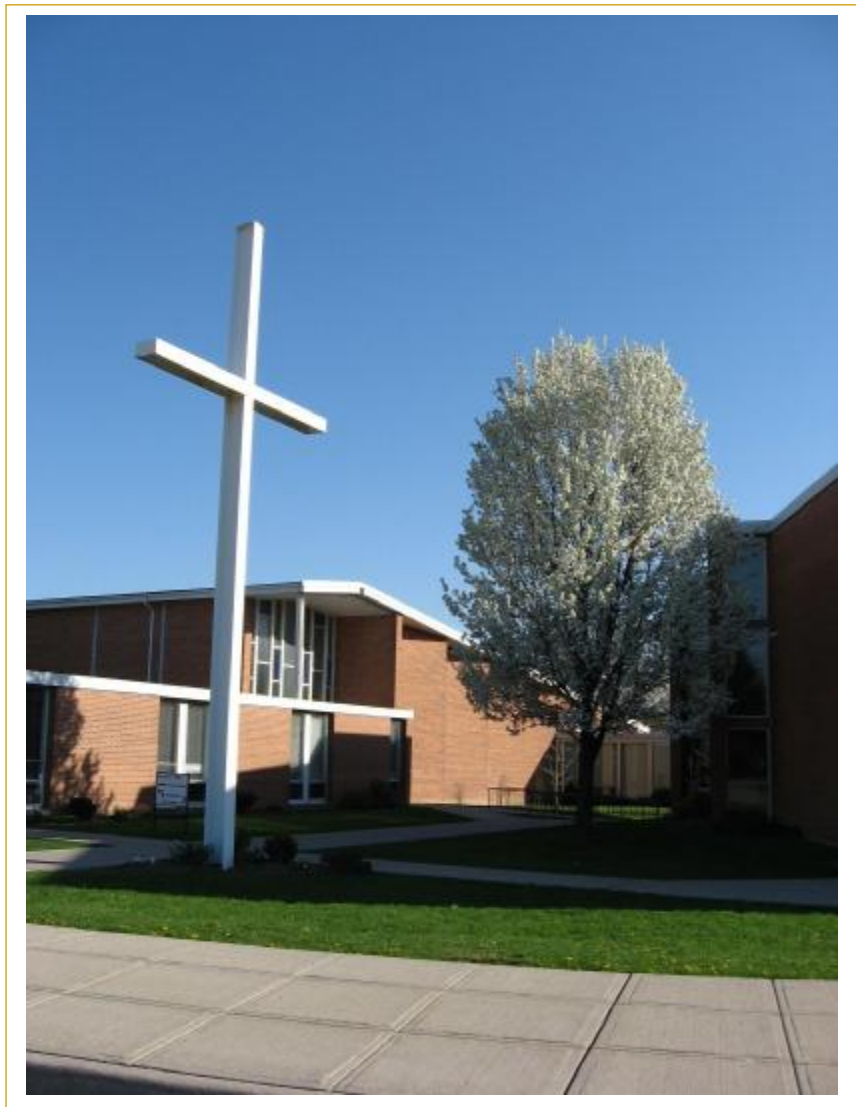


Report & Recommendations

Joint Needs Assessment



Prepared for
The Donway Covenant United Church
by the
Joint Needs Assessment Committee
May 2nd, 2007

Introduction

Process

In November 2006, Reverend David Alan Bruce announced his intention to leave our congregation effective June 2007. Rev. Bruce had led our congregation since 1999 and although this decision to leave was met by the congregation with great sadness, we appreciate all that Rev. Bruce has given our church and wish him well as he forges a new path.

A Joint Needs Assessment Committee was formed shortly thereafter and was ratified by the congregation on December 17, 2006. The first meeting of JNAC was held in mid January and the committee met weekly until this report was complete.

JNAC has carefully followed the process defined in the Handbook for Joint Needs Assessment Committees and The Manual, 2004. Consultation with the congregation was completed through a survey which was mailed out to the membership list and made available at worship and through the church office. The results of this survey assisted in outlining our needs as a congregation.

The report was completed and forwarded to Council to be ratified on May 8, 2007.



Committee Members

The JNAC of the Donway Covenant United Church was made up of eight members of the congregation and two members of Presbytery. The members of the congregation were chosen to represent diversity in age, gender and involvement with the church.

The members of JNAC were:

- Janin Robertson, Chair
- Bill Anderson
- Norm Childerhose
- Diane Cutler
- Janet Hossack
- Joanna Miller
- Michael Moir
- Bob Ogilvie
- Rev. Brian Nicholson, Presbytery
- Rev. Scott Patton, Presbytery

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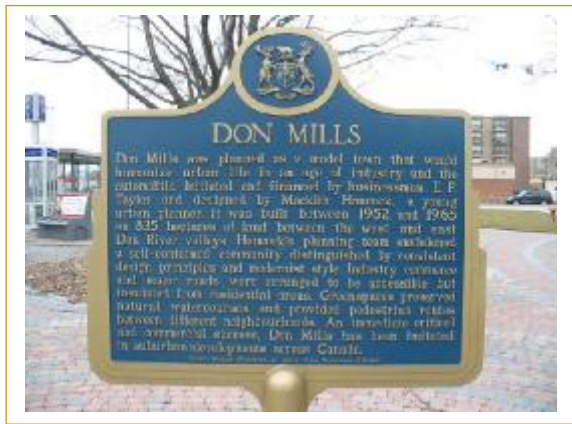
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Community & Resources Description

Community Profile

Our History

The residents of Don Mills are fiercely proud of their community and for good reason. Don Mills is recognized as the first planned and fully integrated post-war community developed by private enterprise in North America and is still a model for development.



To create a community of distinction, the Don Mills project was announced in 1953 by its financial backer, businessman E.P. Taylor. Having never been implemented before, the design of the community was based on planning principles which included: separation of pedestrian and vehicle traffic, creation of greenbelts, integration of industry, promotion of modern architecture and creation of neighbourhood quadrants, each with a school, a church, and parks with integrated pathways.

For more than 50 years, Don Mills has been, and will continue to be, a neighborhood with easy access to major highways, public transit, elementary, secondary and post secondary schools and religious institutions. Residents can walk to shopping, community facilities, work, and entertainment. It features pedestrian routes with interconnecting pathways, rows of trees, parks, playgrounds, and a unique road system separating the neighborhood from the city. Since its conception, this dynamic, unique, family oriented neighbourhood has been touted as the ideal model community by urban planners, environmentalists and government - a community where tradition, heritage and family values are respected and protected.

Congregation Quotes:

“When asked to which church I belong to, I have no hesitation in saying ‘the Donway’”

Our Neighbourhood

The Donway Covenant United Church in Don Mills is centrally located within the City of Toronto. This neighbourhood extends north to south from York Mills Road to Eglinton Avenue and East to West from the Don River East Branch to Wilket Creek. Downtown Toronto, Highway 401 as well as York Region are a short drive away by way of The Don Valley Parkway. Toronto Transit bus routes on Victoria Park Avenue, Lawrence Avenue, Don Mills Road and Leslie Street connect with the subway lines providing links to both downtown and uptown.

The primary shopping facility of the neighbourhood for many years has been The Don Mills Centre which is within easy walking distance of the Church. Currently this mall is undergoing a significant transition and is expected to reopen in 2008 as a revitalized shopping area that incorporates a central square surrounded by retail, residential, office and other commercial uses. Further information on this transformation can be found at www.donmillscentre.ca.

Within walking distance of the Church are two public schools, a middle school and a secondary school. Seneca College, the Glendon Campus of York University, Ryerson University, University of Toronto, Tyndale College and Seminary as well as numerous private schools are within a ten to twenty minute drive. Cultural venues such as concert halls, theatres, an opera house, professional sports facilities, museums and art galleries are twenty minutes away. North York General Hospital and Sunnybrook Medical Centre are ten minutes from the Church site.

The Don River and its tributaries flow through the Don Mills neighbourhood with parks, walkways and bicycle path developed around these features. A green belt of parklands runs adjacent to the Donway Covenant United Church and nearby, the beautiful Edwards Gardens heads approximately eleven kilometres of walkways and bicycle paths.

Our Residents

This area contains approximately 23,000 residents of whom 26 % are over age 65. Two segments of the population are growing in size: that of age 0 - 14 and that of over age 80. Approximately 60% of the population live in multiple housing, either owned or rented, comprised of townhouses, low and high rise apartment buildings and condominiums. The remainder occupies single family detached houses. Annual income levels range from less than \$30,000.00 to over \$100,000.00. There is some evidence that the number of lower income households is decreasing and that the number of high income households is increasing.

We are a community in transition. As home owners age, many are moving to smaller accommodations. Homes are being renovated or replaced and condominiums are being built. English is the language of 65% of the households. Of the remaining multiplicity of languages spoken in the homes the most prevalent is Chinese.*

It is expected that the propensity to change will continue in the future.

Footnote: **Statistical data obtained from 2001 census records. Additional information is available at City of Toronto website and Don Mills Centre website*

Ministry of Pastoral Charge Profile

History of the Congregation

In 2005 The Donway Covenant United Church congregation celebrated fifty years at the site occupied by the Church complex at 230 The Donway West. From here several generations have worshipped and served the Don Mills community.

In the early 1990's the congregations of the Donway and the Oriole Covenant United Churches amalgamated to form the present Donway Covenant United Church. Near the end of the decade the newly formed congregation chose to opt out of the Lawrence Corridor Consolidation but welcomed members of other United Church congregations after churches were closed by the amalgamation process. The spirit of flexibility, co-operation and independence demonstrated by these events characterizes the personality of the congregation of the Donway Covenant United Church as it moves forward in the twenty- first century.

Mission Statement

The Mission Statement of the Donway Covenant United Church was developed by a committee in 2006 and subsequently adopted by the congregation.

Our Mission Statement:

To follow Jesus by sharing God's unconditional Love as the Spirit empowers us.

Worship & Education

Currently the Donway Covenant United Church offers one Sunday Worship service at 10:30 am with an average attendance of approximately 175. Before the sermon begins, a children's story is offered by the Christian Education Director and the children (numbering between 25 – 30 each week) then leave for the Sunday School program.

Typically during Sunday School, the children are divided by age groups and rotate through classrooms where they participate in drama, craft or games activities relevant to a Bible story.

In addition to the Sunday School program, there are opportunities for adults of the congregation to develop and nurture an understanding of their faith. These include two active Bible study groups and a Tuesday morning study group. A confirmation class is also offered when demand exists.



Mission & Outreach

The congregation is very active in many Mission and Outreach projects, these include:

- Totes for Tots
- Community Share Food Bank
- Warm Clothing Drives
- Parent and Tot Drop -in
- Grandmothers to Grandmothers
- Leprosy Mission
- Footprints Day Camp
- English as a Second Language
- Scouts & Guides
- Amnesty International
- Operation Christmas Child



Annual Events & Fellowship Activities

The Donway Covenant United Church congregation is very active throughout the year. The following list details the annual events taking place primarily at the church:

- Sunday School fall start-up picnic
- Auction & Flea Market
- White Gift Sunday
- Christmas parties
- Choir's Christmas music
- Christmas Pageant
- Ladies Fellowship Pot Luck Lunches
- Scout & Guide Parade
- Music on the Donway Concert Series
- Kiwanis Music Festival
- Pancake Supper
- Easter Egg Making & Selling
- Good Friday Services followed by coffee and hot cross buns
- Choir's Easter Music
- Luncheon at the Donalda Club
- Marathon Bridge Windup
- Ladies Fellowship Spring Pot Luck
- Sunday School Graduation
- Annual General Meeting
- Congregational Picnic

The monthly distribution of the chancel flowers, the plants after the Easter service, the cookie plates at Christmas and the cards and phone calls to all who need them are well received and appreciated. Other fellowship opportunities that are well attended are the weekly coffee hour, Ladies luncheons, and Good Friday breakfasts.

Congregation Quotes:

We are:
"A warm welcoming Church"
"A friendly caring Congregation"

The Survey

In March of 2007, a survey was sent to all members of the congregation as a means to assess our expectations of a Minister and of the Church. Participation in the survey was outstanding as 164 surveys were returned.

The Respondents

64% of those responding were female and almost 70% were over the age of 65. 21% of respondents were 80 years of age or older. 76% of the respondents indicated they were married.

Dedication and volunteerism is strong within our congregation. Almost 70% indicated that they attend church three or more times per month and 80% volunteer with the congregation in some way over the course of the year.

The Results

The future of the Donway Covenant is very dependent on attracting new families to our congregation and on providing an active, interesting and Christian education program. Education and Pastoral Care were shown as areas of most importance to the congregation.

The survey results indicate that The Donway Covenant congregation is looking for a minister with strong preaching ability. They also wish for a minister with a warm, friendly personality who can work well with staff, council and the different age groups within the congregation.

The congregation seeks a minister who can use a variety of preaching styles to deliver the message confidently, with conviction and in every day language.

Congregation Quotes:

"I think the Donway Covenant United Church is an excellent church to be associated with."

Education

The church members want to ensure that an active Sunday School program remains in place. Further educational programs must be developed to retain the interest of teenagers after confirmation.

Adult educational programs are well attended and considered important by a segment of the congregation.

Pastoral Care

Providing compassionate care for members and their families at the time of illness or death was identified as one of the most important aspects of a Minister's work within this church. Attention to the needs of our senior members is considered high priority according to the results of the congregational survey.

Providing Funeral or Memorial Receptions is thought to be a very important part of our ministry. The Minister will be expected to assist our Pastoral Care Committee as they visit the ill and shut-in.

Worship

The survey indicates that the current practice of including a specific children's' time within the worship service was considered of high importance.

The method and timing of the serving of communion did not appear to be significant. However, a few members held a strong preference for the traditional communion method rather than for intinction.

Joint Needs Assessment Report

Mission & Outreach

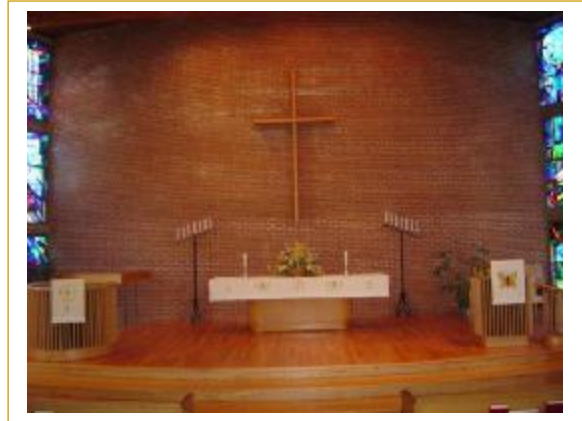
Getting involved in community issues and supporting local outreach projects were considered to be of the highest importance to those who responded to the survey. The current local projects include, supporting the scouting program, Totes for Tots, the local food bank and until it closed, the Red Door Shelter.

While, world missions of the United Church and Third World Projects received a lower response, current projects such as, Operation Christmas Child, Amnesty International and Grandmothers to Grandmothers, have been well supported by many in the congregation.

Stewardship

The survey indicates that the congregation feels we need to develop a long-term viable plan for the church property.

Currently a stewardship campaign committee is studying opportunities to improve income.



Resources Profile

Finances

A copy of the December 31, 2006 audited Financial Statements are attached to this report. As can be seen, The Donway Covenant United Church is in a sound financial position with significant financial resources available for capital expenditures.

Approximately \$50,000 is invested in a pooled fund operated by the United Church of Canada and managed by FIERA YMG. Other funds are invested in Principal Protected Notes and Term deposits. Proposed investment of church funds is carefully reviewed prior to approval by the Board of Trustees. The congregation has no outstanding obligations.

Although the congregation's financial position is healthy, the day-to-day operations are dependent on rental revenue from Giles School and a Korean congregation. A stewardship campaign will be conducted in the

fall to generate an increase in envelope givings and so reduce our reliance on rental income. A concerted effort will also be required to attract new members to the congregation.

The congregation is very supportive of special appeals to finance renovations or for the upgrading of plant and equipment. Approaches have been made to discuss better utilization of the church real estate and buildings, although no formal plans have been presented or prepared.

Congregation Quotes:

"It has been my experience that the congregation is indeed a caring one and one that happily seems able to achieve its goals when a project is initiated"

Facilities

The Donway Covenant United Church is on a green belt adjacent to walkways and athletic fields of the nearby school just a few short blocks from the core of the Don Mills community. The property is 2.4 acres and the buildings have an insurance replacement value of four million dollars.



Construction was started with the Manse in 1955. The next phase which included four classrooms and a secretary's office along with the manse are now rented out to a private school. The living room, kitchen, auditorium, and small chapel followed. Six more classrooms and two offices completed the first phase of building. This section has since been changed to three offices, the Donald & Mary Ray Library, nursery and class rooms. The Sanctuary which seats approximately 260 was built as a separate structure and completed in 1968.

The manse that was owned by the Oriole Covenant church has been sold and the money invested in a trust account. The Donway manse is being used by The Giles School and is not available as a manse.

Congregation Quotes:

"I consider the members of my church, family. Over the 49 years I have been a member, ministers have come and gone, but my church family remains a constant in my life. They have been such a source of support of the years. They are kind, loving and welcoming to newcomers and I am proud to be associated with such a fine Christian community."

Our brick buildings have been well maintained with many upgrades including wheelchair ramps, new roofs, flooring and thermal windows. The kitchen was remodeled in 1984 and a commercial dishwasher and refrigerator added in 2002.

In 2001 a new raised hardwood floor was installed in the chancel as well as a new sound system and pulpit make over.

In 2005 in conjunction with our 50th anniversary new lighting was installed in the chancel and narthex. Automatic, wheelchair accessible doors were installed to the exterior and refurbished doors from Bethesda church were added between the narthex and sanctuary.

Snow ploughing, grass cutting and basic cleaning are contracted out. The gardening, security and minor maintenance are done by volunteers.

Since a lot of time and money is being spent on maintaining the buildings for our tenants some thought may have to be given to changes in the property and buildings over the next few years.

Human Resources

In addition to the minister, our ministry team consists of three extremely qualified permanent staff and approximately one hundred volunteers from the congregation. In addition, we are very fortunate to have Minister Emeritus, Reverend Dr. Don Ray as a resource for our congregation.

The permanent staff consists of:

1 part time Christian Education Director

Lorrie Daly-Price: B.A. Religious Studies,
Diploma: Early Childhood Education

1 part time Music Director

Daniel Rubinoff: B.A. (Hon.Music), A.R.C.T.,
B.Ed., M.A. Music Composition

1 full time Church Administrator

Jaren McLeod, B.A.



Led by the minister, the paid staff work as a team to plan and prepare for Sunday worship including Sunday school, and to coordinate the use of space, the outreach and pastoral care programs, and the administrative tasks.

Approximately fifty volunteers serve on the Council and the various committees of Council. Other members and adherents volunteer on an on-going basis to maintain the buildings and the landscaping, to prepare the sanctuary for worship, act as ushers, greeters and coffee hosts, and to support events such as funeral receptions and the annual auction and flea market.

Congregation Quotes:
"Wonderful music"

Congregation Quotes:
"There is a steady increase in young families joining the church which helps maintain consistent children's programming. There is also a great CE co-coordinator to help with this."

Ministry Personnel Description

Position Profile

Category of Minister

An Ordained Minister with a minimum of 5 years congregational experience is required for this position.

Responsibilities

The following describes the main tasks expected to be performed by the Minister along with an estimate of hours per week each task should take.



Worship & Sacraments: 10-13 hrs

- a) Prepare order of weekly worship services, including the bulletin, with staff
- b) Research, prepare and deliver sermons
- c) Conduct worship services, ordinarily 44 Sundays during the year and extra services as required (e.g. Maundy Thursday, Good Friday, Christmas Eve)
- d) Consult with Christian Education Director regarding the delivery of the children's story
- e) Consult with the Music Director regarding delivery of music
- f) Consult with Worship Committee about worship matters and attend monthly Worship Committee meetings
- g) Develop long term plans for worship
- h) Plan alternative forms of worship services occasionally, addressing the needs of the youth
- i) Work with committees and staff to plan special services as required (e.g. Maundy Thursday, Good Friday, Christmas Eve)
- j) Conduct services of baptism, communion, confirmation, funeral, and wedding for members and adherents. Carry out similar functions for non-members at own discretion and in consultation with the Council
- k) Prepare families for baptism
- l) Prepare couples for marriage
- m) Distribute communion to shut-ins as required
- n) May perform worship services occasionally at homes for the elderly.

Joint Needs Assessment Report

Pastoral Care: 10-13 hrs

- a) Visit area hospitals as required
- b) Visit and/or arrange for visitation of shut-ins, the bereaved, the ill or those in other crises to counsel, comfort and encourage
- c) Provide leadership, encouragement and support to the Pastoral Care Team
- d) Provide counseling as necessary for weddings and funerals

Mission & Outreach: 3-6 hrs

- a) Assess outreach needs of the community and how we can help meet those needs
- b) Ensure members are aware of projects and the needs of the Mission and Service Fund and encourage support
- c) Represent the congregation with other denominations in the community

Education: 2-4 hrs

- a) With the Christian Education Director, help coordinate the Children's time during the church service to encourage intergenerational worship
- b) Provide confirmation classes for youth as required
- c) Participate in Christian based youth groups in the community (e.g. Common Ground Youth Group)
- d) Provide leadership in adult study groups
- e) Stimulate interest and provide resource material for Bible study groups
- f) In consultation with the Christian Education Committee, continually assess the spiritual needs of the congregation and how we can meet those needs

Administration: 3 hrs

- a) Hold weekly staff meetings with the church staff
- b) Attend monthly Council meetings
- c) Regularly communicate to the Office Administrator work schedule and availability
- d) Participate at Presbytery and Conference levels

Stewardship: 1 hr

- a) Help members understand and view their use of time, talent and money in all areas as expressions of Christian Stewardship



Essential Skills & Personal Characteristics

The following are the desired characteristics for a Minister at The Donway Covenant United Church

Skills

a) Strong preaching ability:

The congregation identified the following aspects as most meaningful to them:

- speaks with confidence and conviction
- uses conversational language
- is a storyteller
- is dynamic
- can be humorous
- uses a variety of presentation styles
- is personal and reflective

b) Ability to work with a variety of ages, cultures, genders, and beliefs

c) Ability to bring new members into the fellowship of the church

d) Ability to manage change

Congregation Quotes:

"As we are an older congregation many are confined to their homes (don't get to church) and a friendly visit from their minister would be appreciated"

Congregation Quotes:

"Caring Congregation – Excellent Leadership. Talent and leadership in congregation is significant"

Leadership Style:

- a) Ability to work openly and creatively with other staff, council and congregational members

Personal Characteristics

- a) Warm, open, friendly personality
b) Christian beliefs grounded in United Church theology



Terms Profile

Salary

The minimum salary will be set in accordance with the 2007 Salary and Allowances Schedules Applicable to Ministry Personnel, section 036 in The United Church Manual ("The Manual").

Any remuneration in the case of disability, maternity, parental, and bereavement leaves will be in accordance with Section 036 and 037 of "The Manual"

Vacation

Within each pastoral year, the Minister will be eligible for one month vacation leave. The Minister will consult with the Human Resources Committee as far in advance as possible regarding vacation plans.

The Minister shall provide adequate notice to the Human Resources Committee of vacation or professional development leave. All vacation leave is to be formally reported and taken within the pastoral year (not carried over).

All vacation leave will be mutually agreeable to the Minister and the needs of the Donway Covenant United Church and should normally avoid the Easter and Christmas seasons. Long vacations should be avoided during the peak period between September to June.

If a Federal Government Statutory Holiday falls on a regular day off or the services of the Minister are required on that day, another day may be taken in lieu.

Work Week

The work week is based on a 40 hr week (average).

The minister may work at home from time to time to prepare sermons, write reports etc., but must keep the office staff informed.

The Minister will maintain records of the number of hours worked and provide, upon request, a summary of hours worked to the Human Resources Committee.

Travel Expenses

Travel expenses for mileage and parking will be reimbursed for work carried out on behalf of the Donway Covenant United Church at a rate set in accordance with The Manual, Section 036(h) (the rate for 2007 is set at 39 cents per kilometer). This expense will be paid monthly upon submission of receipts to the Treasurer.

Housing Allowance

A housing allowance will be provided as set out in Sections 036(f) and (g) of The Manual. The housing allowance for 2007 was set at \$26,660.

Administrative Support

The Minister will be provided with his or her own church office. A cell phone, office internet access and photo copying are provided. The Office Administrator is a shared resource among the staff and congregation.

Continuing Education

Book Allowance

Each minister is entitled to reimbursement of expenses up to \$500 per calendar year. The cost of books associated with study leave will be considered a part of this program. Expenses will be paid monthly upon submission of a claim under this program.

Professional Development

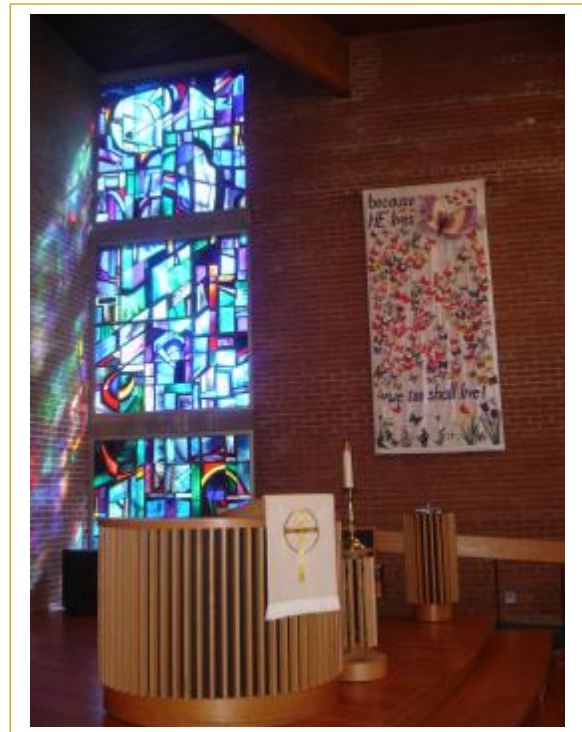
The Minister is entitled to 21 days of study leave within the pastoral year for professional development and continuing education relevant to the providing of the ministry of the Donway Covenant United Church.

Costs of attending ongoing professional development will be covered at the annual rate set by the United Church of Canada (\$1200 for 2007). There will be no carry over of leave or allowance from year to year.

Moving Expenses

Should it be required, moving expenses will be paid to cover the costs of moving furniture and effects plus reasonable travel costs for the Minister and immediate family based on estimates and receipts.

In accordance with "The Manual" if the Minister initiates leaving The Donway Covenant United Church before serving at least three years, then moving expenses will be reimbursed by the Minister to the paying party on a pro rata basis.



Recommendations

The Joint Needs Assessment Committee recommends the following:

1. That a vacancy be declared for one full time minister
2. That the Joint Needs Assessment Committee be disbanded
3. That a Joint Search Committee be formed to search for a minister based on the findings of this report
4. That Council complete an assessment of the needs of the congregation every 3 – 4 years

Appendices

The following documents can be found in the appendices:

- Annual Report
- Financial Report & Budget
- Survey and Results
- “The Voice” newsletter
- Sample Bulletin