2009) stands at 335. Average attendance for Sunday worship is 175 and for Sunday School average attendance is 50 with 75 enrolled.

In recent times, the congregation has chosen to replace its earlier Official Board structure with a Church Council. The Council consists of the Chair, Vice-chair, Past Chair, Treasurer, Secretary, Presbytery Reps and the Chairs of our various committees, as well as a representative of the Trustees, of whom there are 6.

Several committees at Glen Abbey United Church are active and engaged in their missions. These include:

- **Faith Formation and Christian Education**
This committee is responsible for all aspects of Christian education including Sunday School, Youth Group, Confirmation, adult Bible study and other small group ministries
- **Communications and Information Ministry**
This committee is responsible for advertising and promoting church events, as well as maintaining our web page.
- **Ministry and Personnel**
This committee is charged with dealing with the paid staff at the church. Currently, paid staff include a Minister (Ordained), Church Administrator and Leasing Coordinator, Director of Music Ministry (contract) and custodian (contract). Sunday School leadership at present is the responsibility on an interim basis of our Church Administrator. A recent attempt to recruit a Sunday School Administrator and Youth Coordinator has yet to be successfully completed, but remains a goal of the Church Council.
- **Outreach**
This committee supports our church's mission to support those in need in the greater community in which we live. At present, active endeavours include

support for: Fareshare Food Bank, eyeglass collection, Halton Women's House, The House Dealing with Addictive Behaviour, Habitat for Humanity, Roofs for the Roofless (supports affordable housing in India), the Prayer Shawl Ministry and Outreach Christmas Tree. Our Outreach ministry also supports a very active and popular Life after Fifty-Five (LAFF) program, which is a social outreach program for older adults and seniors in the Oakville area.

- **Pastoral Care**

This committee is charged with providing care to those in need. There is interaction with the minister in providing spiritual and emotional support to those in times of distress. This committee also supervises the prayer link group and the Casserole Ministry.

- **Stewardship and Finance**

This committee is charged with the financial aspects of the church. Besides running regular stewardship campaigns it also oversees the successful fundraising events such as the annual dinner-dance and Lobsterfest. In addition it oversees property management.

- **Worship, Welcoming and New Membership**

This committee is charged with the task of working with the minister to develop and coordinate our regular Sunday worship services as well as special services throughout the year. A major emphasis is placed on welcoming visitors and new members to meet our commitment to be the "Welcoming Church".

- **Palermo-GAUC Ad-Hoc Committee**

GAUC Council has confirmed ongoing support for Palermo United Church through this committee. This has involved ministerial support and guidance in planning the future for the Palermo congregation.

- **Other Committees**

Our members also actively represent Glen Abbey United Church and our interest in our neighbouring retirement home (Delmanor Glen Abbey, a joint venture between our congregation and a private corporation). Other committees that are activated on an ad-hoc basis include Congregational Growth, Fellowship and Nominating Committees. Our Minister and other members also provide some supports, including leading worship monthly, at Delmanor Glen Abbey.

Church Resources

GAUC is very fortunate to have a relatively new building in a prime location. Our facility includes a full-size gymnasium, a kitchen, and seven multi-function rooms. Our space is highly utilized by community groups, and in recent years our facility has come to be known as the "go to" resource for a wide range of community activities needing accommodation. This is a benefit to the community and also helps with our financial health. Current users of our space include a cooperative preschool, Suzuki music lessons, after-school student tutorials, exercise groups and youth activity groups.

Our financial position is strong. Due to the successful operation of Delmanor Glen Abbey Retirement Home, revenues are now flowing. It is anticipated that our equity in the project will be repaid by 2011. Our HUCEC/Presbytery loans have been repaid and we continue to repay our capital building loan to the United Church of Canada (UCOC). As part of the sharing agreement for equity payments, two-thirds (2/3) of the Delmanor monies are paid against our UCOC loan, and one-third (1/3) is retained by GAUC for its capital improvement reserve account. After repayment of equity, ongoing revenues will be administered by a business trust, under the governance of a separate Board of Directors, with co-beneficiaries being the United Church of Canada, Hamilton Conference and Halton Presbytery. Glen Abbey's portion of these funds will be applied only to community outreach projects, and not to ongoing operating costs of our congregation. In terms of our ongoing revenue stream, our 2009 revenues were \$344,066 which included approximately \$225,012 from congregational giving, \$13,057 from fundraising events, and \$75,142 from facility leasing. Operating expenses totaled \$339,605

Conclusions

The JNAC has carefully considered the qualities we need to find in a new full time Minister to lead us in our still-young but vibrant and growing Christian ministry in this community. We have canvassed the views of those who are a part of our faith community, and carefully described those qualities in the Job Description included in this report. We have also looked at our current resources, and are confident that we have the resources necessary to fully support a full time Minister in this congregation.

It is our belief that with God's help and the support of our colleagues at Halton Presbytery and across the United Church, we will find the spiritual leadership we need to continue in our journey as followers of Jesus Christ.

Appendix A: JNAC Membership

- Barb Barone (Co-Chair)
 - Chris Middlebro' (Co-Chair)
 - John Fleming (Secretary)
 - Margaret Armstrong
 - Gerry Ginter
 - Rick Goodman
 - Marie Kim
 - Bob Nixon
-
- Reverend Diane Blanchard (Pastoral Relations Committee Rep)
 - Cathy Stevenson (Pastoral Relations Committee Rep)

APPENDIX B: JNAC SURVEY RESULTS 2010

Total number of respondents: 31

The 3 Questions asked, and the responses are as follows (note that common multiple responses are followed by the number of respondents who made the comment):

IN THINKING ABOUT OUR NEW FULL TIME MINISTER WHAT DO YOU FEEL IS IMPORTANT TO YOUR VISION, i.e. Key Functions and the Roles of our full time Minister? (Worship, Christian Education etc)

RESPONSES

Lead Sunday worship and inclusive in thought – 16

Strong preaching and open minded– 9

Story Time and good with children – 3

Sermons should reflect concerns of the world around us and real life -3

Sermons should be inspirational – 2

Speak in layman's terms

Encourage youth to participate in worship

GROUPS, PROGRAMS AND GROWTH

Stimulate growth and participation -2

Lead Christian Education – 5

Support small group Ministries -2

Support Christian Education -3

Active in the community

Encourage growth and volunteerism

Encourage youth groups and Children's education

Train new speakers and organize study groups

Mediator

Keen interest in outreach programs

Participate in all events

Assist and develop small group Ministries -4

CONGREGATION

Leadership in addressing congregational and individual needs and issues - 5

Pastoral Care and Home visits – 3

Be in the church community – 2

Bereavements

Sunday School - 2

Home visitations -3

Encourage young members to attend and join -2

Be aware of people, names, illness, occupations etc...

Congregation building and being more active to encourage new members and participation in all aspects of the service -2
 Resource for United Church questions
 Help develop confidence in congregation
 Involve the congregation more in daily church life
 Engage with congregation members
 Make connections with families
 Grasp and be accessible to the congregation's gifts by encouragement, leadership,
 Identify, encourage leaders in our congregation to develop and lead small groups -2

Key Abilities/Characteristics of our full time Minister (eg. Caring, encouraging leadership etc....)

RESPONSES:

Ordained Minister male or female -2
 Young (under- 50) -3
 Caring – 10
 Encouraging (in all aspects children, youth, seniors, to participate) -10
 Enthusiastic
 Energetic -2
 Motivation
 Compassionate - 4
 Sense of Humour -2
 Vision
 Out going
 Friendly, out going and approachable, home and hospital visits, bereavement -2
 Down to earth
 Huggable
 Confident
 Good Pastoral skills and fulfills our spiritual and pastoral needs -4
 Inspirational
 Stimulating Preaching styles -2
 Good with Children
 Organized
 Sense of optimism
 Dynamic
 Excellent Preaching skills
 Interpersonal skills
 Get to know each member
 Strong leadership and addressing the congregation and individual issues
 Works effectively with all staff members
 Strong personal faith and spirit

Any other thoughts that you may have?

RESPONSES:

Fill Vacancy ASAP

Just like Jeff and continue on his growth path -4

Young minister who can connect to the youth

Maintain a relationship with the greater aspects of the United Church

Be a “Church Community” (we versus me sensitivity)

Progressive thinker and up to date with current teachings

Sunday School is a future priority

Encourage New Members

Increase our efforts to be a more welcoming church

Focus on our church and not Palermo

Palermo shouldn't be forgotten

Christian education should be a separate role and needs to be addressed

Need to secure a separate youth worker to off load our full time minister

Missing former events (e.g. women's groups, Guess who's coming to dinner)

Need bigger screen facing the choir loft

Bulletin needs to be improved

Support families in crisis

Get an active Social Committee

Appendix C: JNAC Questionnaire

REPRODUCED FROM THE 2009 JNAC REPORT

WITHOUT AMENDMENT

June 2008

Dear friends of Glen Abbey United Church:

We are in an exciting time in the life of our congregation. In January of this year, the Joint Needs Assessment Committee (JNAC) was created to help our Council and congregation assess how we wish to evolve to better serve the needs of our growing church community. JNAC is looking into, and will be making recommendations for, GAUC's future staffing requirements to support Reverend Jeff in a way that would best meet our church's future needs.

In order to help assess what these needs are, we need to get input from you, our congregation, on what you see as our main priorities. The information we get from you in this **Congregational Questionnaire** will be added with the information already obtained from meetings JNAC has had with the current staff of GAUC and our Council leaders with their committees.

We therefore ask that each member of your family answer this brief **Congregational Questionnaire** to ensure we capture and understand your thoughts and opinions.

Once completed you can submit the form by:

- mail
- e-mail, to the church office
- dropping it off at the church

Copies of the survey are available via the GAUC website, and members of JNAC will have copies available before and after each service on June 8th, 15th and 22nd. We will have a drop off box available outside the office at all times.

To assist you in completing this questionnaire, we have included Glen Abbey United Church's Mission:

Worship to challenge the mind and lift the spirit.

Extend God's love near and far.

Invite and welcome all.

Care for people, inside the church and out.

Grow in wisdom and skill as leaders and followers.

Use our gifts generously to fulfill the teachings of Jesus.

Unite with others whose aims are similar.

Thank you for your assistance and support.

PLEASE RETURN COMPLETED SURVEYS BY JUNE 22nd, 2008

Your JNAC members are:

- Harold Reimer – Co-Chair
- Kathi Marling – Secretary
- Bruce Francis
- Stephen Darroch
- John Fleming
- Rev. John Benham – assigned Halton Presbytery rep
- Eleanor McIntosh – assigned Halton Presbytery rep
- Kim MacKenzie – Co-Chair
- John McPhaden
- Jonine McGregor
- Jennifer Noordijk
- John Oliver

	1	2	3	4	5	NA
SMALL GROUP MINISTRY						
I am currently satisfied with our Small Group Ministry						
Our program would benefit from the use of paid staff to co-ordinate it						
Our program would benefit from the use of paid staff to present it						
PASTORAL CARE MINISTRY						
I am currently satisfied with our Pastoral Care Ministry						
I would like to see more resources put towards Pastoral Care						
OUTREACH						
I am currently satisfied with our Outreach Ministry						
I would like to see us more active in the community						
I would like to see more resources put towards Outreach Ministry						

COMMENTS

Please use the space below to provide any comments you would like to make regarding any of the programs mentioned above:

WORSHIP

MUSIC

SUNDAY SCHOOL

YOUTH PROGRAMMING (GRADE 6 TO 12)

What do you believe the goals of the youth program and activities should be? Please indicate as many of the following as you wish.

- ___ Social activity
- ___ New youth being recruited to GAUC
- ___ Spiritual growth
- ___ Preparing youth for later in life spiritual /church participation
- ___ Keeping youth active in the GAUC congregation post Grade 12
- ___ Confirmation instruction
- ___ Other

SMALL GROUP MINISTRY

PASTORAL CARE MINISTRY

OUTREACH

OTHER

VOLUNTEERING

Volunteering is an important contributor to the operating success of our church.

We are currently in need of volunteers. They are the key to the survival of our church. How can we better recruit volunteers from the congregation?

Do you think it would help if someone, paid, had the job of approaching people, coordinating their work, orienting and training them etc.? Yes _____ No_____

Would it make you more likely to commit time and support to the church's work if such a resource existed? Yes _____ No_____

Is there any area of church life in which you would like to volunteer?

Thank you for your time in completing this important questionnaire. If you would like to include your name with your response, please fill in the appropriate information below.

Name (optional): _____

Would you like to be contacted by someone from JNAC? _____Yes _____No

If yes, please include you telephone and/or email address_____

Appendix D: JNAC Questionnaire Results























