

EGLINTON ST. GEORGE'S UNITED CHURCH (ESG)

REPORT OF THE JOINT NEEDS ASSESSMENT COMMITTEE (JNAC)

November 2008

OUR MISSION

To build a growing community of faith – with open doors, open minds and open hearts.



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BACKGROUND

The most recent Eglinton St. George's JNAC report was approved by the Congregation in September 2003. The 2003 JNAC recommended the following:

1. A ministerial complement of three full-time positions with the following job titles:
Minister of Congregational Development and Education
Minister of Pastoral Care and Outreach
Minister of Worship and Team Leader
It is our recommendation that the current ministerial staff be retained.
2. The hiring of a Coordinator of Lay Ministries responsible to promote lay involvement in the work of the church.
3. The hiring of program contract staff as approved by the Executive Committee of the Board to assist the congregation in fulfilling its goals and objectives.
4. The work priorities of the three full-time Ministers need to be negotiated and agreed to regularly with the Ministry and Personnel Committee, along with other relevant committees, based on the mission, goals and priorities established by the Congregation.

These recommendations were implemented.

Since September 2003, the Congregation has embarked on a number of significant projects.

Our music program continues to evolve. We experience music that is both excellent and eclectic, representing the best of every period and style and, increasingly, from many parts of the globe. We have developed a partnership with the Bach Consort, and together offer concerts of some of Bach's great works while raising funds for charitable organizations in the Greater Toronto Area.

The church school has continued to grow using the rotational model. In addition, a youth program involving two youth groups who meet on Sunday mornings is flourishing.

The 2008/ 09 Program Guide describes our diverse and varied programs. Many of these programs and initiatives have developed from work around communities of interest. We have an active Environment Group, we work together to offer Out of the Cold dinners and a special Christmas Dinner for Eva's Phoenix, a transitional housing and training facility for homeless youth and there are a number small groups that meet for the purposes of spiritual development and social interaction.

A Wellness Program has also been introduced as a recognized ministry of the church with a variety of programs for body, mind and spirit. It is both a service to the congregation as well as an outreach program to the community. There is a Wellness Centre located in the Lower West Wing which offers services such as yoga, reiki, therapeutic touch, and reflexology to any one interested. These services are generally offered on a donation basis.

The Lower West Wing of the building which was left unfinished during our major renovation in 2002 was finished in 2006. The purpose of this renovation was to offer more needed meeting space, as well the above-mentioned Wellness Centre.

A Capital Campaign in 2005 raised funds to refurbish the stained glass windows in the sanctuary, as well as to raise funds to assist with the completion of repairs to the Lower West Wing. Because the campaign did not raise enough money to cover 100% of the cost of the renovation to the Lower West Wing and window restoration, the congregation and Council agreed to use funds from the congregational fund.

In December 2007, the Congregation approved a new Constitution designed to decrease the number of lay leaders involved in the governance of the church, to allow more involvement in the work of the church in our congregation, in our community and in the world. (Appendix A)

The Administrative Structure Needs Review Group (ASNRG) was tasked with the responsibility of reviewing the administrative needs of the church. Their recommendations have been implemented.

DECISION TO ESTABLISH A JOINT NEEDS ASSESSMENT COMMITTEE

The Manual of the United Church requires the establishment of a Joint Needs Assessment Committee should a minister resign. It also allows for one to be struck at any time a congregation or its Board thinks it would be beneficial. In June 2008 the Governing Council reviewed the needs of the Congregation and determined it appropriate for Eglinton St. George's to review ministerial needs and decided to request approval from Toronto South Presbytery to establish a JNAC.

The reasons for requesting a JNAC were:

- To update ministerial job descriptions in light of the new Constitution recently approved by Toronto South Presbytery
- To update the JNAC Report approved by the Congregation in 2003 to ensure that it reflects current Congregational needs and
- To prepare for potential ministerial changes in the next year.

In June 2008, a number of Motions were approved by the Governing Council to accomplish this:

It was moved by Bronwyn Best and seconded by Doug Reid that the Governing Council of Eglinton St. George's United Church request approval from Toronto South Presbytery to establish a Joint Needs Assessment Committee.

CARRIED

It was moved by Marilyn Blair and seconded by Cathy Macdonald that, along with appointees from Toronto South Presbytery, the following members of Eglinton St. George's United Church be appointed to the Joint Needs Assessment Committee: Kathy Fletcher, Jim McCutcheon, Heather Parker, Doug Reid, Jackie Stothers, and Peter Wilkins.

CARRIED

And it was moved by Marilyn Blair and seconded by Cathy Macdonald that the actions by the Governing Council requesting the establishment of a Joint Needs Assessment Committee, and its membership, along with other plans with respect to church staffing in the fall, be communicated to the Congregational Meeting, which will be held on June 15th, 2008.

CARRIED

Subsequent to this, on October 14th, 2008, Rob Oliphant, Minister of Worship and Team Leader was elected as a Member of Parliament in Don Valley West which in and of itself would have necessitated the formation of a JNAC. On October 28th Rob wrote to The Rev. David Lander requesting a change in Pastoral Relations effective November 30th, 2008.

OUR PROCESS

Heather Parker was elected as Chair of the JNAC in June 2008. The Committee met 4 times over the summer and has met every three weeks in September and October. The Committee operated without a Presbytery Representative until September 24th when Don Beard, an ESG Presbytery Representative attended a meeting. Subsequently, Jean Ballinger was appointed as a Presbytery Representative and joined us at that time.

To assist in the development of our recommendations, we have reviewed information from a variety of sources including:

- The 2003 JNAC report.
- The report of the “Administrative Structure Needs Review Group” (Appendix A)
- Eglinton St. George’s Financial Statements
- 2008/ 09 Program Guide (Appendix B)

To assist in our discussions we gathered information from lay leaders, Ministerial and staff members and from the congregation as a whole. This was accomplished through the following:

- Focus Groups were held with all Committee Chairs, Members of the Governing Council and those recently involved in the governance of the church
- Meetings with all three Ministers, the Music Director, the Director of Administration and the Coordinator of Lay Ministry
- A Congregational Survey (Appendix C)

A SUMMARY OF WHAT WE HEARD

- Worship is central to the life of Eglinton St. George's. It inspires, challenges, nurtures and educates us. We are blessed, and have come to expect creative and thought provoking preaching and excellent and eclectic music. For example, our "Reel Theology" and "Jazz" series have been successful in attracting members and new attendees. The structure of the sanctuary allows us to periodically worship 'in the round'.
- Life at ESG is busy, interesting and by and large reflects our vision, and is meeting a broad range of needs.
- ESG has an amazing, impressive team who work well together. It will be very important to provide support to the new Ministerial team when a Minister of Worship has been called.
- There is significant concern about our current financial situation which we recognize is not sustainable. There is work being done to educate and make the congregation aware of their financial responsibilities and to demonstrate their commitment to meeting our revenue requirements and managing our expenses responsibly.
- Our congregation has high expectations which have led to high demands on both staff and lay resources. If we are unable to increase our revenues, consideration must be given to revisiting the breadth of programs we can offer.
- The nature of volunteers in a large urban community has changed. We need to find alternate options for engaging our congregation.
- An online survey was conducted in October of the 350 households that are on Eglinton St George's email distribution list. Paper copies were also available for pick-up from the church office. One hundred and forty-five responses were received.
- The survey asked respondents to comment on ESG's mission statement and its programs. They were also asked to identify program priorities for improvement.
- Over 90% of respondents agreed that ESG's mission reflects the current life and work of the congregation and that its programs reflect the mission. The vast majority of respondents were also satisfied with ESG's key programs.
- Respondents identified non-traditional worship services (e.g. sermons on movies or books, multi-media), special music services (e.g. gospel and jazz) and programs for children and youth as top priorities for further development.
- With respect to the demographics of respondents, fifty-seven percent of respondents attend worship weekly. Fifty-eight percent of respondents participate in programs outside of worship at least once a month. Fifty percent of respondents have attended ESG for more than twenty years. Thirty-nine percent volunteer at least once a month, with a further 33 percent volunteering irregularly.
- Forty-three percent of respondents were over sixty-five years of age and forty-four percent between forty and sixty-five years of age.
- A number of comments were also provided in the survey. It should be noted that the survey results and these comments are consistent with the discussions held during the focus groups.

- It is important to note that the discussions with the ministerial staff brought to light the fact that the two remaining Ministers are happy to stay in their current positions and are not interested in being considered for the Minister of Worship position

HIGHLIGHTS OF OUR DISCUSSIONS AND DELIBERATIONS

Our recommendations are based on results of our discussions which focused on the following issues. Some of these issues are not within our mandate, but we agreed that they need to be considered and included in our report.

- A visionary and creative Minister of Worship is highly valued by our congregation. A Worship Leader should lead and challenge the congregation to grow in faith, think more deeply about life and know and seek to understand God better
- The Team Leader will be a good listener, who will work to achieve consensus, but will make decisions and arbitrate differences when that is necessary to promote overall team effectiveness.
- There was consensus that once a Minister of Worship and Team Leader has been called, consideration should be given to leaving the Team Leader responsibilities with one of the two current Ministers to allow the new Minister of Worship some time to get to know the congregation and our community.
- A Minister of Worship and Team Leader at ESG will value and understand that music is an important part of worship at ESG and will work in a collegial manner with the Director of Music.
- In our discussions, we have been made aware of the fact that a deficit budget is not sustainable. At the same time, we do not think that this is the time to reduce the current number of ministerial staff for a number of reasons.
 - Positive momentum that has developed in the 10 years since the amalgamated congregation was formed, can be maintained and built only with the support of excellent worship services supported by a skilled preacher and the continuation of our excellent programs.
 - The Governing Council is committed to providing leadership in overcoming our financial situation with a particular focus on revenue generation as well as expense management.
 - Our members and adherents are committed to the life and work of our congregation and are ready and willing to meet our current challenges

OUR RECOMMENDATIONS

Having considered all the information that has been made available to us including:

The Congregation's mission, its needs and its limitations

The need for a dynamic and visionary Minister of Worship
The need for a Team Leader
The gifts and skills of the current Ministers
The financial constraints of the congregation

We are recommending the following to the congregation:

1. A ministerial complement of three full-time positions with the following job titles. (Detailed job descriptions and skill requirements are provided in the Positions Profile.)
 - Minister of Congregational Development and Education
 - Minister of Pastoral Care and Outreach
 - Minister of Worship and Team Leader
2. That Deborah Hart and Connie Capes-Leslie be retained in their respective positions
3. That the Congregation of Eglinton St. George's request approval from Toronto South Presbytery to declare a vacancy for the position of Minister of Worship and Team Leader
4. That a Joint Search Committee be formed to fill that vacancy
5. That the Congregation give the Governing Council the authority to identify the ESG members of the Search Committee

Attachments:

Profiles as required by the United Church of Canada
Appendix A – ESG Presbytery Approved Constitution
Appendix B – 2008/09 ESG Program Guide
Appendix C – 2008 Congregational Survey
Appendix D – ESG 2007 Annual Report
Appendix E – ESG Outreach at Work 2007

COMMUNITY PROFILE

Eglinton St. George's continues to evolve as a City church, drawing its membership from a large geographic area within the Greater Toronto Area (GTA), representing diverse economic backgrounds. We have grown beyond an amalgamated neighbourhood church, and now about 30% of our congregation has joined since amalgamation. Over that ten-year period our total membership has fluctuated by about 100 souls, presently numbering 1,079.

Many new members and adherents say they have been attracted by a "welcoming congregation", living our vision with 'Open Doors, Open Minds, Open Hearts'. From our recent survey of the congregation, most members agree the worship, music, and programming reflect this vision and mission. Some argue we need to do more to attract families and young adults to grow our community of faith, and build the next generation of members to replace significant seniors' departures over time.

We reviewed census data for the postal codes of our church membership (members and adherents). ESG is centrally located in North Toronto, one block west of Yonge Street, between the Eglinton and Lawrence subway stations. This link provides descriptive information of the neighbourhood and services:

<http://www.realosophy.com/NeighbourhoodProfile.aspx?city=Toronto&district=North+Toronto>

The majority of our congregation lives in the wide area surrounding the church (the geographic area bounded by Dufferin – Bloor – Don Valley Parkway – Highway 401). The preponderance of our active volunteers and significant contributors live within these boundaries. Our members have a wide choice of other United Churches (north, east and south) or other protestant congregations in this area, but have chosen Eglinton St. George's for the excellent worship and music services and the wide range of programming available (often after searching alternatives). For some of our special programs we interact and exchange with other congregations (e.g. Environmental, Wellness, and Mission projects).

Our membership does not reflect the average age of these postal districts (between 37 and 42). Even with the United Church of Canada effort to attract audiences in the 25 to 40 age range through the Emerging Spirit campaign, 47% of respondents to our recent congregational survey were over 65 years of age, and 43% were 40 to 65 years of age. There are a significant number of younger people who consider ESG their church home, but who are living a busy lifestyle and are not at this time actively participating in the life of the church, or this survey.

Analysis of recent attendance at worship services, and participation in the Church school, demonstrate that we are indeed attracting some younger people and families to our congregation. This decision appears to follow changes in life stages such as new parents & children (baptisms) and children reaching nursery or school age.

Our analysis demonstrates the need for a strong ministerial team to maintain and grow our momentum and that through the offering of quality programming we will continue to attract new members. If anything our recent survey suggests some people are looking for even more variety of programming and worship services (if we can afford to offer them – considering both costs and the need for more volunteer leaders).

Excerpts from Robert Oliphant's recent Doctor of Ministry thesis paper, "REFRAMING ART FOR PREACHING: ART AND SCRIPTURE IN HOMILETIC CONVERSATION" further describe our community. A survey of the ESG congregation was conducted following a worship service to learn more about the congregation's views on arts and preaching. 262 of 320 people attending completed questionnaires.

"Over 80% of those surveyed attend worship very regularly. Slightly over 60% describe themselves as "liberal Christians," while 27% describe themselves as "traditional Christians." Again, this closely correlates to both age and length of time in the congregation. The older, more established members tend to describe themselves somewhat more in terms of being "traditional Christians." The congregation believes that God speaks to them mostly through Sunday morning worship and through nature, only secondarily through personal prayer and the voices of other people. Scripture and the arts are almost exactly equal and follow significantly behind worship, nature, prayer and other people. Most in the congregation (59%) believe the Bible to be a "collection of inspirational human-made writings." Only 3% believe them to be the "inerrant Word of God." One-third of the congregation believe the Bible to be the "inspired Word of God."

"Preaching is highly valued in this congregation, with 93% expressing strong agreement with respect to its importance. Most people come to worship, and to this church particularly, for the sermon. It is widely felt that sermons should employ contemporary language, and do not necessarily have to be primarily about the Bible. They need to help people think more deeply about life and know and understand God better. They also hope that sermons will help them live better lives. Regarding the use of arts in preaching, 83% believe that sermons on the arts belong in worship. Seventy percent acknowledge that sermons on the arts lead them to deeper understandings of faith as well as making the Bible more relevant. They are also helpful to 72% of the congregation in asking deeper questions about their experience of art."

"Of the art forms suggested, the most popular medium for preaching in this congregation is decidedly film, followed by theatre, then fiction. Television and the performing arts virtually tie for fourth place with visual art and the performing arts significantly farther behind. Interestingly, these do not follow directly from their participation rates in these particular arts, but may follow from their experience of them having been used in preaching."

Outreach also ranks as one of our important priorities for improvement in the JNAC congregational survey. To quote one respondent who reflected several comments: "Excellent work is being done, but is it enough for our large congregation with its many resources?" If we are a City church in a well-off area of Toronto, are we doing all we can to partner with inner-city churches and mission groups to serve our larger community? In our Appendix – ESG Outreach at Work 2007, you will see the wide array of Outreach project funding and volunteer services offered by various groups at ESG, as well as the Outreach committee. We are proud of these good works, around Greater Toronto, and globally.

These are some of the strengths and opportunities we have to "build our community of faith – with open doors, open minds, and open hearts".

MINISTRY OF PASTORAL CHARGE PROFILE

Summary

Membership beginning of 2007		1078
Received by Profession of Faith and by certificate or otherwise	33	
Confirmation	12	
Removed by Death	(17)	
Removed by Transfer	(3)	
Removed from the Active Roll	(4)	
Inactive members	(3)	
Membership December 31, 2007		1096
New members since January 1, 2008		
By Re-Affirmation of Faith	10	
Members Re-activated	5	
By Transfer	18	
Baptisms	12	

- Total attendance at Sunday Morning Worship has shown an approximately 10% increase when comparing 2007 to 2005 and has followed the trend to be highest between Thanksgiving and Christmas and lowest between January and March. Average church attendance as reported to the United Church of Canada in 2007 is 390.
- Church School attendance-follows the same pattern for attendance at church. Attendance averages 50-60 on a Sunday depending on the time of the year.
- We have an active Youth Group of about 26 young people divided into 2 groups, grade 6-8 and grade 9 and up
- We communicate through a regular Sunday bulletin and a website, which now includes audio-sermons.
- Our church developed a Wellness Program and expanded it into a part of our church activities. Four years ago, the wellness group grew out of an initiative of the Pastoral Care Team. Church members trained in Reiki, Therapeutic Touch and Reflexology and now offer their services to the congregation, the community and to Ewart Angus Home, a facility for Alzheimer's patients.
- Family Friendly Programming which occurs about 4 times a year and attracts 60-100 participants provides fun opportunities for families to build community and socialize
- Our Christian Education "Programming" has expanded significantly over the years in response to a need and demand for adult education and growth for new and older members
- We have used various forms of music over the years (gospel and jazz) to enhance our worship services and have conducted about 40% of our services "in the round". Instead of pews, our congregation has chairs which may be configured into a circle, providing a

unique sense of belonging and community to the service. The organ is moveable which also provides flexibility in how we use music in our services and how we are able to use our space.

- Book reviews have been the focus of sermon topics a few times a year
- We have enjoyed a series of sermons relating to movies which we call “Reel Theology”
- Our church provides meeting space for the following organizations within our Community-Fit Friends, Brownies, Yoga and Meditation group, Pathfinders, Quilters, Alcoholics Anonymous, Overeaters Anonymous, A Bridge group, and a group for Moms and Tots.
- Each Christmas, our choir partners with the Bach Consort Chorus and Orchestra to raise funds for various organizations, this year, The Camphill Foundation Canada.
- Our church is a popular venue for concerts because of the great acoustical qualities in our sanctuary and is often rented out to musical groups.
- The Outreach group organizes Out of the Cold dinners four times a year partnering with our neighbouring church, Blythwood Baptist
- We hold 2 large Rummage Sales a year to fund raise for our church.
- We hold Bible study groups during the year and usually have a Book Review. These groups would have a designated “champion” or volunteer for the event
- We search for different and innovative ways to bring the modern day world into our church worship to make worship more meaningful. i.e. we have hosted the Pia Bauman School of Dance during the Easter season.
- We rent part-time space to a naturopathic doctor and rent to a group called the Daily Apple which emphasizes natural organic food and prepares the food at our church. The Daily Apple helped organize a Farmer’s Market held on the lawn of our church once a week this past summer. Vendors came from all parts of the city to participate.

RESOURCES PROFILE

Eglinton St. George's has much for which to be very proud and grateful. We enjoy the benefits of up-to-date, modern premises for worship and a broad range of activities. Paid for. Our Ministers and staff perform remarkably well and effectively as a team, welcoming, sensitive, supporting, diligent and loyal, a pleasure. We may be proud of our Outreach and set an example to other Congregations; however, always with more needs to meet. Our volunteers and Congregational participation are strong and enthusiastic.

In recent years, we have completed a very substantial renovation, updating and expansion of our Church premises, now with an insured value of \$12,000,000. This has been financed by proceeds of the disposition of our Sheldrake church property and the generous responses from the Congregation to several special appeals. During these transition years, our Congregational Trust funds have contributed to significant costs associated with window restorations, and to accommodate annual operating deficits. Trust funds available for this purpose have almost been exhausted.

Restricted capital and endowment funds are available for ministry but not for ongoing operating expenses.

December 31, 2007

Externally Restricted Funds	\$ 2,033,807
Property Fund	\$ 5,348,204
Endowment Funds	\$ 796,729

The building is wheelchair accessible, with approximately 33,000 square feet with a fully renovated sanctuary (flexible seating to a maximum of 700), chancel suitable both for worship or stage production, Casavant Frere organ, offices, meeting rooms, nursery and kitchen facilities. A recent renovation to the lower level of the building to accommodate the Wellness Centre includes meeting rooms with full audio-visual capabilities, and laundry and shower facilities. The building is now air-conditioned. Our premises occupancy and maintenance costs, including staff (a team of 8) salaries, approximate \$454,000 annually (excluding ministerial staff salaries). In addition, our long-range maintenance and capital plans require the investment, over time, of approximately \$1,500,000.

Operating revenues continue to fall short of expenses. It is anticipated that revenues for the full year 2008 will be less than budgeted. Forecasts for 2009 and 2010 trend toward break-even. 75% of our expenses are Ministerial and other salary costs, consistent with our history over the years. Expense management is job #1, always, but will not balance our budget.

It is implicit in our Congregation's desire to continue to enjoy our high level of services and programmes, that our Congregation will commit to provide the necessary financial support. The Revenue Unit (Committee) has developed a year round strategy to address a potential cash shortfall in 2008, to increase givings in 2009, to educate the congregation on the merit of special gifts and

bequests to ESG, to increase our rental income and to hold an appropriate number of fundraising events, consistent with the concurrent appeal for givings. Fundraising activities in 2008 included a golf tournament, two rummage sales, a Christmas Fair, a Sing-Along Messiah and a very popular “ESG Idol” gala event.

OPERATIONS OVERVIEW

	Actual 2006	Actual 2007	Budget 2008	Forecast 2009	Forecast 2010
Contributions - local	574,260	650,482	715,000	770,000	817,000
Rental Income	51,439	52,838	77,000	80,000	85,000
Investment Income	93,955	68,560	50,000	20,000	20,000
Other Income	111,970	107,888	157,950	167,800	175,300
Total Income	831,624	879,768	999,950	1,037,800	1,097,300
Less Operating Expenses	(973,830)	(1,021,306)	(1,099,740)	(1,131,000)	(1,172,650)
Net Revenue (Loss)	(142,206)	(141,538)	(99,790)	(93,200)	(75,350)

Full particulars are available in published reports.

Members of Eglinton St. George’s contribute generously to the Mission and Service Fund.

	2005	2007	2007
M&S Givings	\$136,237	\$155,910*	\$142,504

* \$20,000 donation by one individual

A rich resource of Eglinton St. George's is our many volunteers contributing their time and talents, essential to our success. As our Congregation ages gracefully, retiring, moving, changing life, we become increasingly dependant upon volunteers who often have long years of service. Renewal requires our commitment to recruiting and much effort over time to develop and support new volunteers and leaders in our Congregation, and their successors.

A Coordinator of Lay Ministry works in conjunction with the ministerial staff to expand and enrich lay leadership in the congregation, and is responsible for these efforts

Our Mission is ours to fulfil.

POSITION PROFILES

Summary:

The Joint Needs Assessment Committee has reviewed the current structure and is recommending that the ministerial; staff remain at three persons. The three positions will fulfill the following functions:

- Minister of Congregational Development and Education
- Minister of Pastoral Care and Outreach
- Minister of Worship and Team Leader

The updated profiles for these positions form part of this report. (See following pages) In developing these profiles we have considered the following:

- The thoughts and suggestions of the ministerial staff
- The Mission Statement
- The agreed need of a Team Leader from the current ministerial staff, the administration staff and members of the congregation
- The skills of the current staff
- Any concerns raised as part of discussions with staff and others

The primary and secondary functions of each position have deliberately been very broadly defined. It is assumed that anyone who is in any one of these positions will put their own stamp of individuality on the position, as has already happened. It was felt that no more detail is needed at this time.

The current staffing model was designed as a team model with each person bringing their particular skill set to their position and to the team. This has been done very effectively with the current team and as such we have a team in place that is working collectively and collegially in support of the goals, vision and Mission Statement of Eglinton St. George's. It is important that this continues into the future.

Note: These job profiles are as we imagine they might be. However it is important to note that there will be, of necessity, a rethink of all the positions based on the skill sets of the various ministers. Any discussions will be inclusive of all the ministers and will be discussed by both the M&P Committee and the Congregational Council. Toronto South Presbytery will be involved as necessary.

MINISTER OF CONGREGATIONAL DEVELOPMENT AND EDUCATION

Overall Statement:

This position oversees faith formation with children, youth and adults with the support of the Christian Development Committee and provides guidance to newcomers and new members entering into the ESG community with the support of the New Member Committee.

Primary Functions (75%)

The person in this position will have primary responsibility for the following:

Representing the vision and mission of ESGUC

Ensuring that effective programs are in place to grow the membership of ESGUC both in faith and numbers

Working with other ministerial staff persons, lay people and other persons who will from time to time be hired on contract to provide oversight for developing specific educational programs including, but not limited to the following:

- A vibrant Church School program
- A meaningful youth program
- Small group ministries including adult education programs
- Learning activities of the congregation
- Preparation of Church School leaders

Lead Children's Time in Church as and when appropriate

Acting as the primary ambassador of the congregation from the ministerial team in welcoming and integrating new members and adherents

Identifying, developing and utilizing the gifts and skills of the congregation related to Congregational Development and Education, to achieve our mission and congregational goals in consultation with the Lay Ministry Co-ordinator

Liaising with ministerial team, contract staff and lay ministers to enable the delivery of Confirmation and other youth programs

Ensuring that families are prepared for baptism

Acting as the primary ministerial resource person to the Church Growth Unit and Christian Development Committees

Secondary Functions (25%)

The person in this position is expected to participate from time to time as needed in:

Preparing couples for marriage and conducting wedding services

Preparing and conducting funeral services and providing follow-up pastoral care

Making pastoral visits (especially in relation to the primary functions)

Planning and conducting regular and alternate services of worship, which may include occasional preaching

Participating in the life of the community and the wider Church, including attending Presbytery meetings as necessary

Attend Governing Council Meetings

Reporting Relationship

The Minister of Education and Congregational Development is accountable to the congregation through the Governing Council and to Toronto South Presbytery.

MINISTER OF PASTORAL CARE AND OUTREACH

Overall Statement:

This position contributes to the care of the individual, the community (within and with-out the Eglinton St. George's community) and the world through the Pastoral Care, Outreach and Wellness Committees.

Primary Functions (75%)

The person in this position will have primary responsibility for the following:

Acting as the primary ministerial resource to the Pastoral Care and Outreach Committees

Ensuring that pastoral care is provided for members and adherents, and that referral is offered when appropriate

Help in the recruiting, training and supporting of a Pastoral Care Team

Help as needed with the recruitment and leadership of the Wellness Ministry, as an integral part of the Pastoral Care offered at ESG.

Coordinating with others who may be involved in Pastoral Care

Maintain the membership roll through the work of the Roll Committee

Represent the vision and mission of ESGUC

Identifying special needs of the congregation (i.e. transportation, home visits) and developing responses to those needs

Educating the congregation on pastoral care issues and supporting congregational life, pastoral care of the congregation as well as the individual.

Educating the members of the congregation on social justice, human rights and outreach concerns, and challenging the congregation to engage in outreach programmes and projects, including the Refugee program offered at ESG

Identifying, developing and utilizing the gifts and skills of the congregation related to Pastoral Care and Outreach, to achieve our mission and congregational goals

Conducting funeral services and providing follow-up pastoral care

Secondary Functions (25%)

The person in this position is expected to participate from time to time as needed in:

Planning and participating in regular and alternate services of worship, which includes occasional preaching

Preparing couples for marriage and conducting wedding services

Adult education and small group ministries

Youth and confirmation programs

Participating in the life of the community and the wider Church, including attending Presbytery meetings as necessary

Attend Governing Council meetings

Reporting Relationship

The Minister of Pastoral Care and Outreach is accountable to the congregation through the Governing Council and to Toronto South Presbytery.

MINISTER OF WORSHIP AND TEAM LEADER

Overall Statement:

A person in this ministry will be a team leader for both the ministerial team and the congregation. In addition, this position must be one of vision and will be shaping our life through a strong, theologically based outlook and vision.

Primary Functions (75%)

The person in this position will have primary responsibility for the following:

Designing, planning, and coordinating worship for all services, actively involving other ministers and the Director of Music

Preaching at most services and taking responsibility for the ministry of the word and sacraments at all services

Acting as the primary ministerial resource person to the Worship, Sacrament and Music Committee, and principal liaison with the Communications and Stewardship Committees.

Being an integral part of the budgeting process and have ideas and thoughts on how best to meet our needs and challenges.

Representing ESG's vision and mission and, along with ministerial colleagues and lay leaders, presenting it to the congregation and encouraging the congregation to embrace it in all church activities and programmes

Convening Staff meetings and facilitating and enabling, supporting and coordinating workload of other ministerial staff to enable every Team member, including the Director of Music and the Church Administrator so as to make a significant contribution to the spiritual health and vibrancy of the congregation.

Identifying, developing and utilizing the gifts and skills of the congregation related to Worship, to achieve our mission and congregational goals

Preparing couples for marriage and conducting wedding services including coordination of weddings amongst ordained ministerial staff

Attending, participating and overseeing the implementation of the decisions of the Governing Council

Providing a theological perspective on the stewardship of the human, financial, physical and spiritual life and resources of the congregation

Acting as ministerial representative on Board of Trustees

Secondary Functions (25%)

The person in this position is expected to participate from time to time as appropriate in the following:

Providing leadership in adult education and small groups

Acting as a resource to committees not mentioned above

Conducting funeral services and providing follow-up pastoral care

Making occasional pastoral visits and contacts as needed

Assisting in youth and confirmation programmes

Participating in the life of the community and the wider Church, including attending Presbytery meetings as necessary

Reporting Relationship

The Minister of Worship and Team Leader is accountable to the congregation through the Governing Council and to Toronto South Presbytery

SKILLS PROFILES

It has been discerned that the following skill sets are needed for each of the ministerial positions noted in the profile:

Minister of Congregational Development and Education

- Diaconal, lay pastoral or ordained minister in the United Church of Canada
- Education and experience in Christian Education programming with children, youth, and adults including baptism preparation and support
- Training and experience in congregational development, including development and retention of new members and development of members' gifts and skills
- Related education and experience outside of the church would be an asset
- Personal qualities and convictions as applicable to all members of the team
- Leadership and facilitation skills
- Outgoing personality, as well as an ability to work well with a team – both ministerial and committees

Minister of Pastoral Care and Outreach

- Diaconal, lay pastoral or ordained minister in the United Church of Canada
- Training and Experience in the development of pastoral care teams and lay visitation programs
- Training and experience in outreach ministry and related issues, i.e. housing poverty, youth at risk, mission and service fund etc.
- Leadership and facilitation skills
- Personal qualities and convictions as applicable to all members of the team
- Outgoing personality, as well as an ability to work well with a team – both ministerial and committees

Minister of Worship and Team Leader

- Ordained Minister in the United Church of Canada (or eligible to be admitted)
- Excellent preaching skills
- Well versed in theology
- Love of liturgy

- A visionary who can motivate the congregation in the mission
- Knowledge of and belief in alternative types of worship services
- Love of and understanding of all types of church music
- Leadership and facilitation skills
- An interest in, and a knowledge of, the financial side of church business
- Results oriented
- Independent strategic thinker
- Ability to build consensus as needed
- Interest and skill in the use of the arts as part of worship
- Interest in Christian Education and /or Pastoral Care
- Personal qualities and convictions as applicable to all members of the team
- Outgoing personality, as well as an ability to work well with a team – both ministerial and committees

TERMS PROFILE

Salary, benefits and housing allowance are in accordance with United Church of Canada guidelines. However, we pay above the salary scale to reflect the cost of living and working in Toronto, as well as our congregation's high expectations of our Ministers.

General Terms of Employment:

The terms that are currently in place at Eglinton St. George's ministerial staff are as follows:

Annual Salary Range	\$ 50,665 - \$56,000
Annual Responsibility Premium for the Team Leader	\$ 3,600
Annual Housing Allowance:	\$ 26,000
Annual Basic Telephone:	\$ 300
Annual Study Allowance	\$ 1,500.
Mileage	0.39 per kilometre (excluding travel to and from the church.
Annual Vacation	5 Weeks
Annual Study Leave	3 Weeks

Weddings and Funerals are usually paid through an honorarium.

Note: All salaries and other related issues fall under the Ministry and Personnel Committee and are subject to change at any given time.

Working Hours

All of these positions are full-time positions (40 hours per week) in accordance with The Manual of the United Church, church policies, and legislated employment standards. Flexible hours, including evenings and weekends, are required, and working schedules will be negotiated in consultation with the ministry team and M&P. Ministers are expected to maintain regular office hours as much as possible, and in agreement with the other members of the team.

Meetings and Administration

The ministers are expected to participate in meetings and committees as required, including those of staff, Governing Council, the congregation, Presbytery, Conference and General Council (keeping meetings and committee work in balance with primary and secondary responsibilities). Ministers are also expected to meet with the appropriate Governing Council representatives to provide support, guidance, develop programming and receive feedback.

Additional Working Conditions

- Each minister has his or her own office.

- There is a strong administrative team in place, including a Director of Administration, a full-time secretary, a part-time bookkeeper, 2.5 sextons and a part-time Lay Ministry Volunteer Co-ordinator. These resources are available to the Ministers as needed.
- There are a number of meeting rooms available throughout the church, for either formal meetings, or less formal ones. The ministerial staff has their own meeting room available as well.
- There are four kitchens available throughout the church, including a small servery in the minister's meeting room. Any of the kitchens are available to staff, but the most used is located on the main floor near the offices.