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**REPORT OF THE  
JOINT NEEDS ASSESSMENT COMMITTEE (JNAC)**

**ST. MARK'S UNITED CHURCH AND  
THE TORONTO SOUTHEAST PRESBYTERY**

**DECEMBER 3, 2009**

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Presented to the Congregation on December 3, 2009

St. Mark's United Church  
115 Orton Park Road, Toronto, Ontario M1G 3G9  
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**The Committee Members**

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## JNAC REPORT

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### Introduction

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Celebrating fifty-one years as a congregation within the United Church of Canada, St. Mark's is a vibrant, growing community of faith located in Toronto Southeast Presbytery within the Scarborough community of Metropolitan Toronto.



St. Mark's has a history of long term ministry personnel relationships, the most recent a period of twenty-three years. During these ministries St. Mark's has sought to become a strong, healthy community of faith meeting the challenges over the years of building a strong foundation during a time of remarkable change both in the community at large and in the United Church of Canada. In a recent congregational survey, the respondents overwhelmingly affirmed the St. Mark's Mission Statement, reflecting that the statement defined and guided the ministry in all of its aspects.

The St. Mark's Mission:

St. Mark's is called to be a  
progressive, inclusive and life-affirming  
Christian community of faith within The United Church of Canada  
that is committed to engaging faith, scripture and tradition in progressive ways,  
seeking to be inclusive of all,  
regardless of ability, age, class, ethnicity, gender, race or sexual orientation,  
and striving to affirm life inherent in all of creation.

When the Rev. Alan Hall resigned to accept a position within the General Council Offices, the Board of St. Mark's in consultation with the Toronto Southeast Presbytery and with the support of the St. Mark's congregation set a three step process:

1. The appointing of and covenanting with a short term supply minister
2. The conduct of a Joint Needs Assessment Process
3. The search for and calling of paid accountable ministerial staff.

## COMMUNITY

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### Who We Are

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#### History

St. Mark's United Church is located on the east side of Orton Park, between Lawrence & Ellesmere Avenues in Scarborough, Ontario. Its beginnings date back to 1955 when the Toronto Home Missions Council of the United Church of Canada purchased 2.67 acres of land adjacent to G. B. Little School for \$25,000. After a survey of families in the area, church services began in the school auditorium on September 8, 1957. On June 17, 1958, the church was formally constituted as Curran Hall Park United Church, with a Charter Roll of 254 names. Construction of the church building began in 1961 and the name changed to St. Mark's United Church in Curran Hall Park, and then, subsequently to St. Mark's United Church. During its first years St. Mark's served a growing, active community of mostly younger families and offered the usual activities associated with a United Church. Space was also used to support community groups, often those associated with children. There was an active United Church Women's group.

When the original building was destroyed by a disastrous fire, the congregation came together to reflect, to inventory resources and to consider its future. A new more open, flexible building emerged to house a ministry determined to worship and minister together in a space designed for multi-purpose activity. The new building was planned and designed with foresight and contains a sanctuary with chairs that allow many worship configurations, and other usages for church and community events. On Easter Sunday 1985, the finishing touch was added with the dedication of a beautiful, round stained glass window designed by artist Stephen Taylor. The window, now a church symbol, projects colourful shards of light into the sanctuary; and along with the large Celtic cross suspended from the ceiling, creates a peaceful and reflective space for worship.

#### Ministry

Several ministry personnel have served St. Mark's, three for lengthy periods: Rev. Dr. Gordon Porter, Rev. Wib. Lang, and Rev. Alan Hall. The St. Mark's Congregation has sought to live faithfully in the community. On several occasions the Board of St. Mark's has evaluated its ministry and entered into goal setting processes. Some examples are:

- In September, 1989, St. Mark's began a period of congregational re-evaluation and re-visioning which culminated in an extensive review of the Pastoral Charge and its ministry. Out of this period of evaluation came a recommendation that the Congregation revise its Mission Statement and develop a Mission Strategy. A consultant worked with the Congregation and in May, 1991, a new Mission Statement was approved.
- The ministry has always had a close association with the broader church. It is part of the minister's mandate to allow time for service beyond the local ministry.

- In 2003, a process of Faith Formation Studies entitled “We Believe” was begun. This three year, in-depth study examined the United Church Statement of Faith. The extended study culminated in a Joint Needs Assessment Process, in tandem with a ministerial sabbatical.
  - In 2006 an extensive JNAC report was adopted by the St. Mark’s Congregation detailing its ministry and setting recommendations in three areas: the call to worship God, the call to service in the world, and the call to be faithful within the United Church of Canada.
  - Subsequently, the Board of St. Mark’s, ministry teams and the congregation developed a strategic plan, which has served as the guide for all activities.
- Appendix D
- In June 2008, St. Mark’s after a process of discernment became an Affirming Ministry.

We provide worship, Christian Education and pastoral care within and reach beyond the Congregation in partnership with community service agencies and through the United Church’s Mission and Service fund. The worship services are contemplative, faithful, spiritual, artistic, musical, respectful, responsive, sensitive, supportive, and encompass forty other adjectives named by our Congregation in a recent survey. With the easily adjustable chair configuration, the Congregation worships “in the round” from Advent to Ash Wednesday, and “in rows” for the remainder of the year. Music is recognized as an integral part of worship. Worship is celebrated Sunday mornings at 11:00 A.M. excepting July & August when the service moves to 10:00 A.M.

We minister together with 163 households, including 182 members and 199 adherents, for a total of 381 (including 49 children and youth) on the St. Mark’s membership roll.

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## **Where We Are**

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### **Demographics**

The St. Mark’s community has grown more ethnically diverse over the past 20 years. The following statistics are taken from the St Mark’s United Church Service Area Environics Analytics 13/12/2007.

The St Mark’s United Church service area has a population of 86,320 or 29,167 households. The population has been growing at an average annual rate of 0.20% since 2001. This rate is expected to slow down to 0.10% through 2017.

The predominant religion is Christian representing 59.2% of the population. 25.1% of residents declare themselves to be Roman Catholic while 5.3% declare themselves to be members of the United Church. Approximately 11% declare that they have No Religion.

The Environics Report prepared for St. Mark’s United Church in December 2007 is available by contacting the Church Office (416-439-8623).

## RESOURCES

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### Physical

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Our resources include: a mortgage free building;

- a spacious downstairs which is currently accommodating church and community activities;
- a full kitchen;
- furnishings, including: two pianos; church organ;
- up-to-date technical equipment which includes the capabilities to have powerpoint projected at Sunday Service – operated by a team of volunteers;
- outdoor maintenance equipment.
- the spacious parking lot is recognized as an asset.

St. Mark's Constitution was revised in 1998 and will be reviewed in 2010. The church has a fully functioning Board and committees as specified in the Constitution. These, too, are fully staffed with volunteers. The church has an active M&P Committee and a Board of Trustees who hold the property and church funds in trust for the congregation. For this needs assessment process, the Finance and Stewardship Committee prepared a five-year financial plan upon which the JNAC has based its ministerial staff recommendation.

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### Financial

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The leadership tends to be younger than churches of similar size, reflecting the mean age of the Congregation. The fact that 38% of our offerings are donated through PAR shows strong stewardship. Many of our policies (marriage, the constitution, the Mission Statement and the sabbatical plan) have been shared with other churches.

**Financial Report**

	<b>2008</b>	<b>2009 (projection to year end)</b>
<b>Receipts</b>		
Fundraisers	23,958	10,470
Membership	735	800
Offerings	132,186	152,050
Property	17,365	8,500
Social	109	100
Worship	850	1,480
<b>Total receipts</b>	<b>175,203</b>	<b>173,400</b>
<b>Expenses</b>		
Administration	7,639	9,550
Christian Education	174	800
Membership	3,941	5,085
Personnel	120,518	115,000
Property	38,013	28,900
Worship	2,416	1,625
<b>Total expenses</b>	<b>172,701</b>	<b>160,960</b>
<b>Net receipts</b>	<b>2,502</b>	<b>12,440</b>

St. Mark's has been blessed over the past couple of years with the addition of many new members. At the end of 2008, the Finance and Stewardship Ministry Team and the Board set an objective to become self-sufficient -- fully funding the core ministry work from offerings and fundraisers without the need to depend on rental revenue. The members embraced this objective with increased offerings. In February 2009 SM celebrated becoming self-sufficient.

This report was prepared at the beginning of November 2009. Therefore the figures for 2009 are projections to the end of the year. Some assumptions made: fundraisers (fall dinner and seed projects) would reach the same level as 2008; offerings would remain at the same level as October '09; property would not have any large-cost repairs to the end of the year.

The projected surplus at the end of 2009 will be placed with the Trustees with half going into a general fund and half into a building fund for future repairs and upgrades to an aging building.

SM funds its outreach programs through regular donations and transfers to the Local Outreach Fund and by special calls for donations to particular projects. The Fund is administered by the Outreach Ministry Team with input from the Minister and is an important part of the ministry at SM. SM also supports the UCC Mission and Service Fund through regular offerings.



	2010	2011	2012	2013	2014
<b>Receipts</b>					
Fundraisers	17,500	10,000	20,000	10,000	22,000
Membership	700	600	600	600	600
Offerings	157,100	162,000	167,000	172,000	177,000
Property	8,500	8,500	8,500	8,500	8,500
Social	450	500	500	500	500
Worship	1,000	1,000	1,200	1,200	1,200
<b>Total receipts</b>	<b>185,250</b>	<b>182,600</b>	<b>197,800</b>	<b>192,800</b>	<b>209,800</b>
<b>Expenses</b>					
Administration	19,000	9,000	10,000	12,000	13,000
Communication	1,800	1,800	2,000	2,000	2,000
Christian Education	2,000	2,000	2,000	3,000	3,000
Membership	5,400	5,500	6,200	6,500	7,000
Personnel	114,375	135,000	138,000	142,000	145,000
Property	39,700	31,000	32,000	33,000	35,000
Worship	2,975	3,000	3,000	3,000	4,000
<b>Total expenses</b>	<b>185,250</b>	<b>187,300</b>	<b>193,200</b>	<b>201,500</b>	<b>209,000</b>
<b>Net receipts</b>	<b>0</b>	<b>-4,700</b>	<b>4,600</b>	<b>-8,700</b>	<b>800</b>

### Revenue

In 2010, 2012 and 2014 SM will have GST auctions which, historically, raise upwards of \$10,000. Offerings figures have been increased at a rate of 3% per year. This is a conservative increase.

The property revenue is based on two groups who have been using the church for a number of years (AA and tai chi) and one new yoga group which seems to want to continue at SM. St. Mark's is not likely to increase the rent for AA as this is considered to be part of the church's outreach into the community. Members at SM believe that with the hiring of a youth ministry person, the congregation will flourish and grow – adding members with children.

### Expenses

In 2010, administration includes an amount of \$10,000 for the search committee. This is an amount that the Board has approved.

Membership includes presbytery assessment which in coming years will be based on our annual budget. As our budget goes up, so will our assessment.

Personnel at St. Mark's includes a Director of Music, a Church Secretary, one full time minister and a new half time position for a minister responsible for youth ministries. The new salary is reflected for the last four months of 2010 and then fully implemented in 2011 and beyond. If new ministry personnel were called and/or appointed prior to September 2010, a slight change in salary figures would be applicable. An increase of 2.3% has been applied to salaries annually.

In 2010 there are some capital expenses which apply to property maintenance. SM has a building fund, administered by the trustees, for future capital expenses.

## **HUMAN**

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### **What We Say about Ourselves**

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#### **Living up to the Mission Statement**

Survey results reveal that the people of St. Mark's see themselves reflected in the newly developed mission statement. As a congregation, they feel they are living up to that in being progressive, inclusive, and life-affirming.

#### **Theological Understanding and Inclusiveness**

Worship at St. Mark's is based in the theological understanding that "God is in our midst, like the air we breathe, and in the Gospel accounts of the life and death of Jesus we see God in our human living." The membership values its affiliation as a congregation within the United Church of Canada, and especially, post-modern thinking regarding the roles of women, the inclusion of people who are gay, lesbian and transgendered; the language we use when speaking about God and singing of hymns, and children's participation in worship.

#### **Place importance on outreach ministry**

The Congregation expressed great pride in the outreach work achieved over the last few years, and see it as an important part of ministry at St. Mark's. The outreach program is believed to reflect the Congregation's desire to answer God's call to responsibility for the world, and follow Jesus' teachings to seek justice and care for all earth's inhabitants. St. Mark's focuses its efforts on Christmas Hampers, Out of the Cold, and is represented at the Multifaith Alliance to End Homelessness and the Scarborough Interfaith Affordable Housing Association.

#### **Welcoming**

Survey results show that St. Mark's highly values the way we welcome everyone into the church. The best thing about St. Mark's is the way we care for each other in a friendly, inclusive, warm, and familial manner; the Congregation is defined by its people.

#### **Willing to volunteer**

Roughly two-thirds of survey respondents have served on a church committee in the last five years. When there is a need for volunteers, that need is most always fulfilled. St. Mark's is made of many skilled people who are willing to offer their talents to the church. As a result, St. Mark's has had a very strong Board; it is well-organized and keeps the church running smoothly. The Congregation was so aptly described by a member as "vibrant and motivated".

#### **Open to variety**

St. Mark's thrives on diversity and variety of worship style. In the past, worship has included such elements as Taizé chants, and the ringing of a Tibetan prayer bowl. St. Mark's even seeks diversity in the set-up of the sanctuary – there are chairs that are rearranged depending on the season instead of pews.

## MINISTRY

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### What we hope for

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#### **The Congregation seeks to expand community outreach.**

In the future, St. Mark's hopes to increase their involvement in the community. The community is quite diverse and there are those who would benefit from the generosity of spirit at St. Mark's. Because there are many potential projects, it is important to think about what the precise needs of the community are, and what the congregation is capable of. The congregation wishes to increase awareness and understanding of the needs in our community. This may come in the form of smaller projects, or long-term programs. Historically, the most successful outreach programs have been smaller, short-term projects.

#### **The Congregation seeks to develop Christian Education.**

Christian Education has not been a focus of ministry personnel in the past. There have been adult Christian Education studies in place sporadically, but the ministry personnel has not been involved in youth and children's ministry. Based on survey results, this is an area many members of the congregation would like to develop. Last Spring, there was a confirmation class and some participants expressed that they no longer come to church because there is no programming for youth. In the past, St. Mark's has had a vibrant youth group when someone in the congregation has taken on that leadership role. With the help of ministry personnel, St. Mark's would like to include the children and youth more in the ministry.

#### **The Congregation seeks to understand God's meaning in a modern world.**

St. Mark's tries to understand God in today's world through the lens of the Bible. The Congregation is open to developing theologically, while embracing these traditions. This has included inclusive language of praise, and openness of invitation to all who believe to participate in rituals that foster closeness and acknowledge God's presence. Children, and all those who are able, come to the Communion table where the elements are delivered and are carried to those who are unable to come. Scripture, particularly the accounts of the life and teachings of Jesus and others provide the call to be faithful.

#### **The Congregation seeks to be an equal partner in being the church.**

Christian Education at St. Mark's concentrates on faith formation, learning about how God is manifested not only in the Christian tradition but also in the world as lived out in the major religions. Such faith formation involves study of the writings of those acknowledged as leaders in theological research and interpretation. Many of the St. Mark's members have sought further study both within the faith formation program and also without in readings and courses. These individuals bring their learning, leadership, and understandings freely during times of sharing. St. Mark's is open to sharing, and participating regularly in worship with ministry personnel.

**The Congregation places highest priority for ministerial time on worship leadership, pastoral care, and community outreach.**

The Congregation's greatest importance is celebrating the work of God and our place in God's world. Through the guidance of ministry personnel, St. Mark's seeks to know and understand God in a busy and changing world. The Congregation wishes to share this worship experience and call to action members of the community to be a part of it. St. Mark's also wishes to develop relationships in the community, to demonstrate our place in it and be a positive light in the community. St. Mark's cares deeply for people and wishes to see that same care in the work of future ministry personnel through pastoral care. The family of St. Mark's is not just about celebrating God, but supporting one another and living out Jesus' teachings to love one another. St. Mark's longs for involvement with others and with one another. This valued identity results from longer term ministerial associations and the caring for members as lives live out. This sense of St. Mark's is evident whenever the Congregation gathers, be it for worship, for social celebration, for mourning or for study. It provides comfort and support that keeps people associated with St. Mark's even after they relocate or exist only in hearts and minds.

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### **Ministry Personnel**

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In the most recent survey completed by the congregation of St. Mark's, ministry needs as described are now beyond the capacity of a complement of one ordained minister.

The Joint Needs Assessment Committee recommends that the Official Board of St. Mark's United Church:

Recommend that the congregation request Toronto Southeast presbytery to accept this report and declare a vacancy at St. Mark's United Church for two ministerial positions: one full time ordained or diaconal minister with responsibilities in the areas of Word, Sacrament and pastoral care; and one half time ordained, diaconal, designated lay minister or candidate supply with responsibilities primarily in the area of Christian Education and youth programming. The full time position is a called position. The half time position is an appointment with the possibility of renewal.

Upon the approval of this report by the presbytery establish a Joint Search Committee to seek and call candidates to fulfill the full time and part time positions posted.

The position descriptions developed by the JNAC are as follows.

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### **Full time Position**

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#### **Position Description**

The purpose of the position of Minister is to lead the congregation in the formation of their Christian character.

The responsibilities are varied:

- Worship – celebrating God's presence, inspiring and challenging the congregation, to include: Sunday worship leadership and preaching; participate in and help coordinate Week of Guided Prayer at a time suitable for the congregation.
- Pastoral Care – offer individual care to members and adherents in times of transition, illness and crisis; support and train the Pastoral Care Team in its role of providing regular pastoral care to members and adherents; conduct weddings and funerals.
- Support and encourage the Church Board and its Standing Committees on their governance, discerning and visioning roles (Congregational Development)
- Provide leadership in ensuring that St. Mark's continues to be a progressive, inclusive and life affirming community of faith within the United Church of Canada (Congregational Development)
- Participate regularly in the meetings of the Toronto Southeast Presbytery and its Commissions (Participation in the United Church of Canada)
- Attend the Annual General Meeting of the Toronto Conference (Participation in the United Church of Canada)
- Participate from time to time in the committee work of the Toronto Conference and the General Council (Participation in the United Church of Canada)
- Support Outreach – local community as well as M & S (Other)
- Administration
- Support and attend congregational events (Other)
- Provide help as needed to Youth Ministry/Christian Education ministry personnel (Other)

#### Desired Skills and Characteristics

- Progressive and inclusive
- Able to craft worship services in a diversity of styles with different types of music and new forms of prayer and liturgy
- Interest in and ability to speak on current events
- Brave enough to push the limits and try new things
- Comfortable with inviting, integrating and encouraging lay participation in worship
- Empathic listener
- Sense of humour
- Openness to growing with the congregation in a give and take relationship
- Interest in issues of the broader church
- Work respectfully with Church Board
- Open and honest, dedicated to practising transparency
- Conflict management experience
- Respect traditions in a 51-year old congregation
- Vision Keeper

St. Mark's has a part-time Church Secretary and a Music Director. Job descriptions for these positions are attached.

This is a 40 hour per week position. As such, the priorities of the full time position will be as follows:

- Worship – 45% of her/his time
- Pastoral Care – 20%
- Congregational Development – 15%
- Participation in the United Church of Canada – 10%
- Administration and Other – 10%

### Accountability

While the Minister holds a functional accountability on a practical basis to the Church Board through its Ministry & Personnel Committee, under the polity of The United Church of Canada, the settled or called Minister is accountable to and under the discipline of the Presbytery.

The M & P Committee will undertake an annual work review and provide confidential support through the year as required. Any major changes to responsibilities and duties are subject to a Joint Needs Assessment and approval of the Presbytery.

The percentages shown in the previous section represent an approximate breakdown of the Minister's involvement in each of the different categories.

Reading, reflection, collegial consultation and prayer are presumed to be part of the above time allocations for the specific tasks, and to this end, 3 weeks study leave are provided per year.

### Terms

#### *Salary and Housing Allowance*

St. Mark's is prepared to pay a percentage above the minimum as it has done in the past. Housing allowance as set by the Presbytery (currently \$18,200) pending receipt of notification of change.

#### *Vacation*

Four weeks per year, the majority of which would preferably be taken in the summer.

#### *Continuing Education Allowance and Book Allowance*

The continuing education and book allowance offered by St. Mark's is \$4,000 per year.

### *Additional Compensation and Mileage*

St. Mark's provides an internet connection on the premises. There is a home phone and cell phone allowance of \$75 per month.

Mileage is paid at \$.43 per kilometer, monthly, in a timely fashion upon receipt of a requisition.

Traditionally, the minister at St. Mark's is offered the Sunday after Christmas as an additional Sunday off.

### *Moving Allowance*

In accordance with The Manual, Section 36(l).

### *Sabbatical Leave*

As outlined in The Manual, Section 39.1.

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## **Part time Position**

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### Position Description

The purpose of the part time Minister is to lead the youth and children in the formation of their Christian character.

The responsibilities include:

- Plan and implement youth program that is relevant to today and lives into the Mission Statement
- Collaborate with other congregations in the community on youth programming or projects and worthwhile youth endeavours
- Craft a Sunday School program relevant to today, to be continued week to week in a cohesive fashion, and living into the Mission Statement
- Provide training and support for volunteer Sunday School teachers
- Assist with the Christmas Pageant preparation and performance
- Assist the Christian Education committee in coordinating and implementing adult CE programs, one or two per year, also relevant to today and living into the Mission Statement of St. Mark's
- Provide support to other ministries, as time permits

### Desired Skills and Characteristics

- Progressive and inclusive
- Experience working with youth and children in an educational setting
- Programming experience for youth and children
- Works well in a team setting
- Brave enough to push the limits and try new things
- Open to growing with the congregation in a give and take relationship

- Innovative and imaginative
- Patient and kind
- Sense of Humour

This is a 20-hour per week position. As such, the priorities of the Minister are as follows:

- Prepare and deliver youth program – 8 hours
- Prepare Sunday School program and be present for delivery of program – 8 hours
- Provide support for Christian Education Committee or other ministries, as time permits – 4 hours

### Accountability

While the part time Minister holds a functional accountability on a practical basis to the Church Board through its Ministry and Personnel Committee, under the polity of the United Church of Canada, he/she is accountable to and under the discipline of the Presbytery.

The M & P Committee will undertake an annual work review and provide confidential support throughout the year as required. Any major changes to responsibilities and duties are subject to a Joint Needs Assessment and approval of the Presbytery. The times in the previous section represent an approximate breakdown of the person's involvement in each of the different categories.

Reading, reflection, collegial consultation and prayer are presumed to be part of the above time allocations for the specific tasks, and to this end, 10 days' study leave are provided per year.

### Terms

#### *Salary and Housing Allowance*

St. Mark's is prepared to pay a percentage above the minimum as it has done in the past. Housing Allowance as set by the Presbytery (currently \$9100) pending receipt of the notification of change.

#### *Vacation*

Four weeks with compensation at the normal half time rate. It is preferred that vacation be taken in July and August and that the person accepting this position would, during the balance of the summer, participate in the church's summer programming.

#### *Continuing Education Allowance and Book Allowance*

The continuing education and book allowance offered by St. Mark's is \$2,000 per year.

#### *Additional Compensation*

There is an internet connection in the St. Mark's building. There is a home phone and cell phone allowance of \$40 per month.



Mileage, if applicable, will be paid at \$.43 per kilometer, in a timely fashion on receipt of a requisition.

The Sunday after Christmas will be offered as an additional Sunday off.

*Moving Allowance*

In accordance with The Manual Section 36 (I).

*Sabbatical Leave*

As outlined in The Manual, Section 39.1.

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## **Appendix A**

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### **Music Director Position Description**

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#### **Purpose:**

The purpose of the Music Director is to provide musical leadership for the church.

#### **Responsibilities:**

1. Select and prepare choir music appropriate to religious worship in conjunction with the liturgical plans prepared by the minister for the church year.
2. Lead, train and encourage growth of the choir(s) to present music of the highest calibre, that meets the needs of the choir and congregation.
3. Challenge all to develop musically and spiritually.
4. Work with the minister and the choir.
5. Purchase music within the allotted budget.
6. Request the necessary repairs to maintain the organ and piano in proper working order.
7. Give advice on the purchase of music books for use by the church congregation.
8. Maintain the music folders, i.e. to distribute, collect, and re-file music as required.
9. Arrange adequate practice time for the choir members to perform their tasks.
10. Arrange for a replacement for vacation or other times he/she will be absent.
11. Perform at weddings, funerals or special functions, if requested.
12. Work with other church organists on ecumenical services or functions.

#### **Required Skills:**

1. To have the knowledge to work with the various choirs and ministers to develop music suitable to the congregational theme.
2. Ability to work within a fixed music budget and to liaise with the Worship Committee.
3. Associate of Music or music degree in keyboard (preferably organ).
4. Previous experience is desired in choral and vocal technique.
5. Previous experience in church service music and playing.

#### **Accountability and Hours:**

This position is accountable to the Ministry & Personnel Committee..

The M & P Committee will undertake an annual work review and provide confidential support throughout the year.

The position is Permanent / Part time

**Dated:** February 22, 2009      **Reviewed:** March 2009

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## **Appendix B**

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### **Church Secretary Position Description**

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#### **Purpose:**

The purpose of the position of Church Secretary is to provide the efficient and effective execution of administrative duties for the Minister and the Church Board. The Church Secretary is the initial point of contact for church members and other people in the community.

#### **Responsibilities:**

Provide administrative support to the Minister and the Church Board, which can include (but is not limited to) the following:

1. Answer the telephone / e-mail correspondence on behalf of the Church, as the initial contact within the Church. Handle questions to his/her level of ability and training.
2. Provide computer support for the following:
  - a. Assist with the preparation of the Annual Report
  - b. Assist the Minister with preparation of the weekly calendar and bulletins, along with the monthly MEMO
  - c. Provide general computer work for the Minister and the Church Board
  - d. Do photocopying and distribution of the above correspondence.
3. Ensure information is accurate and up-to-date re: the databases (Membership and Contribution Records).
4. Perform weekly back-up of the Church Secretary's computer and maintain off-site storage.
5. Co-ordinate Volunteers for the following groups by typing up the schedules, ensuring there is no overlap of responsibilities, photocopying, and distributing to the people on the list.
  - a. The Lay Readers and Hosts/ Offering Collectors (along with the Worship Committee;
  - b. The Offering Counters (prepared by the Envelope Secretary)
  - c. The Coffee-makers (prepared by the Social Committee)
  - d. The Sunday School Teachers & Nursery Attendants (prepared by the Christian Education Committee)
  - e. Jill's Assistant (prepared by the Membership Committee).

6. Maintain church records (hard and soft copies):
  - a) membership list
  - b) Church Board and Annual Congregational meeting minutes
  - c) Other records as determined by either the Minister or the Church Board
  - d) Baptismal, Marriage, and Funeral records.
7. Co-ordinate activities within the Church.  
Liaise with AA, Tai-Chi, Bendale Scouts, Pathfinders and any other groups that may use the Church facilities.
8. Ensure the Sanctuary, Narthex and Friendship Room are presentable for Sunday services or special services such as Weddings or Funerals.  
Liaise with the Custodian or Property Committee, as required.
9. Prepare copies of music (in playing order) for the Music Director for all services.
10. Other duties:
  - a) Sign cheques in liaison with the Treasurer;
  - b) Prepare and distribute the personalized offering envelopes (weekly/monthly/quarterly);
  - c) Co-ordinate the memorial donations received by the church
  - d) Function as the Representative for *The United Church Observer*,
  - e) Keep the book racks and the sanctuary well supplied and tidy;
  - f) Purchase office supplies, as required;
  - g) Ensure that office equipment is properly serviced and in good working order
  - h) Maintain stamp and petty cash box.
  - i) Serve as backup for secretary in taking minutes of Board meetings.

**Required Skills:**

1. Proven ability to handle a variety of situations judiciously, with an approachable, caring and compassionate manner, while ensuring confidentiality is maintained.
2. Good verbal and written communication skills.
3. Pleasant outlook with a positive attitude.
4. Proficiency in word processing, spreadsheets and database applications, along with e-mail/internet expertise.

5. Demonstrated organizational skills.
6. Self-starter with the ability to work independently with little supervision, ensuring the work gets done within required timeframes.

**Accountability Hours:**

This position is directly supervised by the Minister.

The M & P Committee will undertake an annual work review and provide confidential support throughout the year.

The position is Permanent/Part-time - 14 hours per week

**Dated:** April 2007

**Reviewed:** March 2009

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## Appendix C

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### The Congregational Survey

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ST. MARK'S UNITED CHURCH  
JOINT NEEDS ASSESSMENT COMMITTEE

Dear Members,

As you all know Rev. Alan Hall resigned to accept a position in the General Council Office, leaving a vacancy in our ministerial position. The Church Board, in consultation with the Toronto Southeast Presbytery, undertook a three-part process – attending to the immediate situation, ascertaining longer-term needs and then arranging for the calling of ministerial staff. The first part was accomplished with the appointment of Rev. Cheryl-Lynn MacPherson as supply minister.

The United Church Manual sets out certain procedures which must be followed when changes in ministry personnel are taking place in a congregation. The next step in the Church Board's journey was to arrange for a Joint Needs Assessment Committee, JNAC for short, to be established. With the continuing guidance of Presbytery, the Church Board presented the nominees for the congregation's members of the JNAC, to you, the congregation on September 13<sup>th</sup> for approval; see the next page for a list of members.

The JNAC's purpose is to assist the congregation to determine what they would like from our next ministry leader and where we would like to go in the coming years. This is where you come in. The JNAC has compiled a survey in order for each member of the congregation to voice his/her thoughts. We would like your input as to what you enjoy about our congregation and our worship, and what you would like to see in our future leadership. This is a critical step in gaining insight into our congregation's needs and desires. This survey is different from the one done in 2006.

Even though the future will always have uncertainties, St. Mark's has a strong foundation. Now you have a chance to be a part of what shapes and directs St. Mark's continuing call to be "a progressive, inclusive, life-affirming Christian faith community in the United Church of Canada that is committed to engaging faith, scripture and tradition in progressive ways, seeking to be inclusive of all regardless of ability, age, class, ethnicity, gender, race or sexual orientation and striving to affirm the inherent blessing of life found in all Creation".

Find that quiet place and set aside some time to complete this survey to assist us in the process of calling a new minister. You are an important part of the foundation on which St. Mark's has been built. Continue being part of that foundation. If the JNAC is to do its work well, it must hear from all of the voices that make St. Mark's a vibrant faith community. Complete the survey with your honesty and objectivity and know that you have indeed been "called to be the Church".

Please feel free to contact any member of the JNAC group if you have any questions or concerns.

Blessings and Thank you for assisting with this important work.

*Marg Mooney,*  
*Chair of the Joint Needs Assessment Committee*

*We ask that each participating member of your household complete a survey.*

*Please return in the enclosed envelope or drop in the collection plate on Sunday,  
or you can complete the survey on-line at [www.st-marks.ca](http://www.st-marks.ca).*

*We'd like to have all responses in by **November 3, 2009***

*If you get stuck on a question, don't sweat it – come back to it or just skip it.  
Connect with a JNAC member by calling (416-439-8623)  
or e-mailing the St. Mark's Office ([office@st-marks.ca](mailto:office@st-marks.ca))*

**Joint Needs Assessment Committee members**

Marg Mooney, Chair

Harry Brown

Carol Caise

Jean Day (Presbytery Representative)

Anne Greenwood

Beth Moore (Presbytery Representative)

Art Nicholson

Rob Peck

Teresa Smith

Luella Stephens

Leslie Wright



## ST. MARK'S UNITED CHURCH

115 Orton Park Road, Toronto, Ontario, Canada M1G 3G9

[www.st-marks.ca](http://www.st-marks.ca); [office@st-marks.ca](mailto:office@st-marks.ca)  
tel: 416 439-8623; fax: 416 439-2279

*Thanks for setting time aside to complete this survey!*  
*If you get stuck on a question, don't sweat it – come back to it or just skip it.*  
*We ask that each participating member of your household complete a survey.*  
*Please return in the enclosed envelope or drop in the collection plate on Sunday,*  
*or you can complete the survey on-line at [www.st-marks.ca](http://www.st-marks.ca)*  
*We'd like to have all responses in by **November 3, 2009***

### A. FIRST, TELL US A BIT ABOUT YOURSELF

1. Name (optional) \_\_\_\_\_
2. How long have you been at St. Mark's?  
     *less than 5 years      5 – 9 years      10 – 15 years      16 +*
3. What brought you to St. Mark's?  
     *Friend invited you \_\_\_\_ Church in the Neighbourhood \_\_\_\_ Life changing events \_\_\_\_*  
     *(i.e.: Birth, Death of a Loved one)*  
     *Other \_\_\_\_\_*
4. If you came from another church, (a) which one? \_\_\_\_\_  
     (b) why? \_\_\_\_\_
5. How old are you? Be honest!  
     *13 – 19 20 – 29 30 – 45 46 – 64 65 and counting*
6. If you moved and could commute back to St. Mark's would you? Yes    No
7. What is your current employment status? Retired \_\_\_\_\_ Part-Time \_\_\_\_\_  
     Full-Time \_\_\_\_\_ Student \_\_\_\_\_ Stay-At-Home \_\_\_\_\_ Unemployed \_\_\_\_\_
8. Please indicate the number of children / youth in your household:  
     Infants and toddlers \_\_\_\_\_ Elementary school age \_\_\_\_\_  
     High School \_\_\_\_\_ Post-secondary School \_\_\_\_\_  
     Do your children / youth regularly attend church and children / youth's programs at  
     St. Mark's? \_\_\_\_ YES / NO    Elsewhere? \_\_\_\_ YES / NO.  
     If elsewhere, please specify \_\_\_\_\_  
     Are there any factors that could be changed to have them participate at St. Mark's more often?

### B. TELL US ABOUT YOUR SENSE OF ST. MARK'S





that they may know God's Word and love God and neighbour.	1	2	3	4	5	1	2	3	4	5
4. Inviting others to join us in exploring God's ways and meanings in our busy and changing world.	1	2	3	4	5	1	2	3	4	5
5. Increasing awareness and understanding of the needs in our community and world.	1	2	3	4	5	1	2	3	4	5
6. Addressing the needs of our community and world in caring and supportive ways.	1	2	3	4	5	1	2	3	4	5
7. Maintaining well functioning Board and Committee structures that allow us to engage in God's work.	1	2	3	4	5	1	2	3	4	5
8. Enabling members to contribute time, talent and financial resources to our ministry.	1	2	3	4	5	1	2	3	4	5
9. Caring for each other in faithful and respectful ways.	1	2	3	4	5	1	2	3	4	5
10. What do you see as the two or three most important ministries for the future life of St. Mark's? (Choose from the list above or add a new ministry that is most relevant to our outlook)										

#### D. MINISTRY PERSONNEL

1. Which ministries most require the leadership of the ministry personnel?

MINISTRY	IMPORTANCE OF THE MINISTER'S INVOLVEMENT 1 = least important; 5= most				
a) Providing worship celebrating God's presence and inspiring and challenging us.	1	2	3	4	5
b) Pastoral care. Visiting sick or shut-in members of the congregation. Providing crisis care and counseling. Weddings and funerals.	1	2	3	4	5
c) Providing Christian education for our children and youth so that they may know our faith stories and values.	1	2	3	4	5
d) Providing Christian education for our adult members so that they may know God's Word and love God and neighbour.	1	2	3	4	5
e) Inviting others to join us in exploring God's ways and meanings in our busy and changing world.	1	2	3	4	5
f) Increasing awareness and understanding of, and addressing, the needs in our community and world	1	2	3	4	5
g) Administration. Communications – phone, email, letters; Meetings –	1	2	3	4	5

Board, Presbytery, Conference etc.					
h) Study time. Spiritual nurture and study is assumed to be an integral part of the work of Ministry.	1	2	3	4	5
i) Other. Please specify.	1	2	3	4	5

2. Rank the ministries that most require the leadership of ministry personnel on a scale of 1 – 10 with 10 the most important and 1 the least important. (If you feel more than one is important, put a 10 beside each of them).

Worship _____	Pastoral Care _____
Christian Education – Youth / Children _____	Christian Education – Adult _____
Outreach – Mission & Service _____	Outreach – Community Needs _____
Church Administration _____	Study Time _____
Other _____	

3. Considering St. Mark's recent growth do you think one ministry personnel can provide the necessary leadership . **Yes** **No**

4. I respond to sermons when they include:

SERMONS	RESPONSE TO SERMONS 1 = least important; 5= most				
a) Social justice issues	1	2	3	4	5
b) Relationships	1	2	3	4	5
c) Current events	1	2	3	4	5
d) Environmental Issues	1	2	3	4	5
e) Interpretation of the Bible	1	2	3	4	5
f) Issues of the broader church	1	2	3	4	5
g) Sense of humour	1	2	3	4	5
h) Other (specify)	1	2	3	4	5

#### E. PARTICIPATION IN OUR MISSION AND MINISTRY

1. How often do you attend worship? *weekly*\_\_\_\_ *at least monthly*\_\_\_\_ *a couple of times a year*\_\_\_\_
2. Is your church attendance affected by: employment commitments? \_\_\_\_\_ participation in sports by self or family member? \_\_\_\_\_ Cottage/second home or seasonal absences (spending winter away)? \_\_\_\_\_ Other? \_\_\_\_\_

3. Have you served on a Committee or on the Church Board in the last five years? YES NO
4. Are there particular needs in your household that could be better met by our church ministries for example visits to elderly, shut-in? Please specify.
5. What do you like most / least about our worship style - thinking of such things as music, prayer (silent or spoken), lay participation, inclusive language, challenging sermons?
6. Would you like more opportunities at St. Mark's to explore and participate in
- |  |  |
|--|--|
| <input type="checkbox"/> prayer                | <input type="checkbox"/> spiritual exercises (like meditative prayer, labyrinth) |
| <input type="checkbox"/> bible study           | <input type="checkbox"/> other religious traditions (like Islam, Hinduism, etc)  |
| <input type="checkbox"/> social justice issues | <input type="checkbox"/> the United Church of Canada                             |
| <input type="checkbox"/> men's group           | <input type="checkbox"/> fellowship gatherings                                   |
| <input type="checkbox"/> women's group         | <input type="checkbox"/> spiritual wellness (like healing touch, reiki, etc)     |
| <input type="checkbox"/> environmental         | <input type="checkbox"/> book study  |
| <input type="checkbox"/> other                 | _____  |

We do go on, don't we?

But there is so much we need to know in discerning your interests and God's will for our life together as a community of faith!

Hang in with us, just a little bit more . . .

## F. WE ARE CALLED TO BE THE CHURCH

Our faith as Christians calls us to love and serve others, seek justice and resist evil, to live with respect in creation.

At St. Mark's we have sought to live this calling by connecting with a variety of outreach ministries. A significant portion of this support has involved collecting money and goods to support shelters and community programmes. Some members have said that they would like our church to be more *'hands on'* providing space and volunteers for these initiatives.

In the past St. Mark's has supported Out of the Cold, Habitat for Humanity, West Hill Community Services, The Storefront and The Scarborough Hospital Dental Clinic.

Please suggest other projects St. Mark's could support.

Should these projects be done (a) alone or  
(b) in co-operation with other like-minded community organizations?

1. Please indicate *yes* or *no* to the following . . .

I would volunteer regularly to support an outreach programme YES NO

I would help with a specific project or one time event YES NO

I would contribute dollars to support an outreach programme YES NO

2. Are there ministries we would carry out more effectively if we shared them with other congregations?

YES NO

Please specify \_\_\_\_\_

3. What do you feel God is calling us to and daring us to be at St. Mark's?

## G. TECHNOLOGY.

We can't live with it and we can't live without it. We've made a lot of use of technology at St. Mark's. Tell us how our use of technology has enhanced or detracted from your faith experience.

On a scale of 1 (not at all)...2...3...4...5 (very much) respond to the following:

1. The website gives me more resources for faith.	1	2	3	4	5
2. The weekly (or thereabouts) SM News emails keep me in touch.	1	2	3	4	5
3. The prayer forum enriches my prayer life and connection.	1	2	3	4	5
4. Online forums have enhanced my participation in church work.	1	2	3	4	5

5. Online credit card donation service has facilitated my givings.
6. Pre-Authorized Remittance (PAR) has facilitated my givings.

1	2	3	4	5
1	2	3	4	5

**Check the ones that apply to you:**

- ☐ I did not know we had a website.
- ☐ I have read Sunday's sermon online.
- ☐ I would download Podcasts of services .
- ☐ I have told a friend to check out our website.
- ☐ I have sent something from our website to a friend.
- ☐ I have accessed staff by email.
- ☐ I am not online.

Would you like our church service to be recorded?

- ☐ Audio – CD
- ☐ DVD
- ☐ Online at St. Mark's website

H. WHAT ELSE WOULD YOU LIKE TO TELL US?

We've covered a lot of ground but certainly not everything. Tell us what else is on your mind and in your heart about your church.

I. That's it! You've made it!

**Thank you for giving your time, offering your wisdom and insight, and letting us know what you think God is calling us to be and do.**

**The final report with its recommendations for our future will be presented to the congregation in early December.**

**THANK YOU!**  
*THANK YOU! THANK YOU! THANK YOU!*  
**THANK YOU!**