

Joint Needs Assessment Report

Eden United Church

<http://www.edenunitedchurch.com/>

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Joint Needs Assessment Committee Members

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Summary

Eden United Church Council appointed a Joint Needs Assessment Committee (JNAC) in May 2016. This group met numerous times over 5 months and consulted with leaders of the congregation's teams, committees, small group ministries, Council and the Transition Team. Through prayer, discussion and thoughtful work the JNAC has prepared the following report to convey where Eden has been, where we are and where we want to go.

Recommendations:

The Joint Needs Assessment Committee recommends that:

- Halton Presbytery declare a vacancy for a full time Ordered Minister starting as soon as possible, ideally July 1, 2017
- The Ministry and Personnel Committee be asked to begin a search for part-time Director(s) to lead Eden's music & arts programs (drama, dance and visual arts). This search would ideally be initiated after the Minister has been called and has started at Eden.

Who We Are

Eden is currently a church in transition. Since August 1, 2014, Rev. Eleanor Scarlett has been our Intentional Interim Minister. Under her leadership the congregation has gone through a period of personal reflection and spiritual renewal. This has proven to be a challenging yet exciting time for Eden. The Transition Team process can be reviewed in **Appendix A** – Transition Team Process.

We have re-kindled our passion and commitment to maintain a safe and respectful environment where we can question, learn, and grow in our faith together in community.

- A place where we do God's work both inside and outside the church
- A deep commitment to healthy pursuit of living into God's kingdom
- A sense of trust and hopefulness that allows embracing of our vulnerabilities.

Our greater community is diverse offering unique opportunities for us to explore, to increase our understanding of others, and to engage with them, creating a more connected neighbourhood.

Eden congregation is inclusive. All are welcome into our community of faith, regardless of sexual orientation, race, gender identification, abilities, or socio-economic status.

After much reflection, the congregation has determined its Mission and Vision to be:

“Gather, Grow, Go “

Led by the Spirit, inspired by the Word,

As followers of Jesus Christ,

We strive to create a safe, inclusive, welcoming community where we can:

Gather in fellowship as we explore our personal faith journey

Grow in Faith, Love and Service

Go together into the world, reaching out to all people.

Eden's Neighbourhood

Eden is located on the North-West corner of Winston Churchill Blvd. and Battleford Rd, in the heart of the community known as Meadowvale. As outlined on the map in **Appendix B** – Map showing location of Eden's households, 80% of the congregation lives in the area bounded by Erin Mills Parkway (East), Ninth Line (West), Eglinton Avenue (South) and Highway 401 (North).

Mississauga is the 6th largest city in Canada, with a population of 752,000. The City is divided into 11 municipal wards. Eden's catchment area includes both Wards 9 and 10, with a population of 128,760.

Religious Affiliation

- The most common Religious Affiliation is Christian (63% Ward 9, 56% Ward 10)
- The 2nd most common Religious Affiliation is stated as "No Religious Affiliation" (19% Ward 9, 12% Ward 10)
- The 3rd most common Religious Affiliation is Muslim (10% Ward 9, 19% Ward 10),

Visible Minorities:

- 45% of Ward 9 and 68% of ward 10 are visible minorities.
- The most common of these being south Asian and East Indian.

Appendix C - Summary of Ward 9 & 10, 2011 Census Data provides a statistical summary of Ward 9 and 10 census data. More detail can be found at:

http://www5.mississauga.ca/research_catalogue/L_15_2011_Census_Ward_9_Profile.pdf

And

http://www5.mississauga.ca/research_catalogue/L_16_2011_Census_Ward_10_Profile.pdf

There are significant differences between the communities on the East and West sides of Winston Churchill Blvd. These differences are supported by the following statistical ranges taken from the 2014 Social Risk Index completed by the Peel District School Board

- Percentage of homes that are owner-occupied varied from a low of 55% at one school to a high of 96% at another.
- Percentage of lone-parent families ranged from 12.7% to 31.1%
- Percentage of families who made a residential move in the previous 12 months, ranged from 6.5% to 16%
- Average family Income ranged from \$76k to a high of \$118k
- Percentage of a family's income that is comprised of Government transfer assistance ranged from 7.2% to 11.4%

We also have pockets in the community that require the use of our local food bank, Eden Food for Change.

Meadowvale is a community of parks, bicycle trails, and lakes. Bridges and underpasses connect these pathways enabling safe pedestrian travel leading to our brand new Community Centre on Lake Aquitaine.

The following amenities are within a 20 minute drive from Eden:

- Credit Valley Hospital
- Go Trains (both the Meadowvale and Lisgar stations)
- Access to Highways 401, 403 and 407
- Meadowvale Town Centre stores
- Erin Mills Town Centre stores
- Square One Shopping Centre
- Hershey Sports Complex
- Meadowvale Theatre
- Living Arts Center
- Meadowvale Community Centre and Library
- Churchill Meadows Community Centre and Library

Also within reasonable driving distance are public schools, middle schools, high schools, Sheridan College and University of Toronto Mississauga. Information regarding these programs can be found at www.mississauga.ca and www.Peel.edu.on.ca

The Ministry of Eden

Our History

Eden was founded by a group of Methodist families from County Tipperary Ireland who settled on a grant of land on Meadowvale side road, which is now Derry Road and Copenhagen. Church meetings were held in each other's homes under the leadership of Methodist circuit riders. In 1845 the settlers built a small wooden church that became known as Switzer's church.

In 1869 a large red brick church was built and stood until 1980. Eden wasn't without its tribulations undergoing a fire that destroyed the upper part of the church and a tornado which blew away the roof of the building. In 1925 the Eden Methodist congregation voted for church union and was renamed Eden United Church. The red brick building was demolished but the Eden Cemetery stands in memory of our pioneer families.

In 1980 the congregation decided to share with Lutheran, Presbyterian and Anglican churches to form a multi-denominational church called the Meadowvale West Church Campus. After 6 years when the church outgrew its location, services were held in the cafeteria of the Meadowvale Secondary School while we awaited the construction of a new church on the present site. After many delays, the new church opened August 27, 1989

Eden Today

As with many churches our ministry staffing needs have changed to reflect changes experienced within our congregation. We are now a congregation of 275 families. (Further statistics are summarized in **Appendix D** - Membership Data.)

We have a rich heritage of lively worship that includes both traditional and more contemporary elements. Our services are highly participatory, both musically and through the spoken word. Children and youth are a valuable part of our services and are encouraged and included in worship. Sermons are recorded and posted on the website. Eden is connected through social media with accounts on Facebook, Twitter and Instagram.

Eden holds one service at 10:00 a.m. each Sunday, with an average attendance of 125. Additional services are offered over the Christmas and Easter seasons. We celebrate an open table Communion on the first Sunday of each month.

Music is a very important part of Eden's worship. We are blessed with a variety of music groups that enrich our worship through their participation. These include Eden's Senior Choir, Eden Bells aPeel Handbell choir and the Eden Folk Group. We currently have an organist, an interim Choral Choir Director and an interim Handbell Choir Director.

Sunday School is a critical component of the life and work at Eden. The youth and the children gather in the Sanctuary for service and after Children's Time attend Sunday School. During intergenerational services all ages attend the service. Children and youth are encouraged and given opportunities to be involved in worship. They are also invited to be present at Baptismal services and be a part of Communion services. A full program operates from September through June for ages 3 – 18. Our current Sunday School program is Godly Play with other activities supplemented once a month.

The Eden Nursery provides a safe and welcoming atmosphere for children ages 0 – 2. We have hired staff to operate the Nursery during Sunday services, so that parents can participate in worship.

Youth Group is a strong and growing group at Eden. Members participate in events designed to nurture their faith, encourage service and provide social interaction. The Youth Group includes those in Grades 7 through to 12. They meet twice a month, once on a Friday and once on a Sunday. The leadership and participants determine its focus. In the past the Youth Group has participated in the 30 Hour Famine and last year they raised money for the Mission & Service Fund. This coming year, part of the focus for the youth will be fundraising to go to Rendez-vous 2017 in Montreal.

The Confirmation process at Eden encourages the confirmands to select a mentor from the congregation to journey with them through their learning process. These mentors work closely and are very actively involved with the youth as they move along their faith journey.

Spirituality groups, Bible studies and adult Christian education are enjoyed whenever leadership is available. Eden is an inquiring congregation for whom religious study is important. It has been offered in many formats from the study of Bible verses, full books of the Bible and other sources, to explore both traditional and modern theology

Eden's Governance Model

Eden has a Council of 9 members, elected from the congregation, who are responsible for the overall discernment of God's vision for Eden. The Council sets areas of focus annually and determines how progress in these areas will be measured. All policy changes are brought to the congregation for review and ratification. The Council empowers committees and the Minister to accomplish these goals.

In addition to the Trustees, three committees report directly to Council and Council appoints its members:

- Ministry and Personnel - with all the responsibilities as outlined in the United Church manual

- Finance – with all duties as outlined in the United Church manual including budget preparation and financial oversight.

- Property - responsible for the maintenance of the building & grounds and oversight of rental fees and schedules (annual budget of approximately \$200,000)

Council also works with those members representing the church on two community corporations, founded as part of Eden's past outreach programs:

- Eden Daycare Inc. (a non-profit daycare that operates in the Christian Education wing of the church) and

- Edenwood Seniors Village, a non-profit seniors housing complex that is adjacent to our property.

The Minister oversees and is accountable for all areas that have not been assigned to Council committees. The Minister works with the staff and teams of volunteers to achieve the congregation's goals. Examples of ongoing teams would include the Worship Team and Pastoral Care Team who help the Minister to carry out the congregation's ministry in these areas.

- The Worship Team is a group of approximately six to eight people, who assist and support the Minister in the preparation of worship services. The group meets regularly once a month, and at other times as necessary, to plan all aspects of regular Sunday and special services. Their tasks include planning themes, hymn selections, Children's Time, and general flow of the service.

- The Pastoral Care Team oversees the wellbeing of Eden's Congregation by being a "care giving set of eyes and ears". They have been empowered by the

Minister to connect with the community of Eden as a support network, and inform the Minister when his/her presence is required. Members of this team receive Pastoral Care training and are mentored by experienced team members. They visit in pairs and notify the Minister of situations he/she needs to follow-up on.

The Minister is also empowered to enable and support "small group ministry teams", made up of persons from the congregation who have stepped forward with a passion for a particular ministry and/or see a need that they can fill. Together they can gather a team to get this work done. When the task is complete, they can disband. A recent example would be the team working to help sponsor a Syrian Refugee family.

Council has found the policy form of governance to be most helpful. Council is committed to working with the current model and to review and modify if required, to meet and facilitate Eden's future goals. A full copy of the governance document can be viewed at www.edenunitedchurch.ca under -> about us -> governance.

Congregational Organizations and Groups

United Church Women (UCW): is comprised of approximately 60 active members whose groups meet regularly to contribute prayer, gifts and services for the betterment of the community. The UCW coordinates many social & fund raising events, such as our annual bazaar, Murder-Mystery evening and catering. While they excel at fundraising, they also contribute by leading church services annually, reading a "Minute for Mission" story each Sunday and most importantly by supporting each other and the congregation in times of both sorrow and joy

Small Group Ministries: People are encouraged to form Small Group Ministries based on their interests and passions. Some of these groups are focused on supporting our Ministry and weekly service while others are more social. Our small group ministries include: Prayer Shawl ministry, Syrian Refugee sponsorship, Hospitality (Weekly greeters and coffee hosting after service), Communion servers, and Fundraising just to name a few. For example, an event held in the spring of 2016 raised funds for those affected by the wild fire in Fort McMurray.

Eden recognizes the importance of fellowship and social interaction within our community. A number of groups meet on a regular basis such as book clubs, monthly "Saturday Night Dinner Out", "Friday Pub Night", and "Saturday Morning Breakfast". As well there are popular annual events such as our Community Carol Sing, Regional Choir Festival and a Golf and Dinner tournament.

Outreach Programs:

Meadowvale Neighbours' Cafe: Eden United partners with the Eden Food for Change and the Mississauga Mennonite Fellowship in supporting the Meadowvale Neighbours' Café. This is a free, weekly lunch café where members of the Meadowvale community come to relax, make friends and learn about community resources. Located in the Narthex of the church, it is open Mondays from 10:30 am to 1:30 pm.

Christmas Market (formerly Christmas Baskets): This program supports the clients of Eden Food for Change. It provides gifts, produce and a special shopping/café environment for those identified by the food bank as individuals or families in need of help to make Christmas a little brighter. The gifts and produce are donated by the Eden congregation and Eden Food for Change, along with support from local schools, groups and community sponsors. Eden church and Eden Food for change volunteers make this program available to an average of 200 families per year.

Vacation Bible School: runs for one week in the summer just in the mornings. The program is for children ages 5 to 12 years old and fills to capacity. These children come from a combination of belonging to Eden and being from the surrounding community.

5th Meadowvale Scout Troop: is sponsored by Eden United Church. This troop includes: Beavers, Cubs, Scouts, and Ventures.

Syrian Refugee sponsorship: Eden is supporting three other local United Churches in sponsoring the immigration and resettlement of a Syrian Refugee family to Canada.

Community Groups supported by Eden

Eden Daycare Inc.: Eden Daycare is an independent non-denominational, non-profit, all-day program that has been in operation since October 1989. It is administered by a volunteer Board of Directors, 5 of which must be members of the Eden congregation. It is located in the Education wing of the church. In addition to its regular program, the center is licensed to provide care for special needs children. In conjunction with the Region of Peel, Eden Daycare provides subsidized care for families in need.

Edenwood Seniors Village: Edenwood Seniors Village is a non-denominational, non-profit, independent living facility located on the property adjacent to the church. It is connected to Eden United Church by shared parking. Edenwood is administered by a volunteer Board of Directors of which 3 must be members of Eden United church.

Eden Food for Change: Eden Food for Change is a non-denominational, charitable organization, working to eliminate hunger in western Mississauga. Their Battleford location is housed in the basement of the Church. It provides access to nutritionally balanced groceries. This program seeks to provide opportunities for individuals and

organizations to help build a stronger community. The Foodbank was founded in 1989 by Eden's Outreach Committee, and incorporated as a separate organization in 2002. The church continued to provide the space, utilities and custodial services to the food bank for a dollar a year, until 2014. Many of Eden's congregation continue to actively support this program as volunteers and through regular donations/ food drives.

Eden Moving Forward

Eden must now strive to continuously reach out to welcome and support the people in our community and in so doing fulfill the Vision and Mission of our church. Our challenge is to re-invigorate the congregation, and to make best use of the resources available to us.

Three of our key initiatives are described as follows:

1. Council has been studying the Rev. Eric Law's book "Holy Currencies, the 6 Blessings for Sustainable Missional Ministries". The book calls us to rewire our brains to see abundance and a flow of blessing where we usually would see limits and scarcity. The 6 holy currencies which need to flow in order for congregations to meet and maintain their missional potential, are:



Eden is scheduling to participate in an orientation, followed by a series of workshops, to learn more about this approach to congregational ministry and to help us put it into practice. We are optimistic that over the next few years, Holy Currencies will become a key to our congregation's vitality, outreach, stewardship, mission and organizational development. (More information is available at <http://www.kscopeinstitute.org/holycurrencies1>)

2. Music has been an integral part of Eden's ministry that is strongly valued by our membership. We wish to build upon this strength and explore broadening the scope of music to include all forms of the arts (drama, dance and visual arts).
3. Council is investigating costs/savings associated with putting a plan in place to address the most critical building maintenance issues outlined in the "Risk Management" section of this report.

The Resources of Eden

Staff:

Eden's Minister is supported by an Office/Building Administrator, currently two part-time Interim Music Directors (one for choral and one for handbells) and an organist. We also have paid staff operating the Nursery during Sunday services.

Rental of the building is handled by the office/building administrator, on behalf of the Property Committee. Custodial staff consists of a full-time custodian and several part-time custodians.

Property & Facility:

Eden is located on approximately three acres of land at the corner of Winston Churchill Boulevard and Battleford Road. The total building area is approximately 15,250 square feet. The sanctuary seats 460, with space for an overflow of 200 in the Narthex. Due to the fact that we do not have fixed pews, the sanctuary can be set up in a variety of configurations both for worship services and outside events. The Education wing encompasses approximately 4,300 square feet. It is used for non-profit daycare Monday through Friday and has been used for Sunday School. Eden Food for Change occupies the basement and runs programs for its clients on Mondays and Thursdays.

The building is heavily utilized seven days a week by a variety of both church and community groups. In fact, it is often difficult to find space on a weekday evening. Church groups include UCW, small group ministries, music group rehearsals, book clubs, fundraising and social events. Some of the community groups include: Blood Donor clinics, Alcoholics Anonymous, Al-Anon, Scouts, community music groups (Mississauga Concert Band, Clarkson Music Theatre, and Peel Music Festival), workshops and fundraising events.

Financial Resources:

	Actual	Budget	Forecast	Projected		
	2015	2016	2016	2017	2018	2019
Congregational Givings	227,297	226,050	224,678	222,431	220,207	218,005
Rentals	199,362	188,402	198,008	198,008	198,008	198,008
Other	32,099	18,000	20,321	20,321	20,321	20,321
	<u>458,759</u>	<u>432,452</u>	<u>443,007</u>	<u>440,760</u>	<u>438,536</u>	<u>436,334</u>
Salaries & Benefits	240,296	248,517	246,256	257,245	261,104	265,020
Building Operating						
Costs	128,717	134,940	130,104	136,609	143,439	150,611
Office	16,266	19,755	19,832	20,228	20,633	21,046
Presbytery Assessment	11,247	12,631	12,649	13,281	13,946	14,643
Other Ministries	13,659	16,538	10,381	10,485	10,590	10,696
	<u>410,185</u>	<u>432,381</u>	<u>419,221</u>	<u>437,849</u>	<u>449,711</u>	<u>462,016</u>
Net Income before						
Mission Tithe	48,574	71	23,785	2,911	(11,176)	(25,682)
Mission Tithe	0	0	0	0	0	30,000
Net Income	<u>48,574</u>	<u>71</u>	<u>23,785</u>	<u>2,911</u>	<u>(11,176)</u>	<u>(55,682)</u>

Eden's finances have improved dramatically over the last three years. We eliminated our bank overdraft and by the end of 2015 had generated a \$63,000 unrestricted cash surplus.

We budgeted to break even in 2016 however as a result of increased rental income and cost savings we are forecasting to be approximately \$24,000 ahead of budget.

The annual operating revenues of Eden United Church are approximately \$440,000. 51% of our revenue is from Congregational Givings and over half of these are done through the PAR, giving a fairly stable revenue stream through the year.

Our rental income of \$198,000 represents approximately 45% of our annual income, the majority of which comes from Eden Daycare Inc.

Our largest expense categories are for salaries and property maintenance.

Eden is also a strong supporter of the United Church Mission and Service Fund. In 2015, Eden contributed over \$48,000.

In our 3-year projection, we are anticipating that our annual congregational givings will decline at a rate of approximately 1% per year. This is in line with what we have experienced over the last few years. We anticipate that our rentals and other income will remain at the same level.

Expenses have been forecasted to increase at the rate of inflation with the exception of the property expense and Presbytery Assessment.

Our building is almost 27 years old and as a result requires more attention to ongoing repairs each year. We have included a 5% increase in our forecast for this expense line.

At the end of 2015 Eden's Ventures in Mission Loan was \$555,273. In 2014, the United Church of Canada agreed to a 5 year moratorium on payments of our mission tithe commitment. In exchange for not making our payments, 3% is added to the outstanding loan each year. Our forecast for 2019 includes the resumption of our mission tithe payments.

Eden is working to find ways to balance its 2018 and 2019 budgets. There is the possibility to request a permanent moratorium on Mission Tithe/VIM loan repayment, but the congregation has expressed their desire to try to repay these funds.

Risk Management

Eden has a number of challenges which it must manage, including:

- The church is heavily reliant on its rental income in order to maintain a balanced budget.
- The most significant rental income is from Eden Daycare Inc. Any changes in provincial legislation that adversely affects the Daycare's revenue &/or expenses could also have a serious impact to the church.
- While the building has been very well maintained over its 27 year life, there are a number of major capital expenditures that need to be made. The Property Committee has a list of almost \$500,000 of work that needs to be done. The items requiring urgent attention include: Parking Lot repaving (\$140k), and heating/air conditioning system (HVAC) replacement (\$200k). Roof replacement (46k) and exterior stucco (50k) may become urgent at any time.
 - A small working group is currently doing extensive research to find ways to deal with the parking lot and HVAC issues, ideally before a new Minister is called. They are also investigating replacing/updating approximately 240 fluorescent light fixtures with LED fixtures, to provide electricity savings and lowered maintenance costs. We are optimistic that we may be able to finance these items with our current operating surplus, coupled with funds the trustees are holding for major repairs and a possible capital loan from the United Church of Canada. This research also includes investigation into grants that may be available to assist with these expenditures and estimates of possible utility savings that may occur as a result of updating/upgrading the HVAC systems.

Full Time Ordered Ministry Position:

Job Scope:

In alignment with the Mission and Vision of Eden, reporting to the Council and accountable to Halton Presbytery, the focus of this position is to provide leadership which will equip the laity to do the work of ministry in our community. Essential functions include: worship, faith development, outreach, pastoral care & administration.

The Office Administrator's worship responsibilities and the Arts/music staff report to this Minister.

Skills and Knowledge

As the ideal candidate for the Ordered-Ministry position at Eden, you:

- are biblically grounded to create and deliver inspiring meaningful sermons that relate biblical texts to current issues and personal experiences.
- have good interpersonal & communication skills, with knowledge of social media, to:
 - connect and interact easily with people and are open to other people's ideas,
 - facilitate initiatives for the congregation to attract new people into our faith community
 - facilitate strong relationships within the congregation and externally in the community
- have the aptitude and drive to actively seek out and network with other area Churches and Organizations in an effort to coordinate and broaden our Community Outreach in cooperation with these other churches and organizations
- demonstrate compassion with experience in providing pastoral care for those with health challenges, the bereaved and dying, and those with spiritual needs
 - are able to offer and encourage empathy and understanding in the congregation
- demonstrate strong leadership to:
 - help to live out Eden's mission, vision and values, by example.
 - encourage, inspire and train leaders from within the congregation
 - foster a culture that nourishes creative initiatives
 - work collaboratively to complete tasks
 - adapt to and embrace change as conditions and opportunities arise
 - envision the big picture, in the changing environment of the United Church
- have effective time management skills

Detailed Job Responsibilities:

Preaching and Worship (25%)

The main responsibilities of Worship include preparation for and leadership of inspiring meaningful services by:

- creating and delivering sermons, and leading worship
- overseeing the planning of Sunday services within the overarching themes and seasons of the liturgical year with the worship team
- empowering active lay participation in worship services
- being willing to explore alternative worship services
- offering guidance and support for the involvement of youth and families in worship
- embracing the tradition of a strong music program in Eden's worship and the initiative for additional artistic programs
- supporting and guiding the work of the Worship and Music Teams in planning seasonal and special services (for example Lent, Advent, Hope and Healing, Remembrance, Black History Month)
- attention to creating a sacred space for individuals to deepen their spiritual experience

Faith Development (20%)

Educate and prepare congregants for active participation in our faith community, encouraging people to take leadership within and outside of the church, and work on building the congregation through communication, and reaching out to the community by:

- inviting and inspiring the congregation to ensure effective communication within the larger community and engaging in the life of Eden (e.g. through newsletter, weekly bulletins, website, outside sign and social media)
- engaging in strategic planning with the Council, Presbytery, the wider church and other leaders to enhance the growth of our faith community
- connecting with newcomers and encouraging engagement in the life of the Eden faith community
- guiding the work of the Children and Youth leaders to choose and deliver programs
- providing Membership, Marriage, Baptism, and Confirmation preparation sessions and officiating at related services
- mentoring and working with individuals and small groups to enable their leadership in worship
- providing opportunities for people of all ages to discover their spiritual gifts

- encouraging and facilitating the use of spiritual gifts in the church and in the world
- leading and empowering others to lead adult Bible study as well as discussion groups and workshops as required.
- providing support and resources in faith development and teacher training for all ages

Outreach (25%)

The main responsibilities of Outreach include leading by example and mentoring, to inspire and empower the congregation to focus on the larger community by:

- embracing the biblical mandate "to go into the world"
- establishing and working with small group ministry teams to enable the congregation to reach out to those outside the walls of the church, to help us become more externally focused, networked and engaged in our support to those in need
- encouraging support programs, and being a resource for various outreach groups

Pastoral Care (15%)

The main responsibilities of Pastoral Care include helping people deepen their spiritual experience and caring for people in sickness and health during times of bereavement and life transitions by:

- providing appropriate pastoral care and funeral/memorial services for the bereaved and dying
- maintaining regular connections with those in key leadership positions
- supporting the work of the Pastoral Care team and provide training for them to care for the congregants through visits, phone calls, and emails in times of need e.g. sickness, grief, life issues, spiritual guidance
- attending congregational fellowship events e.g. dinners, fundraisers that offer opportunities to connect with the congregation
- ensuring and supporting a pastoral presence in local seniors' facilities

Administration (15%)

- Ensures the staff team are working together for the efficient use of time and resources by:
 - being a team leader, supporting healthy collegial relationships among the staff
 - facilitating weekly planning meetings with the administrator to set priorities
 - establishing performance goals and objectives for the staff reporting to the Minister, as well as providing any necessary day to day supervision.
 - contributing to annual performance reviews and updates to job descriptions.

- administering the benevolent fund
- participating in the work of Halton Presbytery and the wider church
- working within Eden's Governance model and providing regular reports to Council as called for in Eden's Policy Manual.
- keeping training current and complying with Policies and Procedures as identified in the Eden Ministry & Personnel Resource and Eden Staff Handbook. I.e. Health & Safety, Violence & Harassment, etc.

Note: *The weekly time percentages across the job responsibilities are meant as a guideline only. Activities vary from week to week with some responsibilities only occurring occasionally throughout the year.*

Terms

Salary and benefits (pension, insurance, and disability salary continuance) will be commensurate with experience but not limited to the United Church of Canada 2016 Minimum Salaries for Ministry Personnel Cost of Living (COL) Group 5. Travel expenses as well as continuing education and learning resource allowance will follow the same guidelines. Other terms of the position such as vacation, study leave, telephone, internet reimbursement and moving expenses are negotiable.

Part-time Arts Ministry Position(s)

During Eden's current transition time, the choral and handbell music groups are being led by two Interim Music Directors.

Eden wishes to explore broadening the scope of music to include all forms of the arts (drama, dance and the visual arts). Therefore it is recommended that the scope of music ministry leadership should also be expanded.

It is recommended that there be one leadership position that has overall responsibility for all forms of the Arts. Other arts (music) staff would report to this position plus the incumbent would co-ordinate with volunteer arts leaders (e.g. EdenFolk) to enhance the artistic experience through the year. Initially, the thought is that this position be filled with a candidate who is primarily a musician but also has experience and a passion for additional art forms.

It is recognized that the skills involved in choral and handbell-conducting are very different, and therefore it would be beneficial that these roles be advertised as two positions, to ensure that qualified applicants with one strong music specialty would be encouraged to apply. The "Artistic Director" position could be filled by an individual with either a choral music or a handbell specialty that also had relevant qualifications with the other arts.

Alternative:

If during the search process a candidate comes forward who has the skills to fill all roles, then the jobs could be combined into one part-time position as Artistic Director.

Working documents to fill these positions can be found in **Appendix E** – Arts Ministry Positions (including music). These documents were constructed on the basis that the Artistic Director has a specialty in choral music, but they could be easily altered for a handbell musician.

Appendix A – Transition Team Process

Transition Team Process

The congregation has been in a time of transition since early 2014.

Significant divisions had arisen at Eden during the latter part of 2012 and early 2013, to the extent that the congregation was not functioning as it should. One symptom was that the congregation incurred a \$35,000 deficit in the first 5 months of 2013. The congregation requested the assistance of Halton Presbytery to conduct a full review of the congregation. Subsequently, at the beginning of July our half-time Minister, the Rev. Svinda Heinrichs, resigned

Halton Presbytery hired ARC Ministries as a mediator, to listen to the concerns of the congregation, to make findings and provide a report of recommendations based on these findings. Their report was presented in January 2014. Contemporaneous with the release of the report, the Rev. Rose Ann Vita resigned, recognizing that she and Eden were not a good fit for each other.

Presbytery appointed the Rev. Eleanor Scarlett as an Intentional Interim Minister at Eden, effective August 1, 2014, and a Transition Team [“the Team”] was established, consisting of seven members of Eden, and two representatives from Halton Presbytery. The Team’s tasks, as set out in the procedure manual prepared by the United Church of Canada included:

- recalling who Eden has been;
- naming who we are now;
- deciding who we want to be.

Following a Covenanting Service with the congregation on October 26, 2014, and after undergoing appropriate training, the Team and Rev. Scarlett led the congregation in a period of self-discovery. This has proven to be an exciting time at Eden.

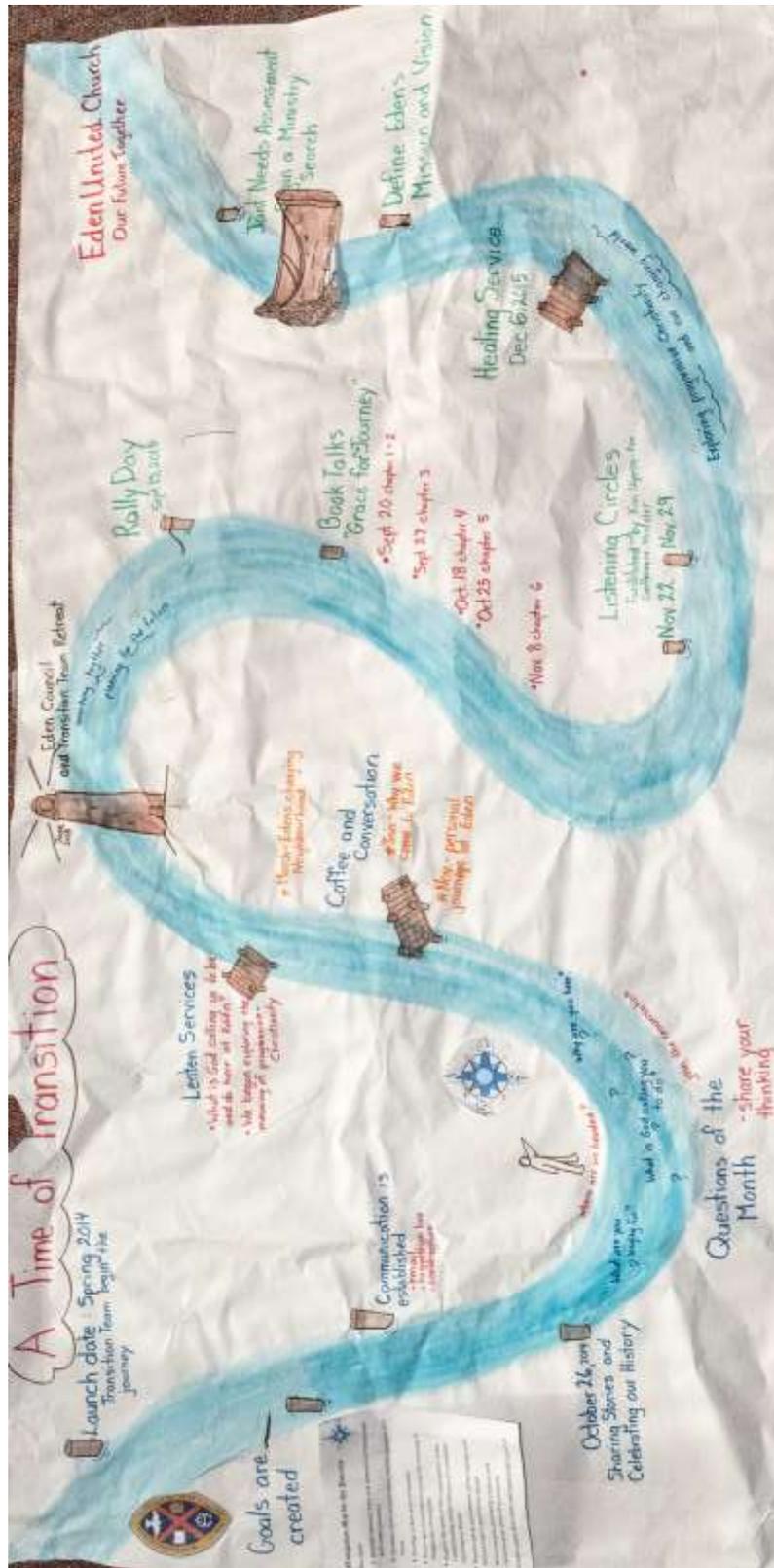
The various elements in this process included the following:

- celebrating our heritage by sharing stories from members during worship explaining how they have been touched by this congregation;
- beginning in early 2015, convening discussion groups after the service whereby small groups met with a member of the Team to discuss questions they might have about what matters most to them about Eden. The input received was then reviewed by the Team at its subsequent meeting, held twice monthly;
- the Team, and later, the entire congregation, engaged in a book study: “Grace For The Journey” to help gain insight in the dynamics at work in congregations experiencing a time of transition;

- Listening Circles facilitated by Rev. Kim Uyede-Hai were held where individuals had an opportunity to speak about their concerns in an environment where they felt safe to express their views, and we could commit to repair any hurt being experienced by them;
- a Healing Service, expanding on the principles addressed and practiced at the Listening Circles was conducted by Rev. Scarlett;
- a two day retreat was held with the Team and Eden's Council to assist in developing a sense of shared purpose;
- a day long workshop, facilitated by one of the members of the Team with experience in this area, was held with the Team and members of the congregation to help us imagine who we might be, and to share in that vision. With the benefit of the information received at this workshop, the Team developed a new Mission and Vision Statement ("the Statement"), which is set out on page three of this report.
- after meeting with Eden's Council and obtaining its endorsement, the Statement was approved by Eden at a congregational meeting held June 5, 2016.

The Team chose a boat and a fishing net to symbolize the need to "fish on the right side of the boat" (John 21: 2-6) if we are to achieve better results from our efforts, and accomplish the changes necessary to fulfill what Eden is called to do.

The Team also set out the various activities referred to above in a representation of a journey down a river which was set up in the Narthex of the church, a copy is attached on the next page.



Appendix C - Summary of Ward 9 & 10, 2011 Census Data

	Ward 9		Ward 10	
	#	%	#	%
Population	58,830		69,930	
<u>Visible Minority Population</u>				
Visible Minority	26,475	45.0%	47,325	67.7%
Not a Visible Minority	31,995	54.4%	22,735	32.5%
Most Common Visible Minority	South Asian (35.8%)		South Asian (42.1%)	
Most Common Ethnic Origin	Canadian (17.7%)		East Indian (18.8%)	
Mother Tongue: (Non-Official Languages - Top 10)				
Urdu	2,750	4.7%	6,405	9.2%
Chinese languages	3,310	5.6%	4,025	5.8%
Arabic	1,515	2.6%	3,530	5.0%
Tagalog (Pilipino, Filipino)	1,095	1.9%	2,265	3.2%
Polish	1,745	3.0%	2,040	2.9%
Spanish	1,675	2.8%	1,510	2.2%
Panjabi	535	0.9%	1,455	2.1%
Portuguese	950	1.6%	1,435	2.1%
Gujarati			1,030	1.5%
Hindi			1,025	1.5%
Italian	655	1.1%		
Korean	615	1.0%		
<u>Religious Affiliation</u>				
Christian	36,805	62.6%	39,125	55.9%
Muslim	5,935	10.1%	13,320	19.0%
No Religious Affiliation	11,350	19.3%	8,575	12.3%
Hindu	2,610	4.4%	5,325	7.6%
Buddhist	820	1.4%	1,640	2.3%
Number of dwellings	19,675		19,025	
Household Size				
1 Person	3,370	17.1%	1,270	6.7%
2 persons	4,955	25.2%	3,105	16.3%
3 persons	4,100	20.8%	3,990	21.0%
4 persons	4,525	23.0%	5,975	31.4%
4 persons	1,835	9.3%	2,755	14.5%
6 or more persons	885	4.5%	1,925	10.1%
Average Dwelling Value	\$ 388,941		\$ 476,683	

Appendix D - Membership Data

Note: The 2016 statistics reflect a significant “clean up” of the church’s membership records. The Number of Identifiable givers were reasonably accurate over these years, but there had been people listed as inactive members and adherents who had not been at Eden for many years.

	Sep '16	2015	2014	2013
Number of Identifiable Givers to Local Expenses:	172	186	212	209
Number of Financially Supporting Households @ Dec 31: (Represented by the number of givers)		179	208	203
Number of Identifiable Givers to Mission & Service @ Dec 31:		99	112	119
Number of Active Members:	223	333	330	338
Number of Inactive Members:	106	485		
Number of Non-resident Members:	21	235	235	235
Number of Adherents: (65 of the 434 are identifiable givers)	98	434	434	438
Number of Households under Pastoral Care	276	434		
Average Attendance (Oct & Nov)		136		

Appendix E – Arts Ministry Positions (including music)

Artistic Director, Eden United Church

Job Scope: The Artistic Director is the primary leader on all aspects of the arts at Eden, including music, drama, dance and the visual arts. This position co-ordinates with other arts leaders to enhance the artistic experience through the year.

In alignment with the Mission and Vision of Eden, the Director participates in the creation of worship, working with the Minister and the Worship Team with the goal to embrace the whole congregation in a joyful and dynamic atmosphere.

The Organist and the Eden Bells aPeel Handbell Director report to this position.

Duties:

Leadership

- help to live out Eden's mission, vision and values, by example.
- lead, direct and manage all music, drama, dance & visual arts in liturgy, including Sunday services and special services such as Ash Wednesday, Maundy Thursday, Service of Light, etc.
- collaborate with the Minister, the Worship Team, other arts staff and volunteer leaders of arts groups to co-ordinate the selection, preparation and performance of music (both traditional and contemporary), drama, dance and visual art to enrich regular worship and special occasions at Eden, through the use of a variety of musical & arts approaches and techniques.
- develop and implement the artistic vision and focus
- collaborate with the Eden Folk Group to schedule their involvement and assist them in any way needed.
- oversee the work of the
 - Organist who provides: (1) accompaniment for Eden Choir rehearsals, Eden Folk rehearsals (as needed), Sunday services and other occasions as required, as well as (2) selects and plays Prelude, Offertory and Postlude at Sunday services
 - Handbell Director, who leads Eden's Handbell Choir.
- grow the arts program & add diversity e.g. encourage Eden artists, instrumentalists, small ensembles, solos and duets to play during worship and other events. Develop opportunities for children and youth.
- be open to other artistic opportunities/invitations which are deemed appropriate
- look for outreach opportunities (e.g. concert band/food bank at Christmas, retirement homes, performances with other choirs or orchestras)

- regularly communicate with choir members regarding upcoming dates and commitments.
- organize and ensure appropriate music ministry coverage during July and August when choirs are on holiday.

Choral Music:

- conduct the 20+ voice Eden Adult Choir, providing musical direction and encouragement to nurture growth, teach music skills and provide a variety of new and challenging music
- encourage growth in both choir membership as well as musical growth within the choir
- responsible for selecting, rehearsing, and performing anthems for most Sundays from September to June, as well as additional services as required.
- organize and conduct the annual Eden Church Choir Festival, including invitations to area choirs, selecting music, rehearsing and performing, and working with church staff as needed.

Administrative Responsibilities

- maintain effective communication with staff, groups and the congregation by: providing the church office with the program for the Sunday bulletin; providing written information about activities for inclusion in our newsletters, website and the annual report; providing written information for volunteer groups to support organization, scheduling and long-range planning
- plan coverage for absences, illness and vacation
- Prepare an artistic budget proposal annually and an annual report.
- select, acquire, maintain and organize music material within the established budget allocation, including the occasional honorariums to guest artists
- keep training current and comply with Policies and Procedures as identified in the Eden Ministry & Personnel Resource and Eden Staff Handbook. I.e. Health & Safety, Violence & Harassment, etc.

Skills:

- extensive experience with choral music as chorister and/or conductor. Experience leading and directing other arts programs. Post-Secondary education in a discipline pertinent to the job function.
- ability to recruit, direct and motivate non-professional volunteer artists who enjoy creating performances together. To do so must also appreciate the social/fellowship component, value, the input of the group, listen to the groups' needs and shape goals/choose repertoire accordingly
- ability to work as a team leader and team member.

- strong planning and organizational & communication skills, including and awareness of calendar implications between groups and church and community events.
- sensitivity to and some experience with church music, ideally within the United Church
- be flexible while also being consistently well prepared

In keeping with the Code of Ethics of Music United (formerly The United Church of Canada Association of Musicians):

- work to foster the role of music in worship, as well as the ministry of music in co-operation with clergy, personnel and the congregation
- strive to perform your duties to the best of your abilities, fulfilling the terms of employment in a professional manner
- respect the rights of composers and publishers and not violate copyright law

Hours of work:

This regular part-time position includes Sunday morning services, adult choir rehearsals from September through June on Thursday evenings, and other time as required for meetings, planning, etc. Time estimate is 30 – 35 hours per month, variable with time of year.

Probationary Period:

A three-month probationary period applies to all new employees at which time a review of the employee's work will be made.

Performance Review:

An annual review will be conducted by the Ministry and Personnel Committee.

Remuneration:

Remuneration will be based on RCCO scale, commensurate with a part time position based on qualifications and experience.

Handbell Director, Eden United Church

Job Scope:

The Handbell Director is the leader of Eden's Handbell Choir. Under the guidance of the Music Director, works to provide handbell music to complement and enrich worship through the year.

Duties:

Leadership

- help to live out Eden's mission, vision and values, by example.
- collaborate with the Music Director, the Minister, the Worship Team and leaders of musical groups to co-ordinate the selection, preparation and performance of handbell music (both traditional and contemporary) that enriches regular worship and special occasions at Eden through the use of a variety of musical approaches and techniques.
- grow the handbell music program. Develop music opportunities for children and youth.
- be open to handbell musical opportunities/invitations which are deemed appropriate
- look for outreach opportunities (e.g. concert band/food bank at Christmas, retirement homes, performances with other choirs or orchestras)
- regularly communicate with bell choir members regarding upcoming dates and commitments.

Handbell Choir:

- direct Handbell choir, supporting musical growth and providing new repertoire and performance opportunities (Eden owns four and a half octaves (G3 to C8) of Schulmerich handbells, and 2 octaves of hand chimes)
- lead rehearsals and facilitate spiritual and musical development for Hand bell choir members, instill in Handbell Choir members an understanding of their music sharing as ministry service to God
- direct the Handbell Choir in worship approximately once a month, striving for excellence and vitality
- promote excellence in the art of handbell music and conducting. Model and coach good handbell playing technique. Provide an appreciation for a wide range of handbell music for worship.
- promote and attend workshops and festivals provided by the Ontario Guild of English Handbell Ringers to develop and enrich the skill set of ringers and the director

- actively seek out ways to connect with the community through handbell music ministries. Actively support Gigs that earn funds for the music budget &/or promote community.
- care and maintain the bells and equipment.

Administrative Responsibilities

- maintain effective communication with staff, musical groups and the congregation by: providing the church office with the music program for the Sunday bulletin; providing written information about activities for inclusion in our newsletters, website and the annual report; providing written information for music groups to support organization, scheduling and long-range planning
- plan coverage for absences, illness and vacation
- prepare a handbell music budget proposal annually and an annual report.
- select, acquire, maintain and organize handbell music material within the established budget allocation
- keep training current and comply with Policies and Procedures as identified in the Eden Ministry & Personnel Resource and Eden Staff Handbook. I.e. Health & Safety, Violence & Harassment, etc.

Skills:

- extensive experience with handbell music as a ringer and/or conductor. Bachelor of Music degree, or equivalent qualification
- a passion and vision for handbell music ministry that contributes to worship vitality.
- a desire to learn, collaborate and attend workshop and festivals to grow as a handbell musician and conductor (not the same as choral or band)
- ability to recruit, direct and motivate non-professional volunteer musicians, who enjoy creating music together. To do so must also appreciate the social/fellowship component, value, the input of the group, listen to the groups' needs and shape goals/choose repertoire accordingly
- ability to work as a team leader and team member.
- strong planning and organizational & communication skills, including an awareness of calendar implications between groups and church and community events.
- sensitivity to and some experience with church music, ideally within the United Church
- be flexible while also being consistently well prepared

In keeping with the Code of Ethics of Music United (formerly The United Church of Canada Association of Musicians):

- work to foster the role of music in worship, as well as the ministry of music in co-operation with clergy, personnel and the congregation
- strive to perform your duties to the best of your abilities, fulfilling the terms of employment in a professional manner

- respect the rights of composers and publishers and not violate copyright law

Hours of work:

This regular part-time position includes:

- Sunday morning services approximately once a month, special services during Lent, Advent, Christmas and other services as scheduled.
- rehearsals from September through June on Wednesday evenings, and Other time as required for meetings, planning, etc.

Time is estimated at 12.5-15 hours a month.

Probationary Period:

A three-month probationary period applies to all new employees at which time a review of the employee's work will be made.

Performance Review:

An annual review will be conducted by the Ministry and Personnel Committee.

Remuneration:

Remuneration will be based on RCCO scale, commensurate with a part time position based on qualifications and experience.