

# Scarboro United Church Joint Needs Assessment Report



***Prepared by the Joint Needs Assessment Committee  
Approved by the Official Board, Congregation and Presbytery  
April 1, 2009***



*Scarboro United Church is an Affirming Ministry*  
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# Scarboro United Church Joint Needs Assessment Report

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# Scarboro United Church Joint Needs Assessment Report

## 1.0 Summary of Recommendations

The Joint Needs Assessment Committee recommends:

1. That Scarboro United Church continue to support two full-time Ministers who work as a team, with well-defined individual roles and responsibilities.
2. That Scarboro United Church request that Calgary Presbytery declare a vacancy for one full time Order of Ministry position Position # 2 (Appendix B) commencing July 1<sup>st</sup>, 2009.
3. That Calgary Presbytery approve the application of Scarboro United Church to fill the vacancy for one Order of Ministry position, effective July 1, 2009, through the settlement process.
4. That Scarboro United church appoint congregational representatives to a Joint Search Committee.
5. That the remuneration, terms and conditions of the new minister's position be consistent with the provisions of the United Church of Canada and commensurate with the skills and experience of the individual.

## 2.0 Background

### 2.1 Background

Scarboro United Church is a strong inner city church which is undergoing a period of vital change and transition. The most visible changes have involved changes in ministry and lay leadership over the last number of years. For the better part of a decade, the Scarboro congregation was led by a dedicated team ministry which brought a sense of stability to the pastoral charge. In 2007, the senior minister retired and in the intervening two years a new minister and two new music directors were hired, and the second long-standing minister announced her retirement. These are natural, expected changes in the life of a church but have left Scarboro feeling more vulnerable than is typical for this vibrant faith community. In addition to changes in personnel and the congregation, Scarboro became an Affirming congregation in 2008 and began the serious work of planning the redevelopment of the church's site and buildings.

### 2.2 Joint Needs Assessment Process 2008 - 2009

In this context of change, the Joint Needs Assessment Committee was struck in October 2008. This *Joint Needs Assessment Report* was prepared based on the following sources of information:

- discussions and interviews conducted by the Joint Needs Assessment Committee [October 2008 – February 2009];
- interviews with the two incumbent ministerial staff [December 2008 – February 2009];

- the Scarboro Official Board Visioning process [December 2008 – February 2009]; and
- a congregational survey entitled *Scarboro United Church New Minister Needs Assessment Survey* [July – August 2006]. The congregational survey was conducted in 2006 in preparation for the previous Joint Needs Assessment Report, and provides useful historical background.

The Joint Needs Assessment Committee was struck by the Official Board in October 2008. Care was taken to represent a cross section of the congregation, including a mix of gender, age, time in the congregation and experience with Scarboro activities. The committee met regularly over a period of five months.

Information for the JNAC Report was collected primarily by way of in-person interviews and focus groups. The JNAC Committee decided not to conduct a repeat *Survey* for two main reasons: the findings of the 2006 *Survey* were determined by the original author to be generally relevant, and the congregation is considered to have “survey fatigue” from actively participating in numerous surveys and planning sessions over the past few years:

- *Scarboro Renewal* (2003 – 2004)
- JNAC process (2006)
- Affirming Ministry process (2006 – 2008)
- Scarboro Official Board Visioning (2008)

The two incumbent ministers and key lay leaders were interviewed to gain a diverse perspective on the current priorities of the church, recent trends and views on future leadership. The congregation was engaged in the Board’s Visioning sessions and encouraged to approach JNAC members directly to provide input to the process. All of these perspectives have been integrated into sections 3.0 and 4.0.

### **3.0 Community and Resources Description**

*“Scarboro United Church is a caring community of risk takers, adventurers and explorers in contemporary Christian living. Working from a traditional base, we seek new ways of understanding the meeting of the human and the divine.”*

*Scarboro Mandate (2000; reaffirmed in 2004, 2006 and 2008)*

#### **3.1 The Pastoral Charge - Community**

##### ***Geographic Community***

Scarboro United Church sits on the boundary between the long established communities of Scarboro and Sunalta in Calgary’s southwest quadrant. Like many inner city churches, Scarboro draws its congregation from a wide geographic area – ranging from suburban neighbourhoods in the far north and south of the city to areas outside Calgary city limits. Nevertheless, a significant proportion of the congregation – approximately one third – resides in the adjacent communities of Scarboro and Sunalta.

The land which now comprises the community of Scarboro was originally owned by the Canadian Pacific Railway. The land was annexed to the city of Calgary in 1907 and the community was established in 1910. The neighbourhood is characterized by single family homes set on broad, tree-lined streets. Its population is stable at approximately 1,000 residents. As the result of traffic control

measures over the years, Scarboro is geographically isolated from high volume roads such as 17<sup>th</sup> Avenue, 14<sup>th</sup> Street and Crowchild Trail.

Directly to Scarboro’s east, the district of Sunalta was officially established as a residential community in 1912. Many of its original wooden clapboard homes still exist but in the 1950s the community was rezoned and a significant number of low rise apartment buildings were constructed. Recently, many of these rental units have been converted into condominiums. There is considerable commercial development along the south and east boundaries of Sunalta along 17<sup>th</sup> Avenue and 14<sup>th</sup> Street. Sunalta is home to Sacred Heart Catholic Church, founded in 1930 (one year after Scarboro United’s current sanctuary was completed). Sunalta’s population is relatively stable at around 3,400.

The demographics of the two communities are markedly different – when compared to Scarboro, Sunalta has relatively few young children and seniors but many more residents in the 25-44 age group.

<b>AGE</b>	<b>SCARBORO</b>	<b>SUNALTA</b>
0-14	21.4%	6.4%
15-24	12.4%	4.6%
25-44	24.4%	61.9%
45-64	30.3%	4.5%
65+	11.5%	2.6%

*Source: City of Calgary, Civic Census, 2006*

Just over 60% of Scarboro’s population are married or in common law relationships; the corresponding figure for Sunalta is 36%. Only 11% of Scarboro’s residents live alone while this figure rises to 34% in Sunalta. Scarboro has half the incidence of lone parent families (15% versus 30% for Sunalta).

Some 72% of Scarboro’s residents own their own homes while in Sunalta the corresponding figure is only 17%. (This statistic may well have changed since the 2001 Census given the recent conversion of many apartment buildings to condominium ownership.)

Scarboro is not a diverse community in comparison to the rest of Calgary. According to 2001 Census figures, its visible minority population is only 6.5% compared to the city wide figure of 18.7%. Sunalta’s visible minority population is 13.5% and its aboriginal population is higher than the city average. The largest group of immigrants by country of birth in Scarboro is from the United States; in Sunalta, the largest group is from the Philippines (many of whom may have been attracted by the proximity to Sacred Heart Catholic Church and Sacred Heart Elementary School).

The education level of Scarboro residents is high – the percentage of people with a university degree is more than twice the city average, at 57%. The comparable figure for Sunalta is 21%. This difference in education levels is reflected in median household income: \$80,000 for Scarboro and \$32,000 for Sunalta, compared to the city average of \$58,000 (2001 Census figures).

Even though Scarboro and Sunalta are close to downtown Calgary, they have not historically experienced the same degree of social challenges identified by neighbouring inner city communities, such as poverty, social isolation, crime, homelessness, and residents with chronically poor health. This is not to say these problems do not exist but both Scarboro and Sunalta have thriving community associations and residents who take pride in their neighbourhoods.

Historically, Scarboro United Church has drawn a disproportionately large portion of its local members from the community of Scarboro. However, we are now seeking to extend our ministry and local outreach programs into new areas. We are excited by the possibility of employing some of the

Emerging Spirit initiatives to engage and attract the younger and more diverse population of Sunalta and look forward to welcoming them into our community of faith.

### ***Beyond the neighbourhood***

The 2006 *Survey* showed that, of the two thirds of Scarborough's congregation that reside outside the geographic area, one third live within a short driving distance and the other third live more than half an hour away. Most live on the west side of the city (north or south) rather than on the east side. The disproportionately large percentage of people attending from the two western quadrants of the city may reflect the relative ease of vehicular access to the church from the west. Scarborough could be described as a solidly regional church, attracting a diverse demographic and geographic population.

### ***Demographics***

In keeping with the experience of many United Churches, church attendance at Scarborough has fluctuated in past years, but at present, church attendance at Sunday worship averages about 135 people. Confirmed membership remains at approximately 300 individuals, and fourteen new members on average join Scarborough every year. See Appendix D for an eleven year overview of Scarborough's demographic profile.

### ***Community of Building Users***

Scarboro encourages active use of the building by members of the wider community as well as local church groups. About seventy-five committees, organizations, societies and groups have used the church in the last year, ranging from choirs and quartets to health support groups, dance companies and substance abuse self-help groups.

### ***Why people come to Scarborough***

***“We are a liberal, open-minded congregation, welcoming doubters, seekers, questioners, believers and those of other faith experiences.***

***As those who are called to embody Christ's love, we provide pastoral care opportunities that minister to the changing needs of our church community. We also build relationships by providing opportunities to socialize and enjoy each other's company in a variety of informal ways.”***

*Scarboro Mandate*

According to the *Survey*<sup>1</sup>, the reasons people attend Scarborough United are as varied as the respondents, but frequently mentioned reasons are the ministers, the worship service, the music, the fellowship of community and the faith journey itself. Two representative comments are: “*I like the sense of community, the music, the sermons, the interest and support of social justice issues*” and “*it is my church home*”. Approximately half of the congregation has attended Scarborough for less than ten years, while the other half has attended for over ten years. Of those, one quarter has attended for over 20 years. Most respondents grew up in the United Church or one of its affiliates (e.g. a Presbyterian church).

When asked why they come to Scarborough in particular, respondents ranked “worship” (also “Sunday service” and “sermon”) as the primary reason, followed closely by “community”, “fellowship and friends”, “Scarboro's ministry” and “the music” (or the choir). These results mirror those obtained

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<sup>1</sup> As noted in the Introduction, the results of the 2006 *Survey* are considered relevant in 2008 – 2009.  
Scarboro United Church Final JNAC Report  
Approved 09/04/01

during the Scarboro renewal process. “Location” ranks near the bottom of the list of reasons why people attend the church, consistent with the geographic profile of the congregation.

### **3.2 The Pastoral Charge – Ministry**

*“As a worship-centred community, we emphasize participatory, innovative worship while honouring the ancient rituals and practices of the church. We offer challenging sermons, meditation and reflection, and excellence in the quality and variety of music.*

*As a Christian community in a largely secular society, we recognize the need to respond to the spiritual hunger of our time. Toward this end, we provide opportunities for education and discussion in contemporary theology, biblical interpretation, and spirituality.”*

*Scarboro Mandate*

Scarboro’s ministry has continued to evolve in recent years. During the last decade, the church has developed, renewed, and proposed changes to its Mandate, successfully engaged the congregation in renewal and visioning, and become an Affirming congregation. Scarboro’s ministry engages staff and volunteers across a diverse range of interests and activities.

#### ***Building on Scarboro’s strengths***

Members of the congregation value Scarboro’s liberal theology, its balance of outreach and personal spiritual growth, its strong leadership and outstanding music program. However, there is always more to be done as the church adapts and evolves. Scarboro’s 2004 Renewal Task Force recommended the further development of Scarboro’s “significant ministry” and a long term strategy for the Scarboro site and buildings. To further the concept of “significant ministry”, the Board launched a series of Visioning sessions in 2008 focused on the development of four pillars: Faith, Justice, Outreach and Arts. The “coming alive” of each of these pillars has implications for ministry staff and for the future development of the building. See Appendix G for further information.

#### **FAITH**

*“As those who recognize the value that children and youth bring to our church community, we are prepared to engage in the exploration and study necessary to determine their needs and to nurture their gifts. We are committed to working with our young people in developing programs and worship that relate to their lives.”*

*Scarboro Mandate*

Scarboro is blessed with an active Worship Committee, which ensures that Sunday services reflect the themes of each Church season. Services balance traditional aspects of worship with an openness for innovative and modern ways to celebrate worship. These include drama, dance and musical presentations, as well as services led by youth, who several times a year inspire the congregation with their idealism and energy. Scarboro also benefits from periodic guest preachers from the congregation and elsewhere.

Like many United Church congregations, Scarboro recognizes the need to engage multiple generations of individuals and families in discovering their spiritual path. The attraction and support of children, youth, families and younger adults has emerged as a consistent theme at this stage in Scarboro's growth, and will be an area of focus for the new minister. It is our hope that stronger programs as well as inviting new spaces will be appealing and spiritually satisfying to individuals and families under 45 years of age. Scarboro has recently begun participating in the *Emerging Spirit* initiative, with the hope of learning and applying this new knowledge to expand our faith community.

Eight individuals and other volunteers support the important work of faith development in the children, youth and young adults at Scarboro. Noteworthy activities in 2008 included participation in special services, a focus on environmentalism for Bicycle Sunday and the UCC Zambia Youth Exposure Tour. The devoted, spirit-filled leaders of Scarboro's youngest parishioners recognize that continued growth in leadership will be an important part of Scarboro's future.

Pastoral care is supported at Scarboro through the work of the ministers and many lay volunteers. This ministry includes Commune I Care, ministry to shut-ins, Card ministry and a welcoming coffee time before and after worship on Sundays.

## JUSTICE



***“As those who are called to be partners with God in creating a just society, we are committed to being agents for change, challenging moral and economic injustice, both locally and globally. We support those benevolent ministries that address critical social needs, and point the way to social change.”***

*Scarboro Mandate*

Scarboro became an Affirming congregation in 2008 and has integrated Affirming Ministry activities into the regular church calendar<sup>2</sup>. Some of the more tangible markers of Affirming at Scarboro include a rainbow sign on the front wall and on a nearby street sign, inclusive language on marriage forms and an expanded library selection of gay, lesbian, bisexual and transgender books and videos. Plans for 2009 include the development of a glbtq<sup>3</sup> program which will be offered to the wider community in support of this ministry.

The congregation has identified leadership in peace-making and action on environmental issues as important in this next phase of Scarboro's development. A Peace Camp for children has been held each summer for several years and is scheduled again for the summer of 2009.

## OUTREACH

Scarboro is a congregation that strives to make an impact in the local and world communities. A proud accomplishment for 2008 was facilitating the safe emigration of eight young Sudanese from the Sudan to Canada. These “young friends” arrived in Canada to join their extended family, the culmination of a five year journey led by the Outreach Committee. All eight are now in school or are working independently.

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<sup>2</sup> The Official Board has proposed several revisions to the Mandate which have not yet come to the congregation for approval. One reads as follows: “We commit to be an affirming congregation and an inclusive community”.

<sup>3</sup> glbtq = gay, lesbian, bisexual, transgendered, queer

Other outreach activities at Scarboro include involvement in CAUSE Canada, Habitat for Humanity, The Partners in Literacy Program and the Bankview House lodge for the elderly. Scarboro continued to support Inn from the Cold two weekends a month until the program was relocated to a downtown building. The Elda Daniels Women's group continues to contribute generously to the Calgary Interfaith Food Bank, emergency shelters and Meals on Wheels.

## ARTS

Music and the arts are consistently identified by members of Scarboro as one of the key ministries of the church and reasons why they attend Sunday worship. The Scarboro Choir, acknowledged for their fine musicianship and commitment, provides a strong music ministry to the church and to the Calgary community under the superb leadership of the music directors. Scarboro Arts continues to be a draw for the wider community<sup>4</sup>, hosting an annual "Fruits of the Spirit" event and supporting a number of youth, jazz and gospel choirs. The exciting potential to renovate or design our facility to be more conducive to a wider array of arts activities is a key driver in the building redesign.

## Summary

In summary, Scarboro is a stable congregation which has reached out to the wider community and diversified its ministry over the past few years. As a congregation, Scarboro is conscientious in its desire to serve the broader community and looks to its leadership to help guide the way. At this point in its eighty year history, Scarboro is in need of support and encouragement as it transitions into a challenging new future. What the congregation has to offer a new minister is a strong sense of community and the willingness to devote energy to its chosen ministries.

## 3.3 Financial Resources

### *Operating Revenue*

Church revenues for 2008 totalled \$ 433,757 against a budget of \$457,800. After many years of running a small surplus, Scarboro has run a deficit for three years: 2006, 2007 and 2008. The 2008 deficit was \$ 32,200 and the projected 2009 deficit for the church is \$56,000. The congregation is well aware of the dangers of running a deficit for a number of years without addressing root causes. There is compelling evidence that one principal cause of the current deficit is the accumulated cost of repairs to the church and renovations to the manse that had been postponed for a significant period. It should also be noted that church expenses continue to rise: for example, the costs in 2008 were \$75,000 more than in 2005. The church's complete financial statements are included in the *2008 Annual Report* (Appendix C).

At the February 2009 Annual General Meeting, the congregation passed a motion to eliminate the 2008 deficit by encroaching on the Special Reserve Fund and to attempt to eliminate the 2009 deficit by creating the "Club of 50". This latter group was created spontaneously at the AGM when a member of the congregation challenged 50 people to pledge an additional \$1,000 per year to ensure that the church had sufficient revenue. Only two weeks later, one third of that amount had been received. The Stewardship and Education Chair notes that each year many givers give additional amounts above their pledges, especially in November and December. These anecdotes capture the spirit of giving in the church<sup>5</sup>.

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<sup>4</sup> A second proposed revision to the 2000 Mandate is "As those who are committed to fostering spiritual enrichment and social transformation through the creative arts, we support Scarboro Arts, which provides opportunities for intergenerational experiences in and through the arts".

<sup>5</sup> Proposed 2008 revision to the Mandate: "As those who are called to be the church in the world, we encourage and invite realistic commitment of our material resources and our time to the work of our own congregation and of the wider church".

The Stewardship and Education Committee oversees the annual Fall Campaign, and has successfully grown PAR contributions from 3 to 76 givers over the past several years. As the result of substantial Planned Gifts in 2007 and 2008, a total of \$156,000 is now held in the "Building in Faith Fund". The Special Reserve Fund stood at \$199,000 at the time of the AGM.

### ***Mission and Service***

By resolution of the Board, the annual pledge to Mission and Service (M and S) is calculated as 15% of the previous year's total of pledges and general offerings. In 2008, Scarboro's M and S contribution was \$50,500, disbursed in monthly instalments.

### ***Building Development***

After several years of careful deliberation and discussion, the congregation is considering a major renovation and potential expansion of the Scarboro building on its current site. The scope of the building project is not yet determined, but it seems clear that, at a minimum, the congregation will need to raise several million dollars for the building project. Several proposed themes appear to have wide support: a multi-use facility that will be appealing to the wider community and will allow space for Scarboro Arts and enhanced justice and environmental work. A concrete development at the 2008 AGM was the passage of a resolution to begin the work of developing a fundraising campaign.

## **4.0 Ministry Personnel Description**

### **4.1 Position Description**

The 2006 JNAC Report noted that "*Scarboro has benefited in tangible and intangible ways from the outstanding leadership and the strong relationship of two senior ministers who are dedicated to work effectively as a team*". In 2009, Scarboro has reaffirmed its commitment to team ministry. Scarboro is seeking an individual whose skills and gifts will complement the incumbent minister, who is planning retirement in two to three years. At that time another Joint Needs Assessment process will be initiated.

When asked in the 2006 *Survey*, members of the congregation overwhelmingly stated a preference for a minister with a relaxed style who balances a traditional approach to worship with a contemporary approach, balances the scholarly with the spiritual, and balances the ability to be decisive with the ability to enable others to make decisions. Respondents were supportive of a minister who is "provoking and challenging", emphasizes contemporary issues as well as the Bible and welcomes new ideas and approaches. The congregation is looking for a minister with strong leadership skills who is approachable, open, committed, intelligent, and has both good communication skills and a sense of humour.

The change in ministry personnel is an opportunity to bring new energy to the significant activities and decisions on the horizon: notably the decisions to potentially use the church in new ways, expand interfaith ministry and welcome new members through the Affirming Ministry and exploration of *Emerging Spirit*. Scarboro continues to offer a gathering place in the heart of the city, where a progressive, liberal Christian voice can be heard. Both the staff of the church and the congregation are ready to welcome what the new minister has to offer.

The ministry positions are described in more detail in Appendix B.

## 4.2 Terms and Conditions

In due consideration of the information gathered between October 2008 and February 2009, the Joint Needs Assessment Committee recommends:

**The Joint Needs Assessment Committee recommends:**

1. That **Scarboro United Church** continue to support two full-time Ministers who work as a team, with well-defined individual roles and responsibilities.
2. That **Scarboro United Church** request that **Calgary Presbytery** declare a vacancy for one full time Order of Ministry position Position # 2 (Appendix B) commencing July 1<sup>st</sup>, 2009.
3. That **Calgary Presbytery** approve the application of **Scarboro United Church** to fill the vacancy for one Order of Ministry position, effective July 1, 2009, through the settlement process.
4. That **Scarboro United church** appoint congregational representatives to a **Joint Search Committee**.
5. That the remuneration, terms and conditions of the new minister's position be consistent with the provisions of the **United Church of Canada** and commensurate with the skills and experience of the individual:

### ***Salary***

Appropriate United Church salary for category A to F

### ***Housing Allowance***

Consistent with Calgary Presbytery Housing Guidelines: \$24,000.00

### ***Travel Allowance***

As per United Church Policy.

### ***Vacation***

One month per year

### ***Study Leave***

Three weeks per year

### ***Book and continuing education allowance***

At or above the United Church General Council minimum of \$1,200 per year per FTE

### ***Other Benefits, Leave and Allowances***

Consistent with United Church Policy

### ***Sabbatical***

Consistent with United Church Policy

### ***Additional Allowances***

Equipment and resources to carry out the work, including the provision of a cell phone and expense allowance (if deemed necessary)

## 5.0 Appendices

- Appendix A:** JNAC participant list
- Appendix B:** Position Descriptions: Position # 1 and Position # 2
- Appendix C:** Scarboro United Church Annual Report (2008)
- Appendix D:** *Yearbook Statistics - The United Church of Canada*
- Appendix E:** Scarboro Board and Committees
- Appendix F:** Scarboro Mandate
- Appendix G:** Scarboro Visioning documents (2008)

## APPENDIX A

### Joint Needs Assessment Committee 2008 - 2009 Participant List

#### Calgary Presbytery

- Reverend Murray Laverty
- Sheila Steeves
- Nancy Hetherington-Peirce (Congregational Meeting March 22, 2009)

#### Scarboro United Church

- Wendy Ainsworth
- Mike Maloney
- Susan Murphy
- Doug Parnham
- Graham Paynter
- Pat Ruby
- Norma Wood (Chair)

## APPENDIX B: Position # 1 (incumbent position)

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**Position Title:** Minister of Scarboro United Church  
**Prepared by:** Scarboro Joint Needs Assessment Committee  
**Date:** November 2006; revised March 2009 and *accepted by incumbent minister*

### **Purpose**

The purpose of this full-time position is to provide spiritual leadership to Scarboro United Church in partnership with Scarboro's other full-time Minister.

### **Responsibilities**

The minister in this position is a member of a dynamic, flexible partnership. The gifts and talents of the ministers in this team are complementary, and support different aspects of the ministry of the church. For example, this minister leads worship the majority of the time, while the other minister is mainly responsible for faith formation and Christian development. The responsibilities listed in the following section are relatively stable over time, but are subject to change and negotiation by the team. Significant changes may be made in consultation with the Official Board.

The minister in this position **leads** in the following areas, in order of priority:

- **Worship and sacramental life:** supporting the congregation in its understanding of God's call to them, and serving as a resource to the Worship Committee.
- **Social justice, social action and social witness:** serving as a resource to the Affirming Ministry of the church.
- **Congregational operations:** serving as a resource person to church committees: Finance, Personnel, Stewardship and Education, and the Board of Trustees.

The minister in this position **supports** in the following areas:

- **Faith formation and Christian development**
- **Children, youth and young adult ministry**

The minister in this position **shares** responsibility for:

- **Pastoral care:** providing spiritual and pastoral care to the congregation, including members and adherents who are ill, grieving or in crisis; serves as a resource to the Pastoral Care and Membership Committee and lay pastoral care providers.
- **Special services** such as weddings and funerals.
- **Evolving building issues:** supporting the development of the new facility as new directions and needs emerge.
- **Church administration:** participating in staff, ministry and Official Board meetings; planning meetings, handling correspondence, phone calls, e-mails.

### **Skills and Experience**

The minister in this position is an emotionally mature individual with a strong sense of self and the ability to function at a high level within a team environment. The minister loves to preach and is comfortable encouraging intelligent debate.

At this stage in Scarboro's evolution, it is imperative that the minister in this position appreciate and support Scarboro's four pillars of ministry: faith, justice, outreach and the arts. The minister is enthusiastic about assisting in the shaping of new directions for Scarboro's site and buildings, as well contributing to the development of Scarboro's volunteers.

**The minister balances:**

- A traditional approach with a contemporary view of spirituality in worship;
- A scholarly and spiritual approach to ministry;
- Emphasis on contemporary issues with references to the Bible; and
- The ability to be decisive on policy and programming with the ability to encourage others to make decisions.

**The minister's specific attributes:**

- Commitment and spiritual leadership;
- Relaxed, open and approachable style, with a sense of humour;
- Strong, intelligent communicator;
- Provocative and challenging; and
- Welcoming of new ideas and approaches.

**Routine Consultation****Scarboro Staff**

- Partner minister in the team
- Director of the Adult Choir
- Office Administrator
- Scarboro Co-ordinator
- Director of the Children's and Youth Choirs
- Caretaker

**Committees**

- Affirming
- Finance
- Outreach (social justice issues)
- Pastoral Care and Membership
- Personnel
- Stewardship and Education
- Board of Trustees
- Worship

**Official Board**

- Chairperson
- Committee Chairs

**Decisions and Accountability**

All key decisions for ministry are made in partnership with the other minister in the team, the Official Board and the congregation, when appropriate. The team is responsible for ensuring that together they support all aspects of Scarboro's ministry, encourage and support each other's personal and professional development, and provide coverage for each other during planned or sudden absences.

**External Linkages**

- Calgary Presbytery
- Interfaith Community
- Inner city churches (e.g. St. Matthew's)

## APPENDIX B: Position # 2 (vacant position)

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**Position Title:** Minister of Scarborough United Church  
**Prepared by:** Scarborough Joint Needs Assessment Committee  
**Date:** March 2009

### **Purpose**

The purpose of this full-time Order of Ministry position is to provide spiritual leadership to Scarborough United Church in partnership with Scarborough's other full-time Minister, who is planning retirement in the future.

### **Responsibilities**

The minister in this position is a member of a dynamic, flexible partnership. The gifts and talents of the ministers in this team are complementary, and support different aspects of the ministry of the church. As a member of the ministry team, the minister in this position will be dedicated to supporting the spiritual and faith development of the congregation as well as engaging the wider community in seeking out and initiating new possibilities. The responsibilities outlined below are subject to change and negotiation by the team, but significant changes may be made in consultation with the Official Board.

The minister in this position **leads** in the following areas, in order of priority:

- **Faith formation and Christian development:** provides spiritual leadership for children, youth, young adults, adults and families; provides inspiration, mentorship and support to adult learners; facilitates the discernment and expression of spiritual gifts and callings. Serves as a resource to the Outreach Committee on issues of community development and support.
- **Children, youth and young adult ministry:** is actively involved in preparing children, youth and young adults for participation in worship and church life. Serves as a key support for, as well as a resource to, the Sunday School and Youth groups.
- **Welcoming newcomers:** actively engages the faith community and reaches out to the wider community.

The minister in this position **supports** in the following areas:

- **Worship and sacramental life**
- **Social justice, social action and social witness**
- **Congregational operations:** serving as a resource person to the Building, Property and Communications Committees.

The minister in this position **shares** responsibility for:

- **Pastoral care:** provides spiritual and pastoral care to the congregation, including members and adherents who are ill, grieving or in crisis; serves as a resource to the Pastoral Care Committee and lay pastoral care providers.
- **Special services** such as weddings and funerals.
- **Evolving building issues:** supporting the development of the new facility as new directions and needs emerge.
- **Church administration:** participating in staff, ministry and Official Board meetings; planning meetings, handling correspondence, phone calls, e-mails.

## **Skills and Experience**

The minister in this position is an emotionally mature individual with a strong sense of self and the ability to function at a high level within a team environment. He or she strives to be a role model for living in Christ. The minister is committed to empowering others and easily shares responsibility and control. The minister is a “self-starter” who is comfortable reaching out to engage others. She or he sees possibilities and is unafraid to take risks. At this juncture in Scarboro’s evolution, it is important the minister in this position embrace the excitement and challenge of ushering the church into a new era of growth and development.

### **Specific Attributes**

- Dynamic communication style
- Can inspire and motivate lay members of the congregation
- Can produce well read and well researched sermons
- Is a passionate and articulate preacher
- Is an intentional and reflective listener
- Recognizes and affirms the strengths and gifts of others
- Promotes a culture where it is safe to challenge and disagree
- Is at home with technology and can use it effectively

## **Routine Consultation**

### **Scarboro Staff**

- Partner minister in the team
- Educators for children and youth (e.g. Sunday School teachers)
- Office Administrator
- Scarboro Co-ordinator
- Choir Directors
- Caretaker

### **Committees**

- Building Development
- Communications
- Fellowship
- Outreach (community engagement)
- Pastoral Care and Membership
- Property
- Sunday School
- Youth

### **Official Board**

- Chairperson
- Committee Chairs

## **Decisions and Accountability**

All key decisions for ministry are made in partnership with the other minister in the team, the Official Board and the congregation, when appropriate. The team is responsible for ensuring that together they support all aspects of Scarboro’s ministry, encourage and support each other’s personal and professional development, and provide coverage for each other during planned or sudden absences.

## **External Linkages**

- Calgary Presbytery
- Interfaith Community

- Inner city churches (e.g. St. Matthew's)

## **APPENDIX C**

### **Scarboro United Church Annual Report 2008**

This report is a separate document  
produced by the Scarboro United Church Official Board

## APPENDIX D

### SCARBORO UNITED CHURCH NATIONAL CHURCH REPORTING INFORMATION

Year	Number of Households Under Pastoral Care	Marriages	Funerals	Confirmed Membership	New Members	Non-resident Members	Supporting Households	Average Weekly Attendance
2008	257	16	19	303	14	23	196	135
2007	233	9	10	299	10	23	228	129
2006	247	21	7	292	7	15	247	129
2005	232	9	9	295	14	9	232	170
2004	331	11	15	325	16	23	305	166
2003	326	12	21	318	8	16	311	165
2002	353	14	14	334	25	14	253	205
2001	346	19	11	318	11	12	260	266
2000	385	12	16	338	15	9	276	220
1999	425	22	17	334	24	5	259	220
1998	390	8		319	20	7	282	212

Source: *Yearbook Statistics - The United Church of Canada*



## APPENDIX E : Scarborough United Church Official Board, Committees and Staff (2009)

### BOARD EXECUTIVE

Chair: Lora Wyman, Chair  
Vice Chair: Kathleen Downing  
Past Chair: Georgia Black  
Treasurer: Helen Smith  
Secretary: Mary-Jo Mailloux  
Presbytery Rep: Stutt Pottruff

### COMMITTEES

#### BUILDING DEVELOPMENT

Chair: Ralph Garrett

#### COMMUNICATION

Chair: Graham Paynter

#### FELLOWSHIP

Chair: Wendy Ainsworth

#### FINANCE

Chair: Greg Stirling

#### JNAC COMMITTEE

Chair: Norma Wood

#### MINISTRY and PERSONNEL

Chair: Enid Holtby

#### OUTREACH

Chair: Sue Barnhill

#### PASTORAL CARE / MEMBERSHIP

Chair: Diana Reece

#### PROPERTY

Chair: Art Sanden

#### STEWARDSHIP EDUCATION

Chair: Claire McMordie

#### WORSHIP

Chair: Kris Compton

#### SUNDAY SCHOOL

Co-ordinator: Erika Olsvik-Andrews

#### YOUTH GROUPS

Jr. High Leaders: Nancy Leitch and Wendy Ainsworth

Sr. High Leader: Wendell Koning

#### AFFIRMING GROUP

Co-Chairs: Krista Hummell and Sharon Woodhouse

#### BOARD OF TRUSTEES

Chair: Ralph Garrett  
Enid Holtby  
Terry Wyman  
Georgia Black  
Keith Olsen  
Don Edie  
Susan Murphy  
Bob Bannerman

### LAY STAFF

- **Susan Woodward**, Music Director and Organist
- **Liz Paynter**, Director, Scarborough Arts
- **Jill Newman, Co-ordinator:** building scheduling/rentals, building maintenance overview, dispersal of some benevolent funds, assistance with finding volunteers, and assistance to committees (12 hours per week)
- **Mela Becker**, Office Administrator
- **Cindy Clark**, Custodian

## APPENDIX F

### MANDATE FOR SCARBORO UNITED CHURCH

Scarboro United Church is a caring community of risk takers, adventurers and explorers in contemporary Christian living. Working from a traditional base, we seek new ways of understanding the meeting of the human and the divine. We are a liberal, open-minded congregation, welcoming doubters, seeker, questioners, believers and those of other faith experiences.

As a worship-centred community, we emphasize participatory, innovative worship while honouring the ancient rituals and practices of the church. We offer challenging sermons, meditation and reflection, and excellence in the quality and variety of music.

As a Christian community in a largely secular society, we recognize the need to respond to the spiritual hunger of our time. Toward this end, we provide opportunities for education and discussion in contemporary theology, biblical interpretation, and spirituality.

As those who recognize the value that children and youth bring to our church community, we are prepared to engage in the exploration and study necessary to determine their needs and to nurture their gifts. We are committed to working with our young people in developing programs and worship that relate to their lives.

As those who are called to embody Christ's love, we provide pastoral care opportunities that minister to the changing needs of our church community. We also build relationships by providing opportunities to socialize and enjoy each other's company in a variety of informal ways. As those who are called to be partners with God in creating a just society, we are committed to being agents for change, challenging moral and economic injustice, both locally and globally. We support those benevolent ministries that address critical social needs, and point the way to social change.

*Adopted by the Congregation on May 28<sup>th</sup>, 2000  
reaffirmed in 2004, 2006 and 2008*

## **APPENDIX G**

### **2008 Official Board Visioning Document**

This document is included under separate cover