



# St. James United Church

## JOINT NEEDS ASSESSMENT REPORT

April 2017

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## PREAMBLE

The Joint Needs Assessment Committee was established in September 2016 due to the sudden resignation of Rev. Terrie (Burry) Jackson in August 2016. It commenced its assessment in March 2017 and decided at the outset that a congregation-wide questionnaire would be the primary approach to assess the needs of the congregation. Approximately 450 questionnaires were circulated throughout the congregation of which 62 or approximately 15% were completed and returned. All responses were reviewed and tabulated and form the principal basis for the recommendations contained in this report.

## COMMITTEE MEMBERS

Chairperson	Ross Pilgrim
Members	Karen Brown Les Dean Rebecca Pike Chris Vardy Katie Vardy
East District Agent	Fred Harris

Note: Rev. Ettie Gordon-Murray was also nominated to the Joint Needs Assessment Committee by the St. James Congregation but excused herself from the Committee after accepting a part-time Minister of Visitation position with St. James subsequent to its establishment.

## PROFILE 1 - COMMUNITY

### **Description:**

St. James United Church is situated in the eastern part of the city of St. John's which is located on the northeast Avalon Peninsula of Newfoundland and Labrador. Based on 2016 census data, the city proper has an area of approximately 500 square kilometers with a population of 108,860. The St. John's Metropolitan Area (CMA) is approximately 805 sq km with a population of 205,955 and accounts for approximately 40 percent of the total population of Newfoundland and Labrador. St. John's is a vibrant and growing city and is the second largest CMA in Atlantic Canada after Halifax, Nova Scotia. The population of the St. John's CMA increased from 176,000 in 2001 to approximately 205,955 in 2016 largely because of offshore oil generated activity and in-migration from rural areas of the province.

St. John's enjoys a typically maritime climate with generally mild winters and an average winter temperature of approximately 0 degrees Celsius and an average snowfall of approximately 320 centimeters. The climate outside the winter period is generally moderate with average summer temperatures in the range of 20-23 degrees Celsius and an annual average rainfall of approximately 1150 mm. Most other parts of the province, including Labrador, outside the Avalon Peninsula have a more continental type of climate characterized by colder winters and more snowfall.

The congregation of St. James United Church was established on November 16, 1958 and was originally intended to serve the immediate growing neighbourhood including the nearby Churchill Park and Baird sub-divisions, two of the earliest planned subdivisions to be developed in St. John's. Since the 1950's, however, there has been a phenomenal expansion of the city to the west, east and north and St. James now finds itself more centrally located in a much larger populated area of St. John's.

There are four much older United Church congregations (Cochrane, Gower, George Street, and Wesley) located in the oldest downtown parts of St. John's and a younger and smaller congregation (Cowan Heights) located in a more recently developed western area of the city. St. James is the only United Church congregation located in the east and northwest parts of St. John's and therefore draws most of its congregation from an extensive area of subdivision development which has occurred in recent decades. The pastoral charge now extends far beyond its original largely residential area of development which now primarily consists of a diverse residential, commercial, institutional, professional and middle income community. There is a fairly large public housing complex in close proximity to St. James which continues to present outreach opportunities and challenges for St. James.

The diverse community immediately surrounding St. James enjoys access to a wide variety of social, economic, educational and cultural amenities. There are several elementary and high schools located throughout the neighbourhood and the main St. John's campus of

Memorial University is in very close proximity. The province's largest hospital, the Health Sciences Centre and the Janeway Children's Hospital are also located close to St. James as are several medical clinics and medical specialists' offices and St. John's largest local arts performing complex, the Arts and Culture Centre. In recent years two large and modern athletic facilities, Field House and the Aquarena, both part of Memorial University, have been constructed very close to St. James and are open for public use as well. There are several shopping areas and strip malls in the immediate area of St. James including Churchill Square and Summerville Plaza, as well as the province's largest indoor diverse shopping complex, the Avalon Mall.

### **Challenges/Opportunities:**

St. James United Church, like most of its sister pastoral charges throughout Newfoundland and Labrador, is experiencing a period of major transition and change in its pastoral and spiritual journey. These changes and challenges are being driven in large measure by an ever-increasing secular society and by the forces of unprecedented demographic change throughout Newfoundland and Labrador, especially with respect to an aging population. St. James, in the wake of these changes, finds itself struggling with issues such as an aging church congregation; declining children, youth and young family attendance; declining church group membership; and volunteer challenges.

Its congregation as a whole, nevertheless, remains committed to its pastoral and spiritual journey and to the very pastoral charge vision which led to the establishment of the St. James pastoral charge in 1958. In 2016 St. James made a commitment to explore the process of becoming an affirming congregation. We presently have one candidate for diaconal ministry and two inquiries for ministry candidacy.

The congregation of St. James fully recognizes that dramatic spiritual, social, and economic changes have occurred throughout Newfoundland and Labrador society over recent decades and that St. James, like most congregations, continues to respond to these changes. Indeed, these changes have raised many questions and challenges relative to the very role of the church and religion in our modern society and has challenged church leaders and their congregations how best to meet these challenges. Clearly, this has given rise to a widespread view and acceptance that the message of social justice is an integral part of our church journey and that social and community outreach is an integral part of our overall spiritual mission. Issues such as unemployment, gender discrimination, sexual identity, poverty, and sexual and physical violence are critical social policy issues for St. James as it continues to provide pastoral and outreach ministry to an ever and fast changing society in its very midst.

In concert with its outreach ministry St. James, until recently, maintained a direct formal involvement with the student body at Memorial University through the United Church student chaplaincy. St. James continues to reach out to its local and foreign student body wherever possible and engages several music program students annually to assist with its

music/choral needs. Through a formal arrangement with Memorial we also provide significant student parking requirements.

St. James maintains a ministerial visitation relationship with government operated seniors' complexes in St. John's and continues to accept responsibility for the spiritual care and monthly worship services at the large new Pleasantville Seniors' Complex following the closure of the Escasoni Complex in 2015. St. James' members continue to support the Bridges to Hope Food Bank and has also been a strong supporter of the Stella Burry Community Services Corporation. St. James also continues to be amongst the highest congregational contributors to the Mission and Service Fund with a contribution of \$34,950 in 2016. Approximately a decade ago the congregation agreed that its annual Mission and Service Fund contribution would reflect the actual membership and group givings to Mission and Service each year and they have remained relatively stable to the present.

As of the end of its founding year, December 31, 1958, the total adult membership of the new St. James Pastoral Charge was 87 and by the following year membership had increased to 153 adults with a total of 210 families and 890 individuals under pastoral oversight. The Sunday school report of December 31, 1959, showed an amazing 524 registrations! The subsequent annual reports of St. James show that membership peaked at 1168 in 1987 by which time there were approximately 2600 individuals and 800 families under pastoral oversight. Even by this latter date St. James was considered to be a "young" congregation with a large percentage of its membership comprised of young and growing families. Challenges relative to property, space requirements, and financial needs on the one hand and the spiritual needs, growth, and direction on the other, were all met and resolved as they arose by a relatively young and enthusiastic congregation.

Over the past decade or more the "face" of the St. James congregation has changed fairly dramatically. It can no longer be characterized as a "young" congregation with the aging and elderly now accounting for the largest component of regular church service attendance as well as in membership participation in major church groups as the United Church Women and the Men's Service Club (AOTS).

### **Community Information Sources:**

St. James United Church	<a href="http://www.st.jamesuc.org">www.st.jamesuc.org</a>
The United Church of Newfoundland and Labrador	<a href="http://www.newlabconf.com">www.newlabconf.com</a>
The United Church of Canada	<a href="http://www.united-church.ca">www.united-church.ca</a>
The City of St. John's	<a href="http://www.stjohns.ca">www.stjohns.ca</a>
Government of Newfoundland and Labrador	<a href="http://www.gov.nl.ca">www.gov.nl.ca</a>
Government of Canada	<a href="http://www.gc.ca">www.gc.ca</a>

## PROFILE 2 - PASTORAL CHARGE

### **History:**

A comprehensive history of St. James which was compiled in by Karen N. Bennett and edited by the late Donald W.S. Ryan was published in 1993 by the St. James History Committee. It captures the development of St. James from its dream inception to its fruition as a fully constituted and consecrated Christian family. The need for a new church in St. John's to serve the expanding neighbourhoods outside the areas served by the oldest United Church city churches was identified as early as 1949 when the Newfoundland Conference first gave consideration to the establishment of a new United Church congregation in the developing "northern suburbs".

In 1958 the congregation of St. James numbering 77 families was formally constituted and commenced worship services in the auditorium of Macpherson Academy. Here, a number of church groups had their beginnings. Its Senior and Junior Choirs, the Men's Service Club (AOTS), UCW, CGIT, Explorers, Sunday School and Young People's groups were quickly established as the congregation moved to action. Immediately thereafter the congregation also moved swiftly on planning for the erection of a new church building and a church manse. Within three short years the congregation moved to its large new church sanctuary on Elizabeth Avenue in 1961 on 9.66 acres of land acquired by the Newfoundland Conference from the St. John's Housing Corporation in 1955 for church development purposes.

### **Building:**

The St. James church building was constructed in a modern architectural style of the period with the central aisle sanctuary being relatively large, open, long and "airy". Filled with light from rows of windows on both sides, it is accentuated by a lofty cedar ceiling and an open cross hanging in the altar area. The pulpits and pews, communion table and baptismal font are all of light oak and the central aisle carpet leading up to and including the raised altar area is light blue, giving the whole sanctuary an air of openness and serenity. There is an elevated balcony above the front entrance that was originally intended for church choirs but is now used for worship space. On either of the altar area there are designated choir spaces. In the recent past the pews have been removed from one side of the chancel to accommodate band performers and instruments while the other side is reserved for church choirs and piano space.

When the church sanctuary was consecrated, a small electric organ was in use. Later, a relatively large Cassavant pipe organ was purchased and installed and is maintained and tuned on a regular basis. It has been a wonderful addition to worship services and for community group performances. Above each of the choir spaces there initially were two large triangular windows glazed in a simple coloured glass. They allowed light to pass across the altar area giving a further air of openness to the sanctuary. Major church renovations in 1993 included the addition of increased office space, a fourth washroom,

library and archival space, additional meeting rooms, and a new church side entrance and office foyer.

In 2005 St. James was approached by Susan Randell Roberts and inquired if a specially made stained glass window could be donated and installed in memory of her husband Dr. Peter Simon Roberts. During a Sunday dedication service in 2006, the artist Graham Howcroft and Mrs. Roberts presented the finished and installed window entitled Lux Aeterna (Eternal Light). When the light shines through this beautiful work of art, the whole altar area is awash with hues of blue, pink, purple, and gold and more than compensates for the opposite side window partially blocked during the 1993 church renovations.

Downstairs beneath the St. James sanctuary area there is a large open auditorium, a large modern kitchen, three washrooms, two meeting rooms for church groups and rental purposes, and a nursery area. This entire area is wheelchair accessible by an elevator from the upper level. There are a number of storage cabinets and cupboards to accommodate the needs of different church groups. There is also archival and library space on this level as well with the historical records of St. James being maintained in keeping with archival policies and practices.

Parking space at St. James is more than adequate to meet our regular ongoing needs and is especially convenient for congregational and church rental purposes. For the past five years or more St. James has entered into a formal agreement with Memorial University through which Memorial uses most of the parking space weekdays for student parking in exchange for undertaking snow clearing during the winter period. The United Church Conference Office is located immediately adjacent to the St. James parking lot and shares in the agreement with Memorial.

The church building and related parking space and church grounds are all kept in a well maintained condition and major expenditures have been incurred over the past two decades to sustain their upkeep. Capital improvements have been made to the sanctuary and the large church roof was reshingled recently. The church still owns and maintains the original manse which is located immediately adjacent to the sanctuary but it has not been used as a ministerial manse for several decades or more. In past years, it has been used for church program purposes and in recent years as a privately-run day care centre. It is now vacant and preliminary Church Council discussions have been held respecting future options for this property. St. James does not have any capital debt but carries a small \$16,000 operating debt related primarily to two unexpected operational expenditures in 2015. St. James has maintained an excellent working relationship since 1958 with the Bank of Nova Scotia and meets all of its financial obligations.



## **Community:**

St. James is situated centrally in the city of St. John's which commonly claims to be the oldest city in North America with a European fishing presence dating to the initial years of the sixteenth century. During the initial decades following Confederation in 1949, St. John's as the province's capital city, underwent rapid and extensive growth. Its population increased twofold from approximately 50,000 in 1949 to 104,000 in 1991. The development of the province's offshore oil fields in the post 1990 period accelerated further economic and population growth as St. John's and its CMA emerged as the centre of this unprecedented offshore oil activity. This economic activity has been a boon to the provincial economy and St. John's in particular but it has also brought social and economic challenges normally associated with mega projects of this nature.

The city is the seat of the provincial government and the financial and business centre for Newfoundland and Labrador. It is also the center for many social, educational, health, and cultural activities and houses the main campus of Memorial University of Newfoundland; the Marine Institute; the main campus of the College of the North Atlantic; the province's main hospitals (the Health Science's Complex and the Janeway Children's Hospital); the province's largest museum complex (The Rooms); the Arts and Culture Centre; Mile One Indoor Stadium; and a modern St. John's Convention Centre. St. James is located immediately adjacent to Memorial University and has welcomed its local and out-of-province students into its family since its inception. The city also has a number of parks including the 4000 acre Pippy Park near St. James and it also has an extensive well-developed walking trail network. St. John's also has a diverse array of restaurants including several which have been voted best Canadian restaurant of the year.

Culturally, St. John's emerged and evolved initially around its largely Irish and English settlement linkages and these strong linkages exist to the present day and is especially reflected in the dominant Roman Catholic and Protestant religious structure both of St. John's and the province as a whole. There are approximately 26,000 residents throughout St. John's and its CMA who identify with the United Church of Canada. The province (especially St. John's) has experienced increased immigration in recent decades from many countries around the world and as a result the cultural, religious, and demographic face of St. John's has changed significantly. This is perhaps best illustrated by the Muslim community in St. John's which has increased from a single individual in 1965 to approximately 2,000 in 2016, many of which are professionals in the education and medical fields.

A July, 2016 demographic and opinion survey conducted by the City of St. John's revealed a number of interesting findings including the following:

- 1) 51.4% of St. John's households have two or fewer people.
- 2) 28.1% of its residents are retired and do not work; 60.6% are employed full time or part time.
- 3) 14.2% of residents are age 65 or over; 33.3% are age 45-64; 31.3% are age 18-44; and 21.2%

age 0-17.

4) 42.1% had household incomes of \$100,000 or more; 25.3% household had incomes under \$50,000 and 10% of household's report incomes under \$25,000.

5) 79.1% own their home and 19.3% rent.

6) Of the 13.9% of respondents who have lived in St. John's less than five years 64.0% are from other areas of the province; 20.6% are from another part of Canada; and 13.1% are from another country.

7) With respect to the quality of life in St. John's 87.0% reported its people and hospitality make it a good place to live; 83.8% also stated the city's natural environment also made it likewise; 80.2% also indicated that the city's arts/culture heritage make for good city life; and 73.1% reported that amenities/services available were attributes of city living in St. John's.

8) The highest proportion of children 0-17 years is in the eastern section of the city with 24.6% of this age group and 8.8% of households in this section are only single person. Home ownership is also the highest at 86.7% in the city's east end. (This is the area from which St. James draws most of its congregation).

### **St. James Today:**

St. James is amongst the largest United Church Congregations in Newfoundland and Labrador and has approximately 550 families and approximately 1200 individuals under its pastoral oversight. The trend to smaller families in the post 1975 period together with a sharp decline in church attendance over the past several decades, especially by younger family members, has contributed to this decline. Sunday sporting events and Sunday shopping likely conflict with traditional Sabbath practices, including church attendance. However, the increased secularization of Western Society in recent decades has probably had the greatest impact on church attendance in most major religious denominations, including the United Church of Canada.

St. James celebrated its 50 year anniversary in 2008 with many activities and celebrations which were held throughout the entire year. These events culminated in an anniversary dinner and worship service. Similar celebratory activities were held in subsequent years. In 2018 St. James will celebrate its 60<sup>th</sup> anniversary as a pastoral charge.

The St. James congregation has responded to many challenges and changes over its 59 year history. Most of its founding members have passed to their reward and only a relatively small circle of its founding members survive. However, a large percentage of its current membership are their descendants. Moreover, a very large percentage of today's St. James congregation can trace their roots to rural areas of the province such as Conception, Trinity, Bonavista, and Notre Dame Bays where the seeds of Methodism were established more than 200 years ago. It is not surprising, therefore, that old hymns of the church and traditional sermons have always found strong favour within the St. James congregation. Nevertheless, the congregation has always been open to orderly change in its overall mission and this has been one of its hallmarks over the years. In 2016 the

congregation, at a special congregational meeting, agreed to explore the process of becoming an affirming congregation and voted overwhelmingly to accept same sex marriage.

### **Worship:**

Worship has taken on two forms, Contemporary and Traditional, at St. James for almost a decade. Contemporary Worship is a time and place where new forms of worship reflective of United Church of Canada theology are explored and where worship is conducted in a more informal and relaxed context. Relaxed inter-personal conversation, often with coffee and light food, is encouraged and worshippers are encouraged to participate as they are able and comfortable. In Contemporary Worship greater emphasis is placed on singing and music which is led by the congregation's contemporary band, Sight Restored.

Traditional Worship continues to appeal to the largest number of worshippers at St. James. Here, too, changes are occurring that reflect movement with the times. Power Point presentations are used in both forms of worship and new hymns from both Voices United and More Voices United are being regularly incorporated in worship services. The United Church Women and Men's Service Club laity play a major role in worship services at St. James. It has also come to be accepted and expected that children and young people should play a greater and more visible role in our worship services and this holds for both Traditional and Contemporary Worship. Often they take on this role with little or no involvement of the clergy and are quite capable in rising to this challenge.

Regular Communion services are an integral component of worship at St. James. Communion presentation was traditionally served by individual cup and host at St. James throughout most of its history. However, there has been a far greater congregational acceptance of Communion being served through a form of modified Intinction and approximately 50 percent of Communion services are now being offered through this form of Communion.

### **Group Involvement:**

Both the UCW and the Men's Service Club (AOTS) have played a very supportive role in the mission of St. James since its 1958 founding and continue to do so. In addition to fostering member fellowship both groups provide laity worship within the congregation and raise considerable project funds in support of St. James' stewardship mission. Both groups have their individual choirs as well under Mrs. Doreen Brown's dedicated leadership. There is an aging membership in both groups with a growing need to attract new members.

The St. James Women's Friendship Group is a fellowship group that meets on a regular basis. It provides the opportunity for relaxed personal and social interaction amongst members.

Our Senior and Youth Choirs play an active role in worship at St. James and make a solid contribution to its music and singing tradition and legacy. Mrs. Brown and Gillian Burry have provided strong leadership for the Youth Choir for many years.

The St. James Drama Group was formed approximately ten years ago and participated in worship services several times each year and also presented a widely-received dinner theatre production for a number of years. This group has been inactive in the recent past but there is renewed interest in having it revived in the near future.

Sight Restored is our contemporary band and was begun approximately a decade ago under the supervision of Susan Sheppard and Glenda Winsor. The band members are all young people who have grown and developed as gifted musicians as the band has matured. They lead the worship at the Contemporary Service and participate in gospel concerts and worship services in the community at large.

St. James has had a Sunday school since its founding and it meets every Sunday during the church service with a curriculum based around Godly Play supported by trained teachers. We would like to see increased Sunday school participation but it is apparent that our Sunday school declining numbers is largely linked to a declining young family attendance at regular church services and competing extra curricula activities on the Sabbath, including sports participation. However, we do have a number of committed Sunday school attendees.

St. James has a Young People's Group comprised of junior and high school age groups. These young people continue to be active in a number of relevant community based projects. Over the past seven years they have participated in our national church GO Project as well as in RENDEZVOUS with St. James having hosted the GO Project six years. Susan Sheppard, our part-time District Designated Lay Minister of Christian Education, supported by a team of dedicated volunteers, has brought considerable energy to these programs. These projects enable our youth to experience social challenges in various cities and provinces in Canada and to assist with specific project initiatives. St. James helps fund its youth participation in these national church programs.

St. James has both a Junior and Beginner Liturgical Dance Groups. Both groups, small in number, provide a special perspective on worship at St. James when they perform.

The St. James Guitar Group was formed approximately five years ago and is comprised of a group of gospel musicians who perform frequently at St. James worship services and throughout the community at large including visits to seniors' complexes. In a relatively short period they have become true ambassadors of St. James in its outreach mission.

Project Grace is an after-school music program that was initiated in 2012 by Gillian Sheppard in concert with St. James and St. Andrews Elementary School, which is in close proximity to St. James. Project Grace is an afterschool music program modelled after the renowned Venezuelan program "El Sistema". The project is designed to serve the families

of St. Andrew's Elementary and St. James provides music training space for free music lessons. Both orchestral and choral program activities are offered. The project is now largely self-funding through community support and plans are now being made to undertake its seventh year of summer music camps in 2017 addition to its normal teaching program. The National Arts Center Orchestra has chosen Project Grace as its community outreach partner during its 2017 Canada 150 tour of the Atlantic Provinces. Approximately 50 students registered for the Project Grace program in September 2016.

### **Mission Statement:**

The above group activity is invaluable to the overall ministry of St. James and reflects the following Mission Statement that was developed in 2003 by our Decade Visioning Committee and adopted by our congregation:

The Church is a fellowship of Believers who have responded to God's call through Jesus Christ. As members of a Christian community initiated by Christ to proclaim God's love for the whole of creation, we are called to:

- 1) Believe in God and God's love made visible in Jesus Christ;
- 2) To participate in a spiritual journey, intentionally proclaiming, celebrating and deepening spiritual consciousness;
- 3) To be good stewards of all that we possess and to care for the earth which is God's creation;
- 4) To develop meaningful and caring relationships with others as well as with God; and
- 5) To empower individuals and groups, in response to the call of Christ, to increase their awareness of the oppressive forces operating within and around them, and with God's help, to seek justice for all people.

### **Governance:**

The St. James congregation adopted a revised constitution and a new governance model in 2003 based on the recommendations of its Decade Visioning Committee. This constitution is in the process of being updated to ensure consistency with the 2013 United Church of Canada Manual. Our governance model states the following:

Oversight and management of all matters both spiritual and temporal should be the responsibility of a Church Council. Additionally, the constitution makes provision for the establishment of the following committees of the Council:

Administration and Communication  
Ministry and Personnel  
Worship and Sacraments  
Christian Education  
Stewardship Committee  
Finance Committee

Building Maintenance  
Board of Trustees

ADMINISTRATION and COMMUNICATIONS COMMITTEE: Its role is to foster general support and supervision of the church office relative to the day to day life, work, and ministry of St. James and to communicate between the Pastoral Charge, the Church Council and its Minister(s), as well as between St. James and the larger church community in St. John's.

MINISTRY and PERSONNEL COMMITTEE: Its mandate is to address all matters relating to the support and supervisions of all persons employed by St. James.

WORSHIP and SACRAMENTS COMMITTEE: This Committee is responsible for the spiritual nurturing of the congregation in the context of Biblical and The United Church of Canada traditions and theology.

CHRISTIAN EDUCATION COMMITTEE: This Committee's mandate is responsible for the planning and overall direction of the overall Christian Education Program of the Pastoral Charge.

STEWARDSHIP COMMITTEE: Its role is to promote and cultivate a sense of Christian stewardship among all congregation members, based on the understanding that life's journey is a Trust from God and consistent with this understanding that all members must account to God for the use made of our time, talents, and resources.

FINANCE COMMITTEE: Its responsibility is to effectively manage the financial affairs of the Pastoral Charge including the timely preparation of all financial reports and related church budgets.

BUILDING MAINTENANCE COMMITTEE: This Committee is accountable for the daily management and upkeep of church property for congregational and rental use.

BOARD of TRUSTEES: All lands, premises, real property, and personal property acquired for the use of a congregation of The United Church of Canada shall be held, used, and administered under the Trusts of the Model Deed.

The St. James Church Council and its committee structure is in accordance with the United Church of Canada Manual. The Council has regular monthly meetings and makes every effort to exercise a disciplined approach to our church governance model. Every effort is made to ensure that all committees function effectively with a full complement of volunteer members and leaders. However, like many congregations St. James finds it challenging at times to fill all volunteer committee positions.

### PROFILE 3 - RESOURCES

St. James has approved a balanced operating budget of \$310,650 for the 2017 church year. Collections revenues from its approximately 450 financially supporting households/individuals have declined slightly in recent years and are projected to total \$247,650 in its 2017 budget. In addition, the church receives revenues through rentals, special projects, group/individual donations, and other activities and these are projected to total \$63,000 in 2017. In recent decades St. James has expended almost \$1 million on capital improvements to its church property with very limited past bank borrowing. St. James is free of capital debt which reflects the congregation's disciplined and prudent approach to capital expenditures and its financial support for specific project undertakings. It expects to fully address its relatively small operating debt in the short term.

Besides financial contributions, the church encourages its members to give of their time and efforts to support our mission on an ongoing basis. This ranges from lay readers, ushers, counters, communion servers to committee members and leaders. St. James is an active supporter of our United Church at both the local, provincial, and national level and its ministerial complement and congregational members participate actively both inside our church community and in the community at large. St. James is fortunate to have enjoyed multiple ministers on staff since the 1980s and the equivalent of two full time ministers for more than 15 years. In addition, salaried office and building maintenance staff have been maintained. In 2017, salaries and allowances will account for approximately two thirds of our total expenditures. As noted, St. James meets all of its local and national United Church of Canada financial obligations and the congregation also provides financial support to various United Church related organizations and to special causes whenever the need arises.

## PROFILE 4 - POSITION DESCRIPTION

### **Full-Time Minister, St. James United Church. April 21, 2017**

#### *ROLE OF FULL-TIME MINISTER*

The full-time Minister works collaboratively with other clergy, staff, the Church Council and Committees. They play an important leadership and inspirational role in fostering co-operation and a teamwork approach in working towards a shared vision for St. James. They provide lead direction and support for all staff, and maintain positive connections with groups and individuals.

The full-time Minister is a team player, who in the “lead” role takes responsibility for fostering a collective vision and empowering other staff and congregation in using their gifts towards realization of this vision. In this forward movement, the full-time minister would also be required to be sensitive to traditional needs of the congregation, finding balance between the future and tradition. They are responsible for biblical interpretation through strong preaching, use of humor would be ideal. The full-time minister is looked to be approachable and open to all members of the congregation, for spiritual guidance, support, and counselling.

The full-time Minister shall work with the ministry team to unify and to guide in the planning of the educational, outreach and spiritual programming of the Congregation. This includes that of the Sunday School and all other Sunday and week day activities; designed to improve programming standards to reach all families, adults, youth, and children; and to deepen congregational concern for the educational, outreach and spiritual tasks of the church.

The full-time Minister shall exercise ministry in accordance with the scriptures, in continuity with the faith of the church, and subject to the oversight and discipline of the United Church of Canada.

The full-time minister is the "lead" minister. By this it is understood that the full-time minister oversees the day to day operations of the church as it relates to the staff, the physical facility and to the congregational life. To meet this expectation, the full-time minister is expected to work collaboratively and provide lead direction and support for all staff (ministerial, office and maintenance). The full-time (lead) minister will attempt to resolve issues collaboratively with staff through provision of guidance and direction, but with the understanding that the chair of any committee can be contacted to assist in addressing any issues and concerns within that Committee's jurisdiction, when deemed necessary and where further action is required.

They are expected to:

- develop and empower lay leadership and to help people discover their own ministries.
- serve and work with the congregation towards the creation and attaining a future vision of St. James.



- exercise ministry as a mutual relationship between the Minister and the congregation and, in this relationship, the minister should be permitted and encouraged to develop and grow in their abilities and strengths.

### **Primary Responsibilities:**

1. Demonstrates leadership skills which enable members of all age groups within the congregation to learn and be challenged to accept and practice Christian faith.
2. Prepares and conducts Worship services which are sensitive to the needs of the congregation. Including preaching the word of God and administering the Holy Sacraments; conducts the order of Public Worship, Baptisms, Weddings, and Funerals and provides leadership in the celebration of other special occasions during the church year.
3. Takes the primary responsibility for the oversight and accountability of the Ministerial and administrative staff. In the absence of the Visitation Minister assumes responsibility for continuity of that ministry
4. Demonstrates sensitivity to the spiritual needs present to the congregation while also creating space for spiritual inspiration.
5. Uses compassionate outreach to assist members of the congregation to understand and participate in the Ministry and Mission of the church in our community, country, and beyond.
6. As a living witness to the continuing mission of Jesus Christ and through corporate worship and service encourages members of the congregation to seek that relationship with God, which gave Christ strength.
7. Maintains a Pastoral Care and Pastoral Counseling Ministry.
8. Is primarily responsible for hospital visitation as per the ministerial visitation plan devised in conjunction with the Minister of Visitation.
9. Raises the consciousness of the congregation regarding its responsibility to The Mission and Service Fund of The United Church of Canada.
10. Is a member of the Church Council, Worship & Sacraments and Stewardship Committee and a non-voting ex-officio member of all other Church Council Committees except the Ministry & Personnel Committee.

### **Secondary Responsibilities:**

1. Conducts preparatory meetings for couples contemplating marriage and for parents seeking Christian Baptism for their children.
2. Schedules and leads regular meetings of Ministerial staff to plan for the ministry within the Church, including the organization and review of the visitation plan.
3. Ensures in collaboration with Minister of Christian Education that Confirmation classes for youth and adults take place.
4. Ensures that regular contact with individual members of staff takes place to deal with any issues.
5. Provides, upon request, faith based resource material.
6. May be called upon to participate in committee work of the broader church with the approval of Church Council.

**Accountability:**

The minister enjoys the rights and privileges of a member of the congregation but in matters of discipline is under the oversight and jurisdiction of the East District, Newfoundland and Labrador Conference, The United Church of Canada.

Notwithstanding the above, the minister is accountable to the Ministry and Personnel Committee. On a day-to-day basis, the minister works closely with co-workers and consults with the Chairpersons of the various committees of the Church Council as the need arises.

## PROFILE 5 - SKILLS

- Be an Ordained Minister of the United Church of Canada.
- Have strong and demonstrable preaching skills, firmly grounded and with an emphasis on the Bible, personal faith development of individuals, current issues and faith and respect in the church and its role in the community and the world.
- Exercise ministry in accordance with the scriptures and preaching at worship services consistent with the faith of the United Church of Canada and can convey a spiritual message in a style that is sensitive to congregational needs
- Be a team worker, the ability to work collaboratively with staff and ministry personnel in a spirit of cooperation, support and goodwill while recognizing their distinct responsibilities.
- Forward thinker, sensitive to tradition and norms but also able to relate to future generations and be a leader for forward visioning.
- Offers spiritual support and counselling to all members of the congregation as needed. Is approachable and open to all individuals no matter age, sexual orientation, gender identity, religion, background, etc.
- Ideally would work with the Worship and Sacraments Committee and the Organist and Choir Directors in coordinating and planning a variety of worship services and the ministry of music throughout the Christian calendar, using diverse types of music with worship.

## PROFILE 6 - TERMS

**Work Week:** While it may not be helpful or acceptable to define the hours of work of the Minister during the week, because of the nature of the work, however, it would seem responsible that a minister would devote approximately ten units per week to congregational and other church work. (A unit of work is defined as either a morning, afternoon or evening.)

**Salary:** The salary for this position will be based on the scale from the Order of Ministry of the United Church of Canada. The Minister's salary shall be reviewed annually.

When necessary, adjustments shall be effective January 1<sup>st</sup>, or the new calendar year.

**Vacation:** As per the Manual of the United Church, the annual vacation period of the full-time minister shall be one month within the Pastoral year on dates to be determined in consultation with the Ministry and Personnel Committee. Reasonable notice of such dates shall be given in advance.

**Days off:** The full-time Minister shall be entitled to two days leave per week as days of rest from his/her responsibilities. The days to be taken are at the discretion of the Minister.

**Continuing Education & Learning Resources:** The full-time minister shall be entitled to three weeks' study leave per year. The annual study leave dates shall be arranged in consultation with the Ministry & Personnel Committee. The minimum annual amount for the full-time minister would be as per the "Allowances and Reimbursements" as set down by the United Church of Canada.

**Housing:** The church will provide a living allowance or other suitable compensation as per the Manual of the United Church of Canada.

**Telephone:** The church will provide \$35.00 per month for telephone.

**Travel:** Travel costs with the Pastoral Charge (properly logged to meet government regulations and requirements) will be reimbursed at a rate approved annually by the General Council Executive.

**Pension/Group Insurance:** The church will contribute to these plans as required by the United Church of Canada.

**Employment Insurance:** The church will pay Employer's Assessments as required by law.

## RECOMMENDATIONS

This JNAC committee has worked and looked closely at the survey results and had conversations with the current Ministry team. The recommendation that we present is not only the recommendation of the committee but it is that was given to this committee from the congregational response in the survey and the movement of the spirit among this congregation.

JNAC recommends that St. James United Church hire a new Full-Time Minister to work on our Ministry team with the positions of Minister of Visitation and Christian Education Minister that already exist.

QUESTIONNAIRE

ST. JAMES UNITED CHURCH

CONGREGATIONAL NEEDS ASSESSMENT QUESTIONNAIRE

The following Needs Assessment Questionnaire has been developed to obtain input from all members of the Congregation of St. James United Church. This information is required to provide feedback to the Joint Needs Assessment Committee to establish the criteria for ministerial staffing. It will help us to identify what you feel is important.

**We are asking you to please take the time to complete this questionnaire. There is no need to identify yourself. All responses are anonymous and will be kept strictly confidential. Completed copies of the questionnaire should be placed in an envelope sealed, and dropped off at the Church, or if you prefer, it can be picked up. If you would like it picked up, please call the church office at 722-1881. We need your questionnaire returned by March 27, 2017 so that the responses can be tabulated.**

Please take 5 to 10 minutes to complete this questionnaire and let us know what you think.

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**Type of Ministry**

Which of the following options would you prefer to see as the structure of ministry for St. James:

**A:** A full-time minister, a part-time minister of visitation and a part time minister responsible for Christian Education.

**B:** Three ministerial staff who share the responsibilities of worship, visitation and education. (This would be a structure like what has been happening since September 2016)

**A** \_\_\_\_\_

**B** \_\_\_\_\_

Comments:

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**Worship Services**

Sunday Worship at St. James currently occurs at two times 9:30 and 11 AM on Sunday mornings.

1. The current hours of Sunday worship are appropriate.

- Agree \_\_\_\_\_ Disagree \_\_\_\_\_
2. The present format of Sunday worship services is appropriate.  
Agree \_\_\_\_\_ Disagree \_\_\_\_\_
  3. St. James should offer services at times outside of Sunday mornings. (IE Sunday evenings or lunchtime weekdays)  
Agree \_\_\_\_\_ Disagree \_\_\_\_\_
  4. The 9:30 AM worship service format should be used occasionally at the 11:00 am service.  
Agree \_\_\_\_\_ Disagree \_\_\_\_\_
  5. Music is very important in Sunday worship services.  
Agree \_\_\_\_\_ Disagree \_\_\_\_\_
  6. A variety of music should be used during worship services.  
Agree \_\_\_\_\_ Disagree \_\_\_\_\_
  7. Members of the congregation should be involved in reading the scripture during worship services.  
Agree \_\_\_\_\_ Disagree \_\_\_\_\_
  8. Occasionally guest speakers or choirs should be invited to be a part of worship.  
Agree \_\_\_\_\_ Disagree \_\_\_\_\_

Comments:

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### **Children, Youth, and Young Adult Ministry**

9. Children, youth and young adults should be involved in worship services.  
Agree \_\_\_\_\_ Disagree \_\_\_\_\_
10. Special services geared towards children, youth and young adults are important.  
Agree \_\_\_\_\_ Disagree \_\_\_\_\_
11. The Church should have programs for children, youth and young adults.  
Agree \_\_\_\_\_ Disagree \_\_\_\_\_

12. Church facilities should be made available to children, youth and young adults for church groups.

Agree \_\_\_\_\_ Disagree \_\_\_\_\_

13. The church should work to encourage out of town post secondary students, living in the university area, to participate in the life and work of the church.

Agree \_\_\_\_\_ Disagree \_\_\_\_\_

14. The church should support organizations that the youth are involved with, such as Burry Heights Summer Camp, The Go Projects and Rendezvous.

Agree \_\_\_\_\_ Disagree \_\_\_\_\_

Comments:

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### **Ministers' Responsibilities**

15. It is important that the ministers visit congregation members.

Agree \_\_\_\_\_ Disagree \_\_\_\_\_

16. Visitation at St. James should be prioritized according to need.

Agree \_\_\_\_\_ Disagree \_\_\_\_\_

17. A formal visitation program should be created, and reported to the council. This process would provide number of visits but not information regarding persons visited.

Agree \_\_\_\_\_ Disagree \_\_\_\_\_

18. It is important that the ministers be involved in and support the development of Christian Education for all ages.

Agree \_\_\_\_\_ Disagree \_\_\_\_\_

Comments:

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### **Outreach and Programs**

19. St. James takes part in outreach programs, including The Go Project and Project Grace.



- A. There is a need for such outreach projects.  
 Agree\_\_\_\_\_ Disagree\_\_\_\_\_
- B. St. James should support and be involved in more such projects.  
 Agree\_\_\_\_\_ Disagree\_\_\_\_\_
20. Small group ministry is a way for people with like interests to meet and pursue activities, worship and fellowship in an informal setting. Some such ministries may be book study groups, Bible Study, Liturgical Dance, or a group where faith issues are aired and discussed. It may also be a parenting group where young parents meet to exchange ideas and share experiences.
- A. There is a need for such ministry at St. James.  
 Agree\_\_\_\_\_ Disagree\_\_\_\_\_
- B. Such ministry need not be confined to the church premises, a coffee shop or private home could be a meeting place. As with the nature of the group, the times and places need to be flexible to accommodate those working young adults, with or without children.  
 Agree\_\_\_\_\_ Disagree\_\_\_\_\_
21. Keeping in mind the variety, needs and schedules, St. James should develop more adult programs.  
 Agree\_\_\_\_\_ Disagree\_\_\_\_\_
22. Visitation by members of the congregation, other than the minister, is important.  
 Agree\_\_\_\_\_ Disagree\_\_\_\_\_
23. Transportation should be available to seniors, students or those with special needs.  
 Agree\_\_\_\_\_ Disagree\_\_\_\_\_

**Comments:**

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**Communications**

24. It is important for the communication with the congregation, through items like like Visitor  
 Agree\_\_\_\_\_ Disagree\_\_\_\_\_
25. Communication should be done through electronical means if possible, such

as email, twitter or Facebook

Agree\_\_\_\_\_

Disagree\_\_\_\_\_

**Comments:**

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**Future of St. James**

26. Which of the following are concerns for you when you think about the future of St. James

Decline in attendance to worship

Agree\_\_\_\_\_

Disagree\_\_\_\_\_

Decline in programs attendance (ie Sunday School, Bible Study)

Agree\_\_\_\_\_

Disagree\_\_\_\_\_

Volunteers for committee

Agree\_\_\_\_\_

Disagree\_\_\_\_\_

Finances and Expenses

Agree\_\_\_\_\_

Disagree\_\_\_\_\_

The age pockets being neglected by programs

Agree\_\_\_\_\_

Disagree\_\_\_\_\_

The resources of the Church are being used effectively (ie rentals, sound system, persons)

Agree\_\_\_\_\_

Disagree\_\_\_\_\_

27. In spring of 2016 the congregation of St. James voted to begin the process of becoming an affirming congregation.

Moving forward in this process should be a priority.

Agree\_\_\_\_\_

Disagree\_\_\_\_\_

**Comments:**

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### Minister's Gifts and Talents

Please rate on a scale from 1 – 5 with 5 being the most important and 1 the least important.

	5	4	3	2	1
Ability to preach					
Dedication to visiting					
Ability to relate to youth					
Administrative/organizational ability					
Ability to support Christian Education programs					
Skill for personal counselling					
Enthusiasm for youth in the church					
Commitment to social action and outreach					
Commitment to personal and professional development					
Special talent to recruit and educate volunteers					
Ability to work with different ages					
Ability to plan and lead worship sensitive to congregation's needs					

**Please let us know your age, to help us know what ages ranges we are receiving information from. Circle the age range you belong to please.**

12-14   15-18   18-25   26-32   33-40   41-50   51-60   61-74   75+

## QUESTIONNAIRE RESULTS

\*\* Approximately 450 questionnaires were circulated throughout the congregation of which 62 or approximately 15% were completed and returned.

### Results

#### Type of Ministry

Which of the following options would you prefer to see as the structure of ministry for St. James:

**A:** A full-time minister, a part-time minister of visitation and a part time minister responsible for Christian Education.

**B:** Three ministerial staff who share the responsibilities of worship, visitation and education. (This would be a structure like what has been happening since September 2016)

**A** 66%                      **B** 23%      Undecided 11%

#### Comments:

- We should have one person full time in addition to other 2-part time.
- I feel that A is best for the ministers, however, I'm still happy with how things are at our church at the moment. It is working well.
- I am happy with the way things are now.
- I like the leadership and responsibility of a full-time minister.
- B: Works well with the current staff however with different staff may not be as successful.
- A: From our perspective, this structure appears to be working well.
- We feel there should be one person in charge.
- Someone who can relate to seniors.
- A would be good but if B is working, so be it.
- Need "leadership" of a full-time minister.
- Visitation is very critical to those who are physically unable to get to church and should be a big part of the responsibilities to be shared. Education and worship are equally if not more demanding so three staff would assist in this spread.
- B: This seems to be working now and most seems to be happy.
- A or B is good – B probably fits better the for the ministers since they also have families. It also provides a variety type of service.
- A: We need a full time minister as a spiritual leader and visitation.
- B: Does not define Roles clearly or the number of full units, 3 full units?
- If full-time position is posted there may be more applicants - stability.
- 1 full time minister, 1 part time minister of visitation is enough.
- Full time minister, no need of three.
- That was the practice when I grew up and I liked the fact you knew him better as a full time minister. I prefer a male minister.
- B is mainly to blame for the low attendance at morning services.
- At the present there is a gender imbalance.



2. The present format of Sunday worship services is appropriate.  
Agree 57 92% Disagree 0 Undecided 5 8%
3. St. James should offer services at times outside of Sunday mornings. (IE Sunday evenings or lunchtime weekdays)  
Agree 24 39% Disagree 30 48% Undecided 8 13%
4. The 9:30 AM worship service format should be used occasionally at the 11:00 am service.  
Agree 31 50% Disagree 20 32% Undecided 11 18%
5. Music is very important in Sunday worship services.  
Agree 61 98% Disagree 0 Undecided 1 2%
6. A variety of music should be used during worship services.  
Agree 57 92% Disagree 1 2% Undecided 4 6%
7. Members of the congregation should be involved in reading the scripture during worship services.  
Agree 57 92% Disagree 3 5% Undecided 2 3%
8. Occasionally guest speakers or choirs should be invited to be a part of worship.  
Agree 59 95% Disagree 0 Undecided 3 5%

Comments:

- #2: Agree: with flexibility
- #2: Interactive worship occasionally.
- #3: Occasionally
- #3: Agree, if called for.
- #3: Those wish to attend worship on the shift work would be able to attend.
- #3: Good idea. The age group at St. James appreciate “old Fashion” worship on occasion.
- #3: is tricky. Personally I don’t think it would work on a regular basis given the present congregation but could work at times such as this year during lent.
- #3: If there is sufficient interest.
- #3: Why? How many would attend. Are there many parishioners who want this?
- #3: Disagree: sure, if you want only the paid employees of the church!
- #3 and #4 need a lot of study before agree or disagree.
- #4: I would have to attend the 9:30 AM service to see what the difference is in the format!
- #4 Don’t know the format of the 9:30 worship.

- #4: I disagree because people like to know which kind of worship they are going to attend.
- #7: Have a time to practice with microphone for younger readers.
- #7: Agree: And in other roles. Know the talents of the congregation, those who don't have the high profile.
- #8: This would be positive.
- Two or three people could read the same lesson or it could be acted out.
- More familiar hymns most Sundays, newer ones when young people hold their service.
- It is always nice to do some new things, ie have guest speakers, etc., to keep things interesting and also wonderful to keep in touch with people from other churches. As for times of worship, it's fine, however, I feel the contemporary 9:30 service would do better if it was 7 pm Sunday instead or it would be nice to have a 7 PM service sometimes. I do enjoy being able to attend the last part of the early service while waiting for the 11AM service.
- The Contemporary service should be at 9:00 AM rather than 9:30 AM. Organ should be used more often.
- One service at 10 AM Sunday that incorporates elements from contemporary and traditional services.
- Have not attended the 9:30 AM service so cannot comment. Attend the 11 AM instead.
- Familiar hymns and focused sermons should be overriding considerations in format of worship service.
- At the present time can we afford Guest Speakers, Soloists or Musicians.
- Need to keep the traditional service at 11 AM but a change can happen once a month.
- Congregation, by its attendance, dictate success / failure of any venture.
- A time of fellowship following every 11 AM service would be great to encourage friendships and relationships amongst the congregation.
- The format evolved each week. Sunday evening services would not work. Would love to see the 9:30 format at 11 AM on occasion. Members of the congregation should be able to take part in any part of the worship leadership not just Scripture reading.
- Guest speaker to be relevant to times, doctrine, topics etc. but not a full time guest. But we need to do something at sometime to attract new families.
- The answers to these questions are going to divide us not make us stronger. We need to encourage a re-imaging of what worship can mean. There is nothing wrong with our 11 AM service or our 9:30 service. They meet different needs. ..of course people should be involved. Yes, we should have a variety of music. Yes, services outside of Sunday might be important if people will come but maybe to remain relevant "worship" needs to be redefined Perhaps the way we support others in the community will be a way people "new" people will come to see us as worshipping and an actual service on Sunday morning will not be our focus. The numbers attending are not going up so if we tally up the replies and the people carry vote for what they have and like, we will not be innovative and we will over time become irrelevant.

## Children, Youth, and Young Adult Ministry

9. Children, youth and young adults should be involved in worship services.  
Agree 59 95% Disagree 2 3% Undecided 1 2%
10. Special services geared towards children, youth and young adults are important.  
Agree 56 90% Disagree 3 5% Undecided 3 5%
11. The Church should have programs for children, youth and young adults.  
Agree 57 92% Disagree 1 2% Undecided 4 6%
12. Church facilities should be made available to children, youth and young adults for church groups.  
Agree 58 93% Disagree 1 2% Undecided 3 5%
13. The church should work to encourage out of town post-secondary students, living in the university area, to participate in the life and work of the church.  
Agree 62 100% Disagree 0 Undecided 0
14. The church should support organizations that the youth are involved with, such as Burry Heights Summer Camp, The Go Projects and Rendezvous.  
Agree 58 93% Disagree 1 2% Undecided 3 5%

### Comments:

- #10: That has been accepted for a long time.
- #10: Would we ask this about any other group, are services for seniors important.
- #11: But not for “old adults”?
- #12: Now I have to ask, what is implied in question 10, 11, & 12? Who are the “we and they” here?
- #13: An effort should be made to invite MUN students to not only attend worship services but also to get involved in many other ways.
- #13: Maybe it would be better if we simply made them welcome and create programs to support them.
- #14.: Project Grace, Junior and senior group
- We need to understand that St. James the church belongs to the youth and young adults just as much as it belongs to “us”, the members who have been here for thirty to forty years. We were the stewards of the past if we want St. James to be relevant in the future... to be they’re for our families than we better start finding ways to make it relevant for the younger families. Of course, we should have youth programs and young adult programs but perhaps rather than having a focus on youth we should just have a focus on “programming”. What do people in our community need from the church. How can we become relevant to more people?



- The youth are so important for the future of the church and church is an important influence in the future of our youth. Sometimes as it's difficult to understand what they are saying. The youth choir always adds to the service. There should always be a place for our youth in the church.
- Young speakers should be rehearsed to ensure they speak slowly and are heard by all, especially older people with hearing issues.
- Where are they?
- These groups are important to continue the life of church.
- We don't have enough children to involve in anything.
- All of the above are needed. How to encourage young families to attend Church.
- Our members don't know the numbers but there seems to be more seniors, higher than 50 than below at the moment.
- Need to get the youth back in church, cannot survive without them.
- Who are the future church?
- Without the involvement of the youth and young adults the church will eventually die.
- I have yet to see a "service geared towards children and young adults" what would this look like?
- Everything should be done to encourage young people and children to take part in worship and activities in the church. Why not have them participate in the decorating of the church and cleaning of the church.
- We need a vision with the youth to sustain our future as a church. Without them – we will die. The youth are the church and have an integral part to be listened to. Youth and young families have to be our focus for future.
- We've never had a well-planned strategy to invite / attract post secondary students from outside St. John's.

### Ministers' Responsibilities

15. It is important that the ministers visit congregation members.  
 Agree 45 73% Disagree 12 19% Undecided 5 8%
16. Visitation at St. James should be prioritized according to need.  
 Agree 57 92% Disagree 2 3% Undecided 3 5%
17. A formal visitation program should be created, and reported to the council. This process would provide number of visits but not information regarding persons visited.  
 Agree 44 71% Disagree 11 18% Undecided 7 11%
18. It is important that the ministers be involved in and support the development of Christian Education for all ages.

Agree 58 94%      Disagree 0      Undecided 4 6%

Comments:

- # 15: I agree but only if the congregation member asks to be visited. Mainly for shut-ins, the sick or people suffering from a loss.
- Ministry would be more effective when the minister knows the congregation and that happens during visitation.
- # 15: Not every church member has a computer.
- # 15: Sick and shut-ins.
- # 15: If members want to be visited.
- # 15: Should be written into the job description clearly.
- # 15: Shut-ins
- # 15: If they have time. Not always necessary is it, unless required or requested.
- We have a minister of visitation and church members, don't we?
- #15: If members cannot attend. (See below-prioritize)
- #16: Visitation should be based solely on the basis of requests. For instance, if I hear of a person who has health or other problems, I should be able to tell the minister, who would then call that person stating, "I am visiting your area in the near future. Would you like a visit?" No need to say, "Do you have problems?"
- #17: I disagree because it may lead to unnecessary judgement, less word used the better and less people involved the better.
- #17: Developed by the Ministry & Personnel committee and approved by the congregation and council.
- #17: Maybe??
- # 18.: This would be the work of the Christian Education minister, wouldn't it?
- #18: What does involve mean, could be planning of program.
- Visitation according to need should come first but every family should be visited in order to encourage them to get involved and attend church.
- We have limited dollars for staff positions and therefore should ensure that we focus on directing staff to our highest priority. Should we spend 25% of staff dollars in a visitation program or would that money be better spent in program development – the 1<sup>st</sup> program could be visitation. If 100% of staff time is spent doing visitation and worship, where does the program leadership come from. Maybe we actually need a minister / employee responsible for programming.
- Friendly, welcoming to new comers.
- Visit only those who cannot get out to worship.
- Feel it is important that the clergy know the congregation and have some rapport especially with seniors who may not be able to attend church. When people have a more sense of connection and belonging they would be more apt. to provide more to the church. The church is becoming too much of a "business" rather than a "spiritual" congregation.
- It is important those who are sick and in hospital and visited and those who are sick and shut-in.

- Ministry would be more effective when the minister knows the congregation and that happens during visitation.
- Ministers should have “visibility” within congregational events whenever reasonable.
- Full time minister should be involved in all aspects of the church.
- All clergy could visit, on request. Visitation program best use of resources; accountability necessary, but to whom? – Ideally, outreach program. No real need of total involvement by all, if one designated to Christian Development focus.
- Pastoral care is important, but sometimes people form pastoral relations with the visitation team (especially if the minister is too busy!) Occasional visits / contact is good but not necessarily priority.
- Especially families who lost love ones and people who are shut-ins.
- Visitation – to families as needed – No need to report to council – Why? The ministers can determine who need a visit and work on a plan to bring in new families. We need to grow.

## Outreach and Programs

19. St. James takes part in outreach programs, including The Go Project and Project Grace.
- C. There is a need for such outreach projects.  
 Agree 54 87% Disagree 2 3% Undecided 6 10%
- D. St. James should support and be involved in more such projects.  
 Agree 43 69% Disagree 6 10% Undecided 13 21%
20. Small group ministry is a way for people with like interests to meet and pursue activities, worship and fellowship in an informal setting. Some such ministries may be book study groups, Bible Study, Liturgical Dance, or a group where faith issues are aired and discussed. It may also be a parenting group where young parents meet to exchange ideas and share experiences.
- C. There is a need for such ministry at St. James.  
 Agree 51 82% Disagree 2 3% Undecided 9 15%
- D. Such ministry need not be confined to the church premises, a coffee shop or private home could be a meeting place. As with the nature of the group, the times and places need to be flexible to accommodate those working young adults, with or without children.  
 Agree 51 82% Disagree 2 3% Undecided 9 15%

21. Keeping in mind the variety, needs and schedules, St. James should develop more adult programs.  
 Agree 40 65% Disagree 9 14% Undecided 13 21%
22. Visitation by members of the congregation, other than the minister, is important.  
 Agree 40 65% Disagree 13 21% Undecided 9 14%
23. Transportation should be available to seniors, students or those with special needs.  
 Agree 55 89% Disagree 2 3% Undecided 5 8%

**Comments:**

- #19: Yes they should, but it's difficult to do that, when the church needs most of the money raised by the groups.
- #19: B. Depending what the projects are.
- #19: B: Be involved in as many as is only feasible.
- #19: An active outreach committee is one of our greatest downfalls.
- #20: A: A need if members interest.
- #20: I thought we had some of these.
- #20: Assuming they are members of St. James.
- A & B Agree: but...
- #20: B: Theology on Tap- people objected because in a bar – why?#21. We could do a needs / interest survey of adults.
- #21: Yes, Yes, Yes!
- #21: I think St. James does well with adult groups, unless more youth groups are needed.
- #21: There are probably enough adult groups. Church members should be encouraged to join them.
- #22: Maybe
- #22: UCW visits members when required
- #22: If I remember correctly Rev. Baker trained a group on visitations but the plan died.
- #22: Agree but not take the place of the minister.
- #22: This is a personal preference; not everyone wants / needs to see a visitor. Could be accommodated by request / need with appropriate resources.
- #22: Members should have some experience and for training to do visitation.
- #23: Transportation to what, “services”? Ok, but what about programs?
- #23: Jiffy cabs is doing that now, we should cement our relationship with them.
- #23: Taxi available now.
- #23: Student- Meaning day school, post-secondary, foreign, etc. Our arrangement with Jiffy confined to seniors, spark need if expanded, a cost consideration.
- #23: Current arrangement works; cost would be an issue / factor if arrangement is terminated unless a volunteer program is established.

- #23: Can be a huge barrier! May be something congregation can coordinate on volunteer basis.
- I strongly believe that we need more programming period. I don't think you need to call it outreach, it's not us doing something for others, it's the church remaining relevant in the lives of people.
- I believe the church ministry should help support the needs of the church family and community.
- I understand that transportation is provided now through Jiffy Taxi Service.
- Would depend on interest and participation of congregation. No interest or very little participation could necessitate cancellation of programs.
- Not sure how it benefits the programs so not sure if there is a need for involvement and not sure how much time is put aside by paid staff to be involved.
- Need to have programs for middle age couples; need to be involved in outside St. James with programs in the community.
- While I agree there should be adult programs, there has been a historic break of interest in the same.
- There should be much more outreach programs. Where is there a need in our community?
- Where is there a need of individuals? Where is a global need? Where is there a need in our city? Where is there a need in our University? Where is there a need in our hospitals and nursing homes?
- We need something new to attract more people – Something to make them want to come. Sunday services is not always it. We need to have a project and a vision. Then people will come. Look what Project Grace has done and we have act out our support for them? Look what starting Go project has done. We have the only church with 3 youth looking to join ministry – listen to them, ask the, why! We need to focus on a vision through their eyes not through a vision through bank account.
- Concentrate on the “large” group of “nominal” St. James members to determine their needs and their interests. Get them involved, seek their advice and awaken their interest. It will take research and good planning. (And good leadership by an insightful and informed full time minister.) It should be a key question in the interview.
- To achieve active programs requires leadership. Someone with a passion to start something. This may have been done in the past by volunteers but that model is not working, we should be prepared to look at other models. Seek funding for additional program staff. Use our resources to build new programs. If we can pay off out debts, buy sound system we could easily put additional \$20,000 year into programming. Got perspective that programming needs to be self supporting within 2 years but provide funding to start things. Our recent success has been because we took a risk and supported something i.e., Go Project, project Grace, what is next? Let's put \$20,000 in the hands of our staff to develop our next project.

## Communications

24. It is important for the communication with the congregation, through items like like Visitor

Agree 55 89%                      Disagree 2 3%                      Undecided 5 8%

25. Communication should be done through electronical means if possible, such as email, twitter or Facebook

Agree 38 61%                      Disagree 8 13%                      Undecided 16 26%

## Comments:

- #24: it's important to communicate but not just to be numbers. We need to communicate to our community; if we just talk to ourselves we will continue to shrink.
- #24: Need both to ensure we do not marginize people who do not use social media.
- #25: Agree: If that choice is offered.
- #25: If that choice is offered.
- #25: Only if requested.
- #25: Not all of the congregation are familiar with electronic means.
- #25: For those who don't use computers, hard copies should be available.
- Communication is done more electronically these days, esp., with the younger generation. And it saves a lot of paper. However, paper form should be given to those who do not use electronics.
- Only a certain number of people use Twitter and Facebook. E-mail used by a large number of people.
- We need a strategy for communication with community.
- There are probably some seniors who do not use electronic means.
- Many older people not electronically inclined.
- Electronic communication is key to our future. Offer electronic receipt for one time contribution on line (immediate process).
- Electronic communication is a way to save on paper but not everyone has access to or knowledgeable on these means of contact. Some people are not interested in Twitter or Facebook due to security fears.
- Electronic communication is fine in addition to other means but if it's the only means of communication, some members will be left out.
- However not all members are technically connected so not always the only way. Many prefer direct contact, phone or visit.
- We need to communicate more with people who don't attend church.
- Not all people use electronic means.

- Communication needs to be geared to ages. Older people are more likely to want written word (Visitor e.g.) and electronic media for other ages.
- A lot of older people are not familiar with computers.
- We also need to communicate with the people who don't have computers. Perhaps we can put more inf. in the bulletin each Sunday about what some of the groups are doing.
- Bearing in mind we have members who are not involved in electronic communication so alternative means will be required.
- The Visitor is important but ineffective for communicating timely information.
- Although improving we still are not sending out a message that encourages anyone to come to church. Where is the vision? You can email all you want; eventually people stop reading if nothing of meaning is contained in the message.
- Don't leave out or offend those who might not ever be reached electronically. Likely, they are some of the strongest supporters of St. James!

### Future of St. James

26. Which of the following are concerns for you when you think about the future of St. James

Decline in attendance to worship

Agree 57 92% Disagree 1 2% Undecided 4 6%

Decline in programs attendanc (ie., Sunday School, Bible Study)

Agree 52 84% Disagree 3 5% Undecided 7 11%

Volunteers for committee

Agree 46 74% Disagree 3 5% Undecided 13 21%

Finances and Expenses

Agree 48 77% Disagree 5 8% Undecided 9 15%

The age pockets being neglected by programs

Agree 26 42% Disagree 13 21% Undecided 23 37%

The resources of the Church are being used effectively (ie rentals, sound system, persons)

Agree 36 58% Disagree 12 19% Undecided 14 23%

27. In spring of 2016 the congregation of St. James voted to begin the process of becoming an affirming congregation. Moving forward in this process should be a priority.

Agree 42 68% Disagree 8 13% Undecided 12 19%

**Comments:**

- # 26: Regarding resources: Agree: Most times not always.
- # 26: Difficulty getting through on the telephone. 1, 2, 3 is annoying. (? Referring to the first three items in question, ie. Decline in attendance, decline in program attendance and volunteers.)
- # 26: The future of St. James depends upon each individual's commitment to God and to his love.
- #26: Re. Resources: Agree but There's always a better way!
- # 27: Not sure what affirming congregation is.
- # 27: Get it done!
- # 27: To look at everyone with love and acceptance of Christ and receive them as a child of God.
- #27: Process should be continued. It is important!
- #27: This is not an agree or disagree. We voted we move forward. #1 priority should be "who are we as a church".
- I believe if we focus on mission, the finance, people, etc. will follow.
- Finances, although they seem a concern, devotion to faith in Christ is much more important and finances will not be a problem.
- Volunteers: Is this a problem? We never hear.
- Why are so few young people involved in UCW an AOTS?
- Re: Decline in attendance: Really decline in participation, worship is not the church.
- Re: Decline in program attendance: Lack of relevant programming.
- Re: Volunteers for committee – people volunteer for things they are passionate about.
- We operate like a clique; we do not welcome different opinions and pick for committees only people who will support the status Quo.
- Re: Finances and Expenses: We have money for everything we choose to do.
- Re: What programs???
- The sound system: Why isn't it checked before the services commence? It's embarrassing almost every Sunday.
- I think everyone at St. James are doing a great job and the minister should have help in whatever she is working on.
- The problem is 50 age pockets are neglecting programs.
- Problem: Attracting youth and young Adults back to church. What will it take?
- We are a status Quo church who needs to realize we need to innovate to survive. We spend too much time talking about money when of all the churches we are in the best financial shape. We decided to have a sound system \$30,000 – done. Our problem is not financial, it is leadership / programming.
- I am a senior. I enjoy church services. I don't always agree with change. I enjoy the youth people participating during service. Now if only we didn't feel like we



have to move across the isles and chat with half the congregation during the passing of the peace. I can chat at coffee hour.

- We should get the young adults involved more in church but also, we must pay special attention to the middle age group.
- We need a greater outreach into the community; we have spent too many years concerned only about ourselves.
- Why commit to something and then put it on the back burner! Who has the right not to move it forward ASAP? Rentals are a farce! Who has the right to refuse good rentals – paying customers – with no valid excuse and when questioned – no reply ever comes back. To have true rentals – bring in valid monies, you need someone to manage them, not pick and choose as we do at the moment.

### Minister's Gifts and Talents

Please rate on a scale from 1 – 5 with 5 being the most important and 1 the least important.

	5	4	3	2	1	Undecided
Ability to preach	68%	21%	5%			6%
Dedication to visiting	32%	23%	21%	6%	8%	10%
Ability to relate to youth	61%	21%	10%			8%
Administrative/organizational ability	26%	39%	27%		2%	6%
Ability to support Christian Education programs	48%	35%	5%	2%		10%
Skill for personal counselling	45%	29%	11%	5%	2%	8%
Enthusiasm for youth in the church	61%	23%	8%			8%
Commitment to social action and outreach	39%	40%	10%			11%
Commitment to personal and professional development	31%	35%	22%	2%	2%	8%
Special talent to recruit and educate	26%	36%	21%	6%	3%	8%

volunteers						
Ability to work with different ages	60%	27%	5%			8%
Ability to plan and lead worship sensitive to congregation's needs	79%	10%	2%	2%		8%

Comments:

- Regarding Ministers Gifts and Talents: One minister may not be able to be tops in all areas. A shared ministry allows to devote time to each special area of their personal talents. (e.g. Working with youth programs, visitation, recruiting, etc.)
- All are! We will have ministers who are able and willing to cover all. Each one has a special ability and we need to focus on the vision, they are all trained professionals, let them do their work! Without a vision / project to grow, we will not move forward in any direction.
- Minister's gifts and talents: Ability to preach / inspire.
- We need an inspirational leader who will help us paint a picture of our vision for St. James and then push us to implement... this will mean change.
- How valid is it if you are over 50?
- Wisdom is ageless.
- When you reach 92 you're not much good for anything. I do hope the church continues with the same principles and beliefs that were taught me down through the years. God bless the church and those that work in it

Age Range	Responses	Percentage
12-14	0	0%
15-18	1	2%
18-25	1	2%
26-32	0	0%
33-40	1	2%
41-50	1	2%
51-60	9	14%
61-74	18	29%
75+	27	43%
No Answer	4	6%