



Joint Needs Assessment Report

**Westminster United Church
543 Beechwood Drive
Waterloo, Ontario N2T 2S8**



March, 2007

Westminster United Church JNAC Report

Community Profile

Situated along the Highway 401 Toronto-Windsor corridor, the Regional Municipality of Waterloo, which includes Waterloo, Kitchener and Cambridge, is one of the most prosperous and fastest growing communities in Canada. Almost 500,000 people make their home in the Region and the surrounding areas, where they enjoy a lifestyle provided by a strong economy.

Employment stability is based in companies focusing on High Tech, Insurance and Financial Services, Education and Manufacturing related to the automotive industry. With an unemployment rate of 5.2%, one of the lowest in the country, employers such as Research in Motion (RIM), Sunlife Financial, Manulife Financial, and Toyota employ a workforce that has been quite resilient to the market fluctuations in comparison to other Ontario communities. Wilfrid Laurier University, the University of Waterloo and Conestoga College provide significant employment to residents in the area, and the graduates of their programs are highly regarded for recruitment into Information Technology and other emerging and demanding fields.

While the high paying and steady jobs of local businesses have brought relative stability to the Region, the agricultural roots of the first settlers and the Mennonite traditions, including the use of the horse and buggy, can be found within a 15 minute drive. The juxtaposition of the rural lifestyle, farmers markets and greenbelts with the ever-developing businesses related to Information Technology has created a thriving and diverse community.

With increasing Regional growth, the community continues to become more and more multicultural as people choose to immigrate here for the outstanding employment offerings and to join family and friends who have already chosen to make their home in the area. Oktoberfest is one of the legacies of the many German immigrants who helped establish the community. Waves of immigrants from elsewhere in Europe, South Asia, Africa and Latin America have brought businesses, restaurants and places of worship that reflect the mosaic which the population of the Region has become.

Westminster United is located in the city of Waterloo which continues to develop new housing subdivisions that embrace the need to respect and enjoy the environment while providing the services that the community demands. Residents of Waterloo have the advantage of 1,100 acres of parks and trails, outstanding recreational facilities, and professional arts and cultural venues that attract quality programming. Located within the boundaries of Waterloo Region, the Centre in the Square, Drayton Festival, and the St. Jacobs Theatre are just a few of the excellent sites that allow the residents to enjoy professional companies offering entertainment that includes the opera, symphony, rock concerts, plays and headliners. As the baby boomer generation ages, the community offers its residents more and more opportunities geared to this active generation. The excellent facilities at two general hospitals with specialized cancer and heart centres and a well equipped chronic care hospital ensure that residents can have every facet of their lives cared for within the area, without having to travel to either London or Toronto.

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The rate of home ownership here is higher than the Canadian average with all types of housing available from executive estates, condominium townhouses and apartments, to single and semi-detached homes in both well-established and new areas. Westminster United is situated in the Beechwood West area on the border of the Westvale district of Waterloo, which is west of the vibrant core of the Uptown Waterloo area. This area is predominately upper middle class with some distinctly wealthy neighbourhoods. Although served by a bus transportation system, there is heavy reliance on the personal use of a vehicle.

As part of the 13 United Churches in the Kitchener-Waterloo community, Westminster is the newest, drawing primarily from the local area but also from as far away as Stratford and south of Kitchener. The decision to attend Westminster is a matter of choice rather than convenience by individuals in these areas to come together to form a community from different neighbourhoods and walks of life, and to live out their commitment to being an “open spirited, affirming, child friendly congregation”.

Pastoral Charge Profile

Our first service was at a school on September 11, 1988. On October 30, 1988, following a congregational vote, the United Church of Canada meeting at Mary Johnson School became **Westminster United Church**.

Westminster United Church and Temple Shalom, a Jewish Reform temple, were in need of permanent worship spaces. An association was formed and as a result, **The Cedars Worship Centre** was opened in September 1996.

In September 1999, Westminster United Church (WUC) officially became the first Affirming Congregation in Waterloo Presbytery.

WUC is an affirming and liberal congregation. WUC is a warm, welcoming, safe and accepting community. The pastoral charge at WUC is progressive, highly educated, intelligent and open-minded. The majority of the congregation is between the ages of 35 to 49 with an almost equal representation of males and females. The attached chart describes our congregation by age and years at WUC.

Our welcoming definition (a result of the “Beyond 30 Seconds” workshop) reveals how we strive to be a welcoming congregation.

- ◆ Welcoming is caring enough to be introspective, to be willing to look at our own words, actions and attitudes to ensure we truly open ourselves and make room for everyone.
- ◆ Welcoming is helping each other come home to God’s love.
- ◆ We are a welcoming church when, as a faith community, we each embrace all as family and when we express and show – in our words and actions – genuine interest in each person. We believe that everyone, whether visitor or already part of the congregation, has been sent by God and has gifts to share and needs to be met.

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From such a perspective, we can weave a community that is Hope-centred, that speaks and acts with good and Godly purpose, and focuses on others in ways which express the non-judgmental and intergenerational nature of God's love.

WUC is an open-spirited, affirming, child-friendly congregation. Visitors are encouraged to make themselves known to us. We offer large print bulletins and headphones are available for the hearing impaired.



Social events are an important part of our life together at WUC. Thanks to our active **Social Committee** we have an annual Welcome Back BBQ in September, pot luck lunches after church, a progressive dinner, an adult Christmas party, games nights and joint get-togethers with Temple Shalom.

Community is important. We are committed to wearing our name tags and to spending time getting to know each other. Coffee is served before church and can be taken into the sanctuary. Everyone is welcome to gather for refreshments following the service. A small

but ever-changing group of people go out for lunch each Sunday.

WUC considers support of Mission & Service and the work of the larger community as an important outreach.

We have a small but enthusiastic choir. Our choir director is Steve Boothby. Steve has a Bachelor of Music from the University of Western Ontario, a B. Ed. from Althouse and an Associate of Music from the Western Conservatory in piano performance. Our pianist is Cynthia Hiebert. Cynthia holds a Bachelor of Music from Wilfrid Laurier University and a Masters and a Doctorate from the State University of New York at Stony Brook. We are truly blessed to have two such talented individuals leading the music ministry at Westminster.



Our Christian Education has a committed and dedicated leadership. We have a growing vibrant group of 25 to 40 children participating in our Sunday school program, which follows the Whole People of God curriculum. The congregation enjoys and appreciates the presence of our children.

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Our youth group has 8 to 10 members who meet regularly. The youth group makes significant contributions to our church (fund raising, helping with Sunday school, presenting a Christmas Pageant) and our community (working with Out of the Cold and fundraising for the Humane Society).



An adult study group met to discuss Living the Question. A questionnaire has recently been completed to gather information regarding interest, preferences and availability for upcoming adult education studies.

There is a strong Lay Leadership at WUC. We have a Service Coordinator to ensure Bible Reading, Greeting, Offering and Flowers have been covered each service.

We follow the Church Council administrative structure.

The building is managed by the Cedars Management Committee.

Resources Profile

Staff

The WUC paid staff consists of an ordained minister. This position is integral to the operation of the church. Currently, there is a part-time Office Manager (12 hours/week), a Music Director, a pianist and two part-time maintenance people who clean and maintain the building. The Office Manager does a marvellous job of assembling the Sunday morning bulletin, the congregation meeting reports as well as scheduling the church facilities for a myriad of meetings and activities. The Music Director rehearses the Choir, and provides inspiring music during the worship service as well as other occasions. An outstanding, talented pianist during worship provides piano accompaniment. The Maintenance Crew keeps the church building neat and presentable while working in the off-hours. While they are almost invisible to the congregation, their efforts are certainly noted and appreciated.

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Property

WUC shares our facility, the Cedars Worship Center, with Temple Shalom (71.2% WUC and 28.8% Temple Shalom). The building is jointly governed through the Cedars Management Committee, which oversees the cleaning, maintenance and repair of the building, and sets detailed policy on rental use of the building and other matters pertaining to the property.

The property consists of a double sanctuary with a total seating capacity of 300. The area used by Westminster comfortably seats 200. There are also offices for the Minister and Rabbi, a large community room, a kitchen, and an administration office which doubles as a nursery during the Sunday morning service. A link connects this building to an adjacent house that can be used for Sunday School classes, meetings or other activities. This older house was originally on the property and is in need of repair.

The property contains a parking lot plus extra green space and a pond. We would have to apply to the city of Waterloo for the right to use some of the green space for additional parking if necessary.

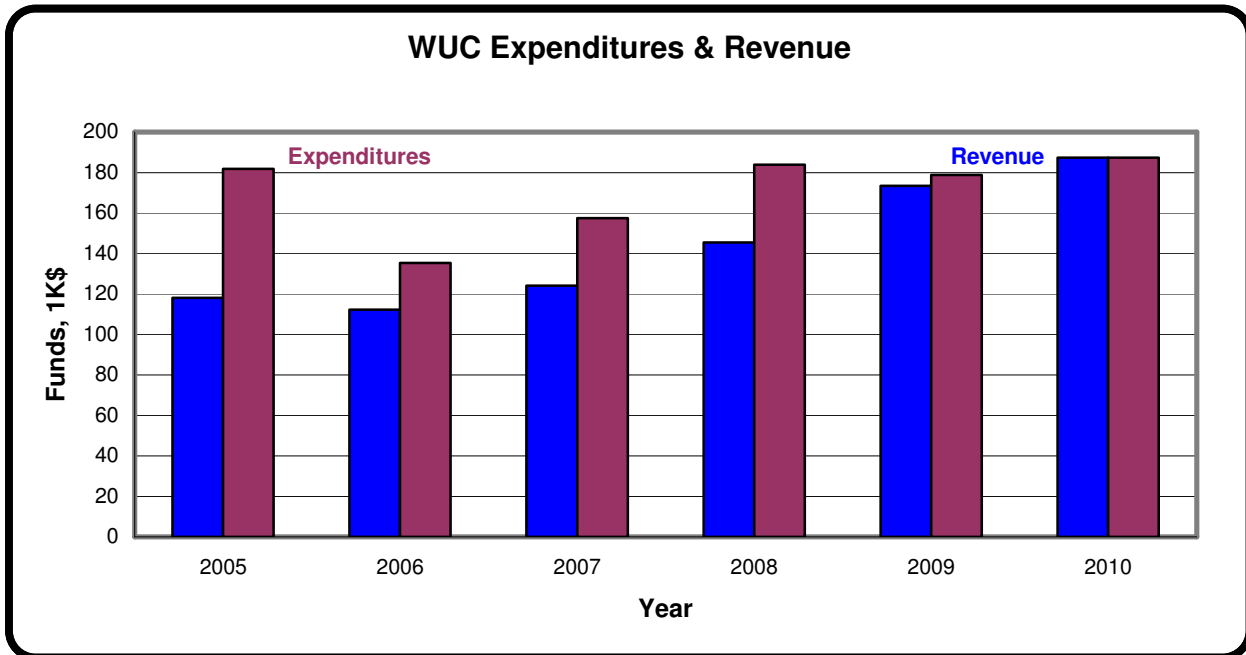
The Cedars Management Committee divides its budget into “rent” shared between WUC and the Temple. A certain amount of each year’s rent is set aside as a capital reserve towards the eventuality of a major repair, such as a replacement of the roof.

Financial Resources

Our congregation feels the need to support a number of charitable causes, and so there is a competition for available funds. We continue to lift up and enhance the support of WUC in their consideration of support. Following the departure of our long-term minister and a period of intentional ministry, we are now experiencing an increase in attendance and financial support.

The following bar chart, created through an analysis of our financial information by an actuary, illustrates our Revenue and Expenses during 2005 and 2006 and forecast for 2007 through 2010. In 2005, our expenditures were high largely due to an extra \$16K payment to Gary Boratto (supported by Presbytery) and a \$25K purchase of a nearly new piano. Outside of these payments, our 2005 expenditures would be somewhat more in line with our revenue. In 2006, our expenditures were lower due to less than full time support of a music/choir director, minister and secretary. In 2006, our total operating revenue exceeded the 2006 budget by 6.7%, and our total operating expenses were below the budget by 11.4%. In 2007 through May, our total operating revenue exceeded the budget by 11.4%, and our total operating expenses were below the budget by 15%. Starting in 2007, our revenue is forecast to increase in a healthy manner (and it has through May) into 2010, and will match our forecast expenditures in 2009 and 2010. Our projected expenditures for 2008 through 2010 are higher largely due to significantly higher VIM payments.

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In 2007, our “Celebrate Stewardship” campaign has resulted in a commitment to increase week-to-week financial support. More than 80% of the respondents who completed their pledge forms indicated they would be increasing their giving to local benevolences, with over 60% indicating they would be increasing their giving to M & S. Early indications show that envelope offerings will increase by \$3000-4,000 over budget.

The congregation strongly supports the PAR program with 45% of the monthly revenue contributed through offerings in this format.

In the Fall of 2006, the National Church committed to provide our congregation with two years support at \$40,000 per year, for the period from July 1, 2006 to June 30, 2008. This gives us the time to rebuild and refocus. After this time, support grants from the National Church will end. Amounts are \$20,000 in 2006, \$40,000 in 2007 and \$20,000 in 2008.

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Our fund raising activities have been very good. The Elmira Maple Syrup Festival has for a long time experienced the joy of Oktoberfest sausage sandwiches and Canadian bacon sandwiches (this year with the addition of fried onions and cheese!). The 2006 Festival was blessed with good weather, and the WUC sandwich stand (staffed by an outstanding number of people) raised some \$5000 for the second year in a row.



Other in-house fund raising activities resulted in similar good results. WUC purchased an almost-new grand piano in 2004 (played in concert only once), and in a little over one year, the cost of this piano, about \$28,000, was fully paid. The Youth Group fund-raising events have averaged about \$170 per year for their needs. This year, they put on a delightful spaghetti dinner with the help of only two adults! Bake sales by the youth also contributed needed funds.

These events suggest that targeted fund-raisers by WUC enjoy good success.

The Story of the Money We Spend on Ministry

In 2007, we want to invest \$153,772 in:

Worship

\$68,359

Each week our lives are enriched through meaningful worship. Our Minister(s), organist, and choir director prepare and lead us in Sunday worship, as well as in special worship services throughout the year.

Christian Development

\$26,945

Children, teens, and adults benefit from educational opportunities our church provides.

Pastoral Care

\$30,744

Our minister(s) and many volunteers care for the members of our congregation and community in times of sorrow and celebration. Hospitality is important too!

Mission and Service and Outreach

\$27,724

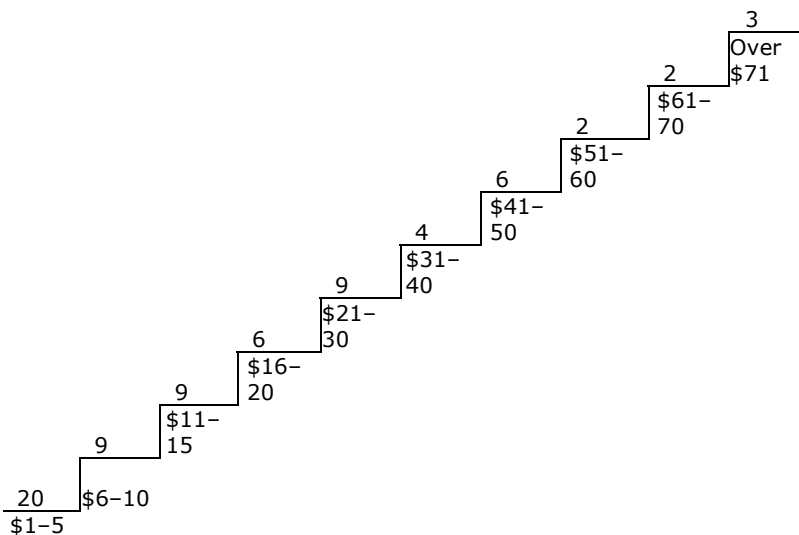
We have a long tradition of supporting the Mission and Service Fund of the United Church of Canada, which allows us to participate in God's work across Canada and around the world in partnership with others.

We raise other funds for other local outreach projects throughout the year – projects that are not budgeted.

Steps Chart

These steps provide a snapshot of our congregation's giving patterns.

Each step represents a range of dollars given *per week*. The number on top of each step indicates how many givers give in that range.



God gives to us! We give to God!

Position Profile

Full time Order of Ministry

Summary Statement:

Our Minister will welcome visitors and new members from our growing neighbourhood, by leading us to create a vibrant church with meaningful worship and preaching, a thriving Church School and a caring environment for those in need of Pastoral Care. Our Minister should share our commitment to inclusiveness and social justice, especially with a sensitive understanding of Jewish/Christian relations and openness to the particular concerns of members of our affirming congregation, as individuals and in society.

Work To Be Done:

- Plan, prepare and deliver regular and special worship services
- Welcome visitors and integrate new members into the congregation
- Develop and support Christian Education programs for children and youth and ensure that children and youth are welcome participants in all facets of church life
- Develop, support and help provide Pastoral Care for the congregation, with particular care for those in need, using personal resources and those of the congregation and professionals in the community.
- Support Church Council and its Committees
- Recognize and encourage volunteers and promote the growth of leaders
- Provide leadership and support to the Music Director and the Director of Children's Programs (if present)
- Promote the church's commitment to social justice and outreach
- Promote opportunities for Christian spiritual growth at all ages

Accountability:

The Minister is accountable to the Ministry and Personnel committee, which conducts annual reviews.

Vacation, study and any additional leaves will be arranged in consultation with the M & P committee.

Skills Profile

This skills profile description is based largely on a survey of Members and Adherents of Westminster United Church completed in May 2006. The lists of skills represent the responses in the order of importance.

What capabilities are you looking for in a new minister?

- Deliver Theological challenging sermons
- Guide WUC into community involvement
- Expand Christian Education programs
- Facilitate individuals and committees to meet identified goals

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What do you seek in a minister's sermon?

- Challenging, personally meaningful
- A connection to everyday
- Personal relevance
- Focus on issues of social justice
- Spiritual engagement

What do you seek in a minister's provision of pastoral care?

- Visits during times of personal crisis or need
- Training and engagement of lay persons to provide pastoral care

What are the traits you are looking for in a new minister?

- Caring
- Nurturing
- Open
- Engaged, inclusive
- Generous of spirit
- Ability to inspire others
- Decision maker

Abilities:

- Open to creative worship experiences
- To work with strong lay leadership
- To foster welcoming and open spiritness
- To work collaboratively as a member of a staff team
- Commitment to embrace technology as a major communication medium

Terms Profile

Salary and Housing

Salary Terms: To be negotiated, with reference to the annual Salary and Allowance Schedules established by the United Church of Canada.

Housing Allowance: \$21,600 per year, with an annual percentage increase which reflects the annual percentage increase in salary and a review every 3 years.

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Expenses and Allowances

Travel: Paid at rate established by the General Council Executive

Moving Expenses: Reasonable cost of relocation of household goods will be covered

Phone: Basic service for a listed home phone

Continuing Education and Books: \$1,200 per year

Holidays: One month per year (5 Sundays)

Study Leave: Three weeks per year

All other terms as stipulated in The Manual.

You are invited to view the Westminster website, www.westminsterunited.ca