**JOINT NEEDS ASSESSMENT**

**For**

**CRESCENT FORT ROUGE UNITED CHURCH**

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# Introduction:

The United Church of Canada is facing substantive challenges. Numbers are declining, congregations are aging, infrastructure is aging, resources are dwindling, the community is changing and the need for social action is as urgent as ever. Nationally, the United Church has accepted that these challenges cannot be ignored. Addressing these challenges will change how the church looks and operates.

At the congregational level, Crescent Fort Rouge United Church (CFRUC) faces the same challenges. On a typical Sunday fewer than 100 people worship in a sanctuary designed for 800. The majority in the congregation is of retirement age and this affects the volunteer base. We worship in a beautiful, historic building that is in need of retrofitting, is expensive to heat and has accessibility issues. Ethnically, the congregation does not differ much from the people that worshipped here when the church was built although the community has changed substantially.

Crescent Fort Rouge United Church intends to meet these challenges and move onward. The how will be discussed in the following sections.

# Vision and Mission Statement

**Our Mission**

Our Mission is to invite all who would join us in celebrating the inspiration of the Holy Spirit through worship, music, fellowship and outreach, to help us build a fairer and more joyful world.

**Our Vision**

As a bonfire cast a beckoning glow to everyone, our church should welcome all to gather, for fellowship, food and spiritual nourishment and growth. We see our worship as having the same feeling as being gathered in the hospitality of Jesus to have our spirits fed in worship together – in music, in prayer, in community.

While embracing the traditions that have nurtured our members for over a century, we will look beyond our selves. Our reimagined church will strive to be the hope for those in our midst who face challenges and injustice. We will reach out to our community in ways that reflect our strengths and that engage our members in inspired ministry.

We will present our suggestions for future ministries that we feel best suit our congregation based upon the discussions with our members and our study of the community.

Our members have indicated a strong desire to continue our tradition of hospitality to the arts in Winnipeg. The sanctuary has long been considered one of the best small concert venues in the city. In addition to the many amateur organizations who presently use our space, we believe it can become the venue of choice for more commercial musical ventures. We are in the early discussion phase of working with a production company to more fully take advantage of the opportunities that this asset can provide to us and our community. It is our hope that we will all be able to enjoy diverse offerings of music in our own sanctuary and that this will generate funds that will help us to continue our own ministries.

We imagine a completely redeveloped “back half of the church” to accommodate this ministry. The new space may have three floors and a basement, rather than the two floors we have now.

The child care center will move above ground. We will have full elevator accessibility to all floors, and there will be a shiny new community kitchen which will not only serve the daycare, but will be a great asset to our congregational activities.

***Note:*** *The Mission and Vision Statements are proposed statements based on the indicators from the strategic process the congregation is part way through. Thus these are statements that point the way but have not been ratified by the congregation or Leadership Team.*

# Community Profile

The community, in which Crescent Fort Rouge United Church finds itself, is quite unique in the city of Winnipeg. It is located just south and across the Assiniboine River from the downtown. This location makes it very accessible and hence a popular area in which to live, for people who work in the downtown and who value being close to the centre of things.

Today, it is a charming neighbourhood filled with character and terrific shopping. It is the city’s most densely populated neighbourhood, a beehive of activity where there is always something going on.

The community consists of four districts: River – Osborne, McMillan, Roslyn and Earl Grey. These areas are similar in population (see Table 1) however Roslyn differs in age demographics and average household income (see Tables 2 and 3). River-Osborne district and Mc Millan district are defined by a very youthful, transient and lower income population. Many residents are single, often students and without children and are renting and living in multi-family buildings.

Age demographics indicate that 30% of the neighbourhood residents are less than 30 years old and 20% are 60 years or older. Indigenous people make up 10% of the population which is similar to the average for the city of Winnipeg (see Table 3). Visible minorities make up 10% of the population versus 21% for the City of Winnipeg as a whole.

Average household incomes vary amongst the four districts from $42,700 in River-Osborne to $72,200 in Roslyn versus the Winnipeg average of $72,600.

Within the service area, 7% of residents declare the United Church as their religion of choice however 38% have no religious affinity. This may indicate a potential for growth within the Crescent Fort Rouge United Church.

We are challenged to reach out and provide pastoral care to many of the seniors in the area and to welcome them to Sunday worship. Single parents might appreciate a program that allows them to have someone provide care for their children while they have a break for an hour or two. Similarly, since there does not appear to be a drop in centre for seniors, despite the significant number of seniors living in the area, there may be an opportunity for Crescent Fort Rouge to fill this gap.

This community is rich in many churches of various denominations. Over the years we have worked with other churches in the area to support Winnipeg Harvest and St. Matthews Maryland to provide assistance where needed.

Crescent Fort Rouge also has a very successful partnership with the daycare that shares our space.

The sanctuary of Crescent Fort Rouge has fine acoustics, theatre-like seating and a superb pipe organ which has made it one of the most popular venues for concerts in the city. This has been a marvelous contribution to the community allowing thousands of people within walking distance to attend a large variety of choral and orchestral concerts.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **COMMUNITY STATISTICS (2011 Census)** | | | | | |
|  |  |  |  |  |  |  |
|  |  | **River-Osborne** | **McMillan** | **Roslyn** | **Earl Grey** | **Total** |
|  |  |  |  |  |  |  |
| **Table 1** | **Population** | 4790 | 3525 | 4150 | 4385 | 16,850 |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
| **Table 2** | **Age** |  |  |  |  |  |
|  | **less than 30** | 2325 | 1575 | 830 | 1707 | 6437 |
|  | **60 plus** | 620 | 405 | 1730 | 685 | 3440 |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
| **Table 3** | **Ethnicity** |  |  |  |  |  |
|  | **Aboriginal** | 895 | 235 | 175 | 485 | 1790 |
|  | **Visible Minority** | 765 | 225 | 325 | 375 | 1760 |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
| **Table 4** | **Religious Affiliation** |  |  |  |  |  |
|  | **United** | 275 | 255 | 440 | 240 | 1210 |
|  | **Undeclared** | 1995 | 1325 | 1175 | 1975 | 6470 |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
| **Table 5** | **Household Income** | 42,797 | 60,657 | 72,287 | 53,760 |  |
|  |  |  |  |  |  |  |

In summary, Crescent Fort Rouge is like a downtown church but it is a vital contributor to a uniquely vibrant residential community. We will continue to reach out to the people who live here, to welcome them to worship, and to share our resources with them in the hope that our presence will be an example of God’s work in this community.

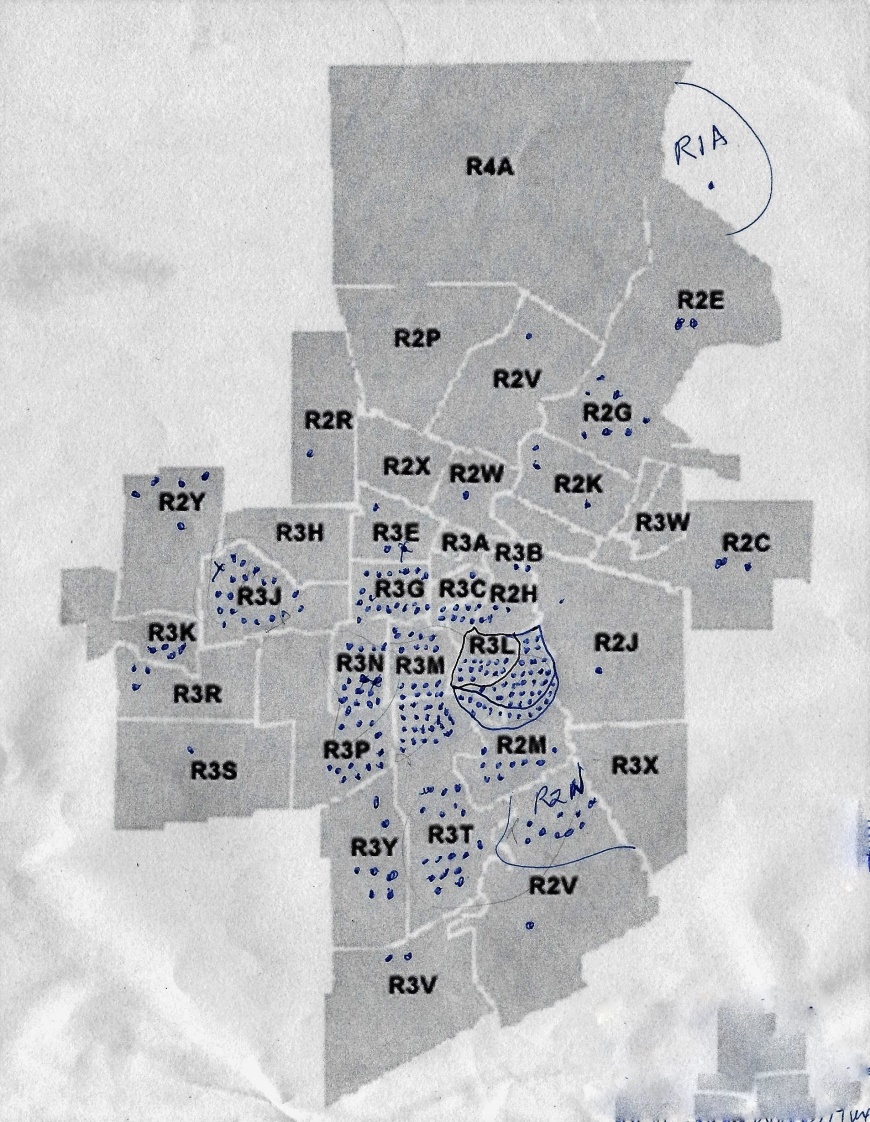
# Pastoral Charge Profile

Since March 2007, Crescent Fort Rouge United Church has had both a full time minister, barb janes and a half time minister, Irene Greenwood. They have worked together as a team ministry until June 2016, at which time barb janes retired from her position. Although both were involved with the planning of themes for Sunday worship, barb prepared and delivered most of the sermons, while Irene worked more in the area of pastoral care, stewardship and Christian education for the Sunday School and Messy Church.

Over this period of time, our congregation has been involved in the development of a new administrative structure, now called the Leadership Team. This Team is comprised of nine members and the two ministers. The Team meets monthly from September to June. A small executive of the Leadership Team meets as needed between Leadership Team meetings and over the summer. The Team includes a Chair, Vice-Chair or Past Chair, Secretary, Treasurer, Ministry and Personnel Chair, Property and Equipment Chair, Presbytery Representative, two Congregational Representatives, and the two Ministers.

Our worship format is traditional with creativity encouraged. Our worship services have included power point presentations, drama/dialog, Art, dance and music. Communion is either served or by intinction, depending on the Minister’s choice. Our House Groups assist during the service by reading scriptures, lighting prayer candles and as ushers for taking up the offering. We have a small but strong choir and use both Voices United as well as More Voices. We believe that music is an integral part of the service, and include a wide range of music as well as a mix of styles and instruments. We have both a baby grand piano and an amazing Casavant pipe organ. Our church building is often sought after by choirs because of the instruments and acoustics of our sanctuary. We also have a very talented choir director and organist.

Although our regular attendees from the congregation are from across the city and also outside the city, the majority come from five postal code areas that include River Heights, Fort Rouge, Wolseley, City Centre and Osborne. Many come from a distance honouring family connections to this church (see enclosed map). Many pass other United Churches enroute to this chosen destination. There are approximately 140 active members or incumbents. From statistics of 2015, the average attendance on Sunday morning is 96, made up of 80% adults and 20% children. The JNAC Report 2007 indicated an average Sunday attendance of 150.



In the past 5 years the children’s Christian Education has been overseen by one of our two ministers with many volunteers conducting the three age levels of classes during Sunday morning worship. This year, with 1 full-time minister, volunteers are taking on the management of these programs in consultation with the minister. It is the current minister’s preference to lead the children’s time during Sunday worship before sending the students off to their lessons.

Adult education is offered when a topic of interest comes up. These courses are offered either at an evening time or lunch with soup. Our congregation has joined with two other United Churches in the area to offer joint study sessions, rotating through the 3 church locations. As well our ministers, from time to time, have invited members to join them at special events such as the Witness Blanket exhibit at the Canadian Museum of Human Rights. Currently there is a group led by a congregant meeting to learn how to ease palliative patients at the end of their lives through singing.

At present, outreach focuses on charity-type activities (meeting needs) as our volunteer base declines.

Pastoral care includes visits to members in hospital or at home. We have a group of Prayerful Knitters who knit prayer shawls for those facing challenges in their lives. There is also a ministry group of folk who are interviewing our elders and writing their life stories. The minister is very much a part of the pastoral care team in all its activities.

This congregation is heavily involved with outreach to the community at large, both as individuals and as part of this church. A wide variety of programs have been offered related to the church calendar year, as well as wider interest topics. These include the ART (Art Revealing Transformation) that has just finished its second highly successful year, concerts by outside choirs (Winnipeg Singers, ECCO Singers, Winnipeg Boys Choir, Alleluia Singers, Flute and Organ Concerts to name a few), spare change, St. Matthews/Maryland food donations, and the Fort Rouge Day Care (donated books to the Day Care, volunteers reading to the children).

Food and hospitality are also important to us. Many folk remain after Sunday services for animated conversation over refreshments. Birthdays are celebrated with cake each month. Other gatherings often include food especially seasonal occasions. The sense of community grows and people say they feel “at home” in this congregation.

How does our church, with small numbers and aging congregation, accomplish all these activities?

At the same time that the governance of the church changed to the Leadership Team, the congregation accepted the plan to have House Groups and Ministry Groups.

There are nine House Groups, with an average of 10 group members. The purpose of the House Groups is to support our minister and congregation in the delivery of worship and hospitality throughout the church year, each group taking one month. The expectations vary according to the month and the church season. Responsibilities include greeting, ushers, serving communion, reading scripture and providing coffee and light refreshments after the service.

Ministry Groups were developed to support the congregation to do the work of the church by following their “passion and/or sense of duty”. There is no limit to the number of groups or their longevity, some short lived (e.g. gardening in the summer), and some exist on an ongoing basis to fulfill ongoing need in the congregation (e.g. pastoral care).

The following **Ministry Groups** were active in 2015-16:

• All Age Concerts • Alleluia Singers

• Archives • CFRUC Gardeners

• Children and Youth Faith Formation • Fall Supper

• Funeral Lunch Preparation • Green Team

• Hospitality for Guest Musicians • Kitchen Angels

• Life Stories • Mission and Service Fund

• Pastoral Care • Praise the Lard Dinner

• Prayerfully Knitting • Pre-Service Coffee

• Publicity • Riverview Wheelchair Team

• Walking Group • Worship and Music

• Worship at Lions Manor

**Short Term Groups:**

• ART (Art Revealing Transformation)

• Easter Breakfast

• Flapjack Fundraiser

**Other volunteer opportunities include but are not limited to:**

• Holy Folders

• Messy Church

• United Church Women

This year for the first time CFRUC was part of Doors Open.

In order to start a new endeavor, a new Ministry Group is required to fill in a form for Ministry Group Proposals, and leave it for the Leadership Team to review and approve.

There are three Ministry Groups that reveal the depth and breadth of our concern for the community:

**Messy Church** is an intergenerational event that encourages children, youth and adults to work together to play, learn and eat together. The message is “Come and be messy – and bring some friends.”

The purpose of CFRUC’s 2016 arts festival, **A.R.T. - Art Revealing Transformation**, was to deepen relationships with the external community around CFRUC and to deepen the thinking within the congregation about common issues and potential future pathways. Another purpose was to increase understanding of the issues related to Truth and Reconciliation, refugees and migrant people.

**Music** has been identified as one of the key elements of the CFRUC worship service. We have a strong choir and music program. The emphasis has been on traditional music well done, rather than on high classical. We continue to have conversations about the inclusion of a wider range of music within worship but generally there has been openness toward a mix of styles and instruments. We believe that music is integral to the service and is not "performance"

It can safely be said that the timing on reaching toward the community appears to be appropriate as there is an apparent readiness in the neighbourhood to get to know each other. People who live nearby have no concept of what goes on behind those large wooden doors and who is inside. They are curious and often seeking answers themselves to life issues such as feelings of isolation and finding pathways forward.

To remain, to repurpose or to leave, that is the question in regards to the building.

A group has been formed to answer this question. It has held many meetings with various members of the congregation to discover a process to re-imagine what church is to the congregation and what steps can be taken to continue the church’s ministries into the future. During these meetings it was found that the congregation felt the following four areas to be the most important:

- Belonging

- Worship

- Music and hospitality to the arts

- Outreach

This group will continue to find ways to learn the needs of the community and to look for connections between the priorities expressed by the congregation and the needs within the community.

# Resource Profile

**Finances**

For 2016 the most significant annual expense is Salaries and benefits at 67% of the budget and growing every year. Winnipeg Presbytery Fees are 4% of the budget; Utilities 9%, Insurance and Taxes 4% and Maintenance of the building and organ 5% These 5 items amount to over 88 % of the 2016 budget making flexibility within any budgeting process difficult.

The 2015 budget called for income revenue of $286,915 and expenses of $286,915. The major part of the expenses was salaries and benefits of $187,237 or 64.9% of the expenses. The actual experience was income revenue of 264,481 and expenses of $281,439 with salaries and expenses consuming $183,226 or 65.1% of the expenses. This resulted in a deficit of income to expenses of $17,162.

The 2016 budget predicted total income revenue of $282,750 with total expenses of $282,753 with salaries and benefits being $189,450 or 67% of the expenses. The number of contributors declined in both 2014 and 2015. Neither the congregation nor the givings have grown at the hoped for rate.

Every year we lose senior donators whose contributions will not be replaced. As indicated in the chart, CFRUC Contributors, the number has declined in the last two years. This will directly affect our bottom line. For example it will take ten plus new individuals in the $500 category or three plus new individuals in the $2000 category to replace one individual in the $6000 category.



Based on actual income from the last five years, the unfortunate reality is that the total income for 2016 will be closer to $269,000. If expenses are close to the estimated amount of $283,000, the deficit of income to expenses will be around $14,000. Deficits of this magnitude are not sustainable.



Like many churches in Manitoba ours is an aging congregation.

Many of our members, who have given countless volunteer hours to the work of the church, are finding the need to step back. Younger members are smaller in number and are unable to replace them resulting in a reduced capacity of volunteers but there were still 24 active Ministry Groups in 2015 and only Fundraising and Community Outreach have become inactive due to a lack of volunteers and need to be revived.



In 2015 the church had 1.5 ministerial positions. With one of the ministers retiring at the end of June 2016 it was decided to ask the present half time minister to increase her hours from half time to full time for a period of one year from July 2016 to June 2017. This was done to allow the church time to decide what to do next. This will also have the effect of reducing salaries and benefits to approximately $169,375 or 62.5% of expenses for 2016. This will result in the expected deficit being reduced from $14,000 to around $1,900 for 2016. Further extrapolation suggests that for 2017 salaries and benefits would only be 60.4% of expenses and would result in a surplus of income to expenses of just over $11,000. This analysis suggests that the church may not be able afford more than one minister but with a savings of more than $11,000 a year the church could easily afford one minister.

The congregation has always been very supportive of the Mission and Services Fund and has regularly contributed $40,000 or more for M & S and Outreach.

The church has an Endowment Fund that is just under $177,000. The capital of the Endowment Fund is invested in various long-term investments with Edward Jones and through the United Church of Canada with Fiera Capital, plus a small bank balance.

Only the interest from these investments can be used by the church for general upkeep. In 1999, a $25,000 interest-free loan was made from the Endowment Fund to the Church to cover an unexpected (and unbudgeted) expense. Over the years most of this loan has been repaid with only a small portion still outstanding.

**Building**

Crescent Fort Rouge United Church is a beautiful, old building. The red brick, twin towers and Romanesque features give it a distinctive appearance. The south and west sides of the property have lawns and border flower gardens along with the Agnes Saunders Memory garden on the southwest side which was established in 2001. These gardens are maintained by dedicated volunteers. The east side of the property was refurbished in 1986 as the play yard for the Day Care Centre. A distinctive black metal fence encloses the lawns and gardens on the south and west sides of the church.

Being over 100 years old, and being in local changeable soil conditions, the church building is in need of constant upkeep and a lot of upgrades. A survey of the building completed several years ago revealed a list of items that could be listed as “in urgent need of repair”. Included in the list were new shingles on the roof, replacement of the eaves troughs and soffits, re-pointing of all the bricks on the south side and rebuilding of the roof drains over the front doors. It was suggested that all of the stained glass windows be completely restored and all other windows needed to be replaced. On the inside of the building the carpet in the upper hall and the carpet in the sanctuary need to be replaced. Some of the light switches and light fixtures around the building require upgrades, plaster on many of the walls needs to be repaired or replaced due to water damage and much of the interior space requires repainting as some of the spaces have not been done for forty years or more.

Over the years, some but not all of the work of the survey, has been completed. The bricks of the two towers were re-pointed over twenty years ago, some restoration repairs were made to the stained glass windows in 2002 and all windows in the upper and lower halls have been replaced. Worn and damaged tiles in the lower hallway were replaced a few years ago. Repairs to the roof drains over the front doors were completed in 2014. In 2015, with a grant from the Winnipeg Foundation, a major refurbishing project was undertaken to restore the organ to full playing capacity. Replacement of the eaves troughs on the sanctuary was completed in the spring of 2016

The church is fortunate to have had dedicated and talented volunteers on the Property and Equipment Committee over the years. The role of the Property and Equipment Committee is to keep the beauty of the sanctuary intact and to repair and maintain the building so that all who use it can feel safe and comfortable in their surroundings. The committee meets regularly and works hard to make repairs to walls and pews, complete regular boiler maintenance, improve heating in the offices, make repairs to lighting fixtures and attend to many other ongoing issues that arise.

There are still many major repair projects that are required to maintain the building in a safe and presentable condition. These include repointing all the bricks on the south side, replacing shingles on the south facing roof, repairing soffits, replacing doors and repairing the front stairs, repairing or replacing the plaster on all walls that show signs of water damage, replacing worn carpeting throughout the building and having all stained glass windows repaired and restored. It has been estimated that a minimum of $250,000 is required to make the necessary repairs on the outside of the building and as much as two million dollars is required to bring the plumbing, electrical wiring and wall insulation of the church up to current building standards.

All spaces in the building, including the gym in the basement, are available for rent. There is a busy rental schedule most years, and booking ahead, even for meetings, is always recommended. Some groups book as much as a year or more in advance to guarantee their time.

Although the kitchen, in the upper hall is fully equipped, it is accessible only by stairs and is not wheelchair accessible, so is seldom used to its full capacity. There is a small kitchenette in the lower hall, which has a dishwasher, refrigerator and double sinks but no stove. Cooking or even warming of food must be done in the upstairs kitchen. The kitchen on the upper level had an upgrade in approximately 2012 to give it better insulation. New drywall was put on all the walls and ceiling at the same time.

# Ministry Personnel Position Description

**Crescent Fort Rouge United Church**

Position: Minister - Full time

Immediate Supervisor: Chair, Ministry and Personnel Committee

**Position Summary:**

* To support, foster and challenge faithful, nurturing and responsive ministry and mission in the congregation.
* To work, in collaboration with all staff and lay leadership to ensure the smooth management of Crescent Fort Rouge United Church (CFRUC), and to promote clear communication and a collegial spirit within the church.
* To foster the network of lay leadership and encourage spiritual growth, faith development and skill development within the congregation.
* To bring awareness and knowledge of the mission, processes and policies of the United Church of Canada to the congregation’s life and decision-making.

**Position Duties and Responsibilities:**

**1. WORSHIP:** To exercise the ministry of Word and Sacrament by:

* Planning and offering nurturing and uplifting worship services
* Communicating with the music director regarding the music ministry and its enhancement of worship and other services
* Working with the Worship Team to plan and coordinate regular celebration of the Sacraments: Communion and Baptism.
* Planning and conducting weddings and funerals.

**2. CHRISTIAN EDUCATION:** To foster the Christian nurture and spiritual growth of children and youth in the congregation by:

* Communicating with the Sunday School Coordinator and Youth Group Leader, offering encouragement as they plan and organize Sunday programming and special events.
* Supporting the music leadership team
* Supporting the Messy Church initiative by planning the theme and offering the ‘lesson’ for each event, and communicating with the Messy Church Coordinator so that related activities can be organized.

**3. PASTORAL CARE:** To support the Pastoral Care Ministry of the congregation by:

* Offering new member visits as well as hospital or home visits during times of need
* Supporting lay visitation and the work of the Pastoral Care Ministry Group.
* Working with the Worship Team to arrange services for seniors at Riverview and Lion’s Manor.

**4. OUTREACH:** To support the ministry of the congregation beyond itself to the Osborne Village area, the wider ecumenical church, the Outreach of the United Church and the Global village by:

* Supporting and encouraging the initiatives and work of the Outreach Ministry Group and other individuals within the congregation
* Connecting with neighbourhood groups and sister churches with a view to how CFRUC can offer support for ministry
* Promoting education and support for the Mission and Service fund
* Supporting education opportunities and events about local and global justice issues.
* Participating in the updating of the CFRUC website for promotion of the ministries, outreach initiatives, worship events, special events, rental opportunities, etc.

**5. ADMINISTRATION:** To support the smooth management, clear communication and collegial spirit of the congregational life and work by:

* Supporting and actively participating in the meeting and work of the Leadership Team and, when required, the Executive
* Providing consultation with, appropriate supervision to, and evaluation of other staff (in concert with the Ministry and Personnel Committee).
* Supporting the work of the Stewardship Group and Finance Committee
* Attending meetings of the PATH (Planning and Transformation Hub) Committee
* Being a contact person for the Arts Fest group
* Participating in wider church responsibilities as agreed by the Ministry and Personnel Committee or Leadership Team.

**Priorities of Work:**

The priority of work for the fulltime minister will vary with the church year and with specific circumstances but, broadly, allocation of time spent to each duty are should be as follows:

* Worship 35-40%
* Christian Education 10-15%
* Pastoral Care 10-15%
* Outreach 10-15%
* Administration 20-25%

Where the minister is unsure of how to allocate their time, he/she should consult the Leadership Team Executive or the Ministry and Personnel Committee.

**Supervision Received:**

The incumbent is accountable, as a Paid Accountable Minister, to Winnipeg Presbytery and, as an employee of the congregation, through Ministry and Personnel to the Leadership Team.

The position operates within the stated mission and objectives approved by the congregation and a code of ethics and conduct sanctioned by Presbytery.

**Scope for Independent Action:**

Decisions to be made on own initiative:

* Program planning and content
* Administrative systems and procedures
* Daily scheduling and time management

Matters to be referred to Ministry and Personnel Committee or the Leadership Team

* Changes in annual objectives and priorities
* Assuming wider church responsibilities in Presbytery, Conference or at the national level
* Speaking out on public issues on behalf of the congregation (authorized spokesperson)
* Authority to exceed budget allocations (for example, continuing education)
* Changes in working conditions and relationships
* Matters relating to remuneration and leaves, including those for study and vacation.

# Skills and Knowledge

Skills and Knowledge Required of the Ministry Personnel:

* CFRUC is seeking an ordained Minister.
* Awareness and knowledge of the United Church’s mission, processes, and policies
* Collaboration Collegiality: The incumbent minister will be required to work in collaboration with the congregation, those holding different roles at CFRUC, other ministries within the United Church and outside of the United Church,
* Education: The person fulfilling the ministerial role at CFRUC will prioritize education, both in the sense of their own development, and in terms of providing education to the congregation and its community
* Planning: The minister at CFRUC will have planning and organizational skills that will facilitate programming at the church. They will also use these skills in supporting administrative committees
* Stewardship: The minister will have an understanding of fundraising processes, and will initiate and participate in these processes. They will understand the importance of giving time and talent.
* Ability to work with all ages: The minister will have experience supporting children in the church, and will have skills necessary to engage with children, seniors, adults etc.
* Supporting belonging: They will understand the importance of membership and a sense of belonging that comes along with membership in a congregation and will foster these through programs such as Messy Church.
* Outreach: CFRUC has a wider responsibility than its congregation. The minister at CFRUC will understand the importance of meeting needs in the community through acting in the community itself
* Community Engagement: The minister will engage with the wider community through various means, including the arts. They will have an awareness of CFRUC’s place in the community and have an understanding of how having this place benefits both the church and the community.
* Emphasis on Justice both locally and globally: The minister at CFRUC understands that need is undergirded by social and political oppression. They work to advocate against systems that subjugate people both here in our contexts and abroad.
* Technology: Knowledge of social media, email, website: The minister will have an understanding of how to use media as a way to access people, promote the work that CFRUC does.
* Pastoral care: The minister will understand the part that they play in the spiritual care of the congregation, especially when members of the congregation have fallen on difficult times. Caring for the congregation could include, hospital visits, home visits, phone calls and emails, and referrals.
* Equity: The minister will work to ensure that all identities have access to opportunities in the United Church
* Self-care: The minister will understand the part that self-care has in their ability to fulfill their roles at CFRUC. The minister will have the self-awareness and self-understanding to know when they are coming to their physical, mental, emotional and spiritual limits, and will take care to ensure these limits are not surpassed.
* Independent action: The minister will be able to work independently and use their schedule as way to ensure fulfillment of roles.
* Stability through transition: The minister will provide leadership through changes upcoming at CFRUC. As the church reassesses its needs, along with its function in the lives of the congregation and in the local and wider community, the minister will provide continuity and consistency to ease the impacts of these transitions.
* Vision: As CFRUC and its congregation move further into the twenty-first century, the minister will have an awareness of where the church is headed in terms of both its role in worship and place in the community. The person fulfilling this role will have an ability to envision both long term and short term goals for CFRUC and its congregation.

# Terms for Ministry Personnel

Proposed Minister Salary for 2017 Crescent Fort Rouge United Church

The minimum salary set by the national church for ministry personnel for 2017 reflects a 1.1% COL increase. The 2017 minimum for Category F is 59,291.

It had been the practice of CFRUC to pay the ministers 6% above minimum. In mid-2016, we transitioned to the new compensation model, which combines salary and housing. Adding 6 % to that minimum would have yielded a lower salary than we had been paying to our minister. Therefore we added 7.26% to the minimum Category F to ensure the same salary level for the incumbent.

**Minister Full time** (Min Category F plus 7.26%)

Salary 63,596 (59,291 + 7.26%)

Housing allowance -------

Continuing education 1,374

Telephone 360

**Total** **65,330**

# Appendices

# Financial Viability Review 2015 Revised

# Balance Sheet Previous Year Comparison August 31, 2016

# Budget Performance August 2016

