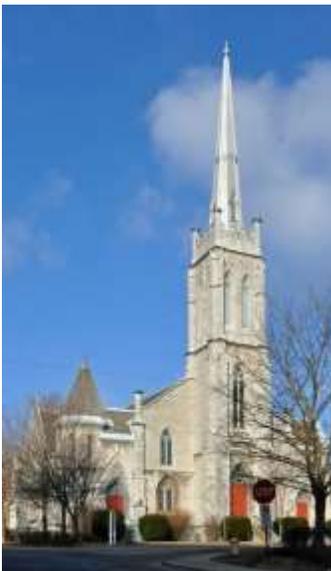


**Chalmers United Church
and
Sydenham Street United Churches**

**Report of the Combined
Joint Needs Assessment
Committee**



September 2017



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Joint Needs Assessment Committee (JNAC) Report

September 2017

Part A

Parties to the Needs Assessment

| | |
|--------------------------|---|
| Name of Pastoral Charges | Sydenham Street United Church Chalmers United Church |
| Presbytery: | Four Winds Presbytery |
| Conference: | Bay of Quinte Conference |

Part B

Introduction

In the United Church of Canada, a Joint Needs Assessment Committee examines and reports on the ministry personnel needs of a congregation on the retirement of a minister. The congregation of Sydenham Street United Church produced a JNAC report in May 2016 upon the retirement of the Reverend Elizabeth McDonald after 14 years of service in the congregation. In June 2017, the minister of Chalmers United Church, the Reverend Drew Strickland also retired after five years of ministry with the congregation, and the two neighbouring congregations made the decision to seek a shared ministry/staff team to serve the two Pastoral Charges. A Combined Joint Needs Assessment Committee was therefore struck.

The combined JNAC consisted of Sydenham members Sue Doerksen, Barb Landon, Jim Leake and Eileen Woloshyn; Chalmers members Heather Faris, Al Fletcher, Juliet Huntly, and Jane MacEwen; and from Presbytery, Reverend Lynda Price and Maureen O'Neill.

Our task was to describe the community in which the congregations are situated; highlight the ministry profile and resources of each congregation; discern the combined ministry needs of both congregations and our collective hopes for the future. We were blessed to have a wealth of material before us including:

- The 2016 JNAC report from Sydenham Street United (SSUC), which summarized the findings from a survey of 82 members and adherents;
- The report of SSUC's participation in The Halo Project;
- The documentation produced by Chalmers' year-long season of Jubilee, which included a January 2016 report on the participation by 157 members and adherents in the United Church EDGE network's *Identity, Mission, Needs Analysis Survey*.

Based on all this information and from feedback solicited from, and provided by members of both congregations, we hereby provide our report and recommendation.

1. The Community of the Pastoral Charges

The 2016 population of the Kingston census area was 161,175; 123,798 lived in the City of Kingston itself. The population is both younger and older. Nearly one fifth (19.3%) are aged 65 years or older compared to 16.7% in Ontario as a whole, and the age-group 20-24 is the largest 5-year age group due to the young people who attend the two universities (Queens and RMC) and St Lawrence College.

Kingston is a picturesque city at the confluence of Lake Ontario, and the Cataraqui and St Lawrence rivers. Its downtown is known for its vitality and historic limestone pre-confederation buildings. It is blessed with a large and increasingly accessible waterfront. Its parks and trails and its cultural organizations (museums, orchestra, choirs, drama groups) and venues (The Isabel, Grand Theatre, KRock Centre) offer year round opportunities for recreation and entertainment. With these amenities, Kingston is promoted as having an excellent life-style, with close access to high quality health care, university education, and cultural events.

Kingston is a public services community. The five largest employers in descending order are: The Canadian Armed Forces, Queen's University, Kingston General Hospital, Limestone District School Board, and Correctional Services Canada.

Sydenham Street United Church and Chalmers United Church are located in the downtown neighbourhood of Sydenham Ward with 3,450 residents who represent 2.8% of the citywide population. Here the 20-24 year-olds represent the largest age category in the neighbourhood, followed by 25-29 year-olds. Sydenham Ward contains 2,050 family dwellings; the vast majority are apartments (84.9%). Fifty-five percent of all homes have only one person; 35% have two persons; together representing 90% of all census family households

Even though racial minorities are not heavily represented in the City, Kingston is home to a broad range of faith communities. Along with Christian denominations, Muslim, Jewish, Buddhist, Sikh and Baha'i have worship centres.

While the quality of life can be high, many in Kingston experience greater needs in health care, housing, and food. The second annual food providers report shows that Kingston service agencies supply over 3000 meals per day and others receive food hampers, food vouchers and snacks. Affordable housing is a problem; the City/County housing strategy report found that 20% of all households are not able to afford rental units and this is a greater problem for lone-parent families.

2. The Ministry and Resources of the Pastoral Charges 2017

Sydenham Street United Church

Our Vision

Sydenham Street United Church's Vision Statement reads:

As an Affirming Congregation, we seek to be a vital faith community within The United Church of Canada:

- *engaged in spirituality, justice and creativity;*
- *informed by Jesus Christ and the Bible;*
- *and discerning the call of the Trinity;*

as we celebrate diversity, inclusivity and abundant life.

Congregational Profile

The recently completed HALO project identified 108 active members plus 73 adherents and an average adult weekly attendance of 85. The average children's attendance is 4. The congregation describes itself as predominantly white, Anglo-Saxon. Forty percent of its members live within a 3 km radius, 40% travel between 3 and 10 km to attend. The JNAC 2016 survey shows that over half of the respondents were aged 70 years or older and 83% were 60 years or older.

Our History

The congregation has evolved from a long-standing Methodist tradition in Kingston stretching back as far as the late 1700's. The British and Wesleyan Methodists came together in one congregation with the construction of a new building in 1852. In 1925, Sydenham Street Methodist Church joined the newly formed United Church of Canada, becoming known as Sydenham Street United Church. When Queen Elizabeth II visited Canada in 1959 she attended a service at the church on 28 June 1959.

In 2016, we said goodbye to a minister who walked with us and worked with us over 14 years. Only a few months later we welcomed a new minister (Presbytery appointed supply). This last year, we have also welcomed a new music director and organist.

Worship

The May 2016 JNAC Report states that "Our worship style is imaginative and flexible". 98.7% of the congregation reported that the minister's "Ability to plan and conduct worship that is relevant to the needs of the congregation, the community and the world" was important or very important.

Music

Music is an important part of our worship and is enhanced by our Casavant pipe organ. Today, at SSUC we have a 25-member choir as well as congregational members who contribute to our services with their playing of the flute, harp, violin, or trumpet. We even have our own penny whistle player. From time to time guest choirs participate in our services. We sing classical and modern hymns and are open to exploring new music styles.

Our Commitment to Social Justice and Outreach

Included in our vision for social justice was the decision, taken over 15 years ago, to become an Affirming Congregation. This publicly proclaims our strongly held value that we should welcome all, regardless of sexual or gender orientation.

We have an active Social Justice and Outreach program. In 2016 we supported the UCC's M&S fund with \$53,578. We operate a voucher program that, in 2016, provided \$24,000 in food vouchers to needy individuals and families. During Advent, 2016, we collected food and money for 37 baskets. This provided a Christmas dinner for 33 children and 84 adults, a total of 117 people.

We dedicate a large portion of our front lawn space for a community garden which members of the congregation tend. We are a staging area for the produce from our own congregants and neighbours gardens to deposit fresh foods, which are collected and distributed to families in need by Loving Spoonful.

We share in the operation of The Helen Tufts Child Outreach Program (HTCOP) in partnership with First Baptist Congregation, Frontier College and Queen's University students. The HTCOP assists children, aged 6-12 from disadvantaged families, to develop reading, numeracy and social skills. Frontier College staff recruit and train the student volunteers; Queen's Alma Mater (AMS) provides an annual grant; and the two congregations donate gifts of space and volunteer support from their members. Church volunteers include: a program coordinator; a treasurer to manage the funds, a family visitor to enroll the children, drivers who take the children to and from the program; phoners who contact each family each week; and individuals who contribute treats for parties and celebrations throughout the year.

We are also a strong partner in the Inter-Church Refugee Partnership (ICRP), which is on track to bring five families of refugees to Kingston. In April 2016 we were joined by members of five other congregations who are part of the Inter-Church Refugee Partnership (ICRP), to worship with members of the Inshallah Choir, based at Waterloo Lutheran Seminary in Waterloo.

The Halo Project completed this year set out to estimate what it would cost the City of Kingston to replace the programs and services the SSUC congregation provides to the wider community. The investigators found that Sydenham Street United plays not only a key spiritual role, but an economic one as well, with a Halo Index of approximately \$1.7 million. Congregational members offer 20,706 hours of volunteer support directly to the community and for every dollar the congregation pays out in annual expenses the community receives \$5.40 in economic benefit. (see: <http://sydenhamstreet.ca/PDFs/Halo.pdf>)

Our Commitment to Pastoral Care

The Circles of Companionship program operates to offer pastoral care to members, adherents and some others. The Congregation has been divided into seven geographic districts, each containing roughly the same number of people, in order to facilitate pastoral care. Each group has a facilitator/leader who helps to pull the group together for activities that promote friendship and pastoral care among group members. While not all participate, in 2016, the Circles included 163 households and 231 people.

Our Commitment to Share

For a number of decades the congregation has offered the use of the building to self-help groups, such as Al Anon and Alcoholics Anonymous, and arts groups, such as Cantabile Choirs of Kingston and the Kingston Choral Society.

The church is used for a wide variety of community functions. It has been the home of the Cantabile Choirs of Kingston for twenty years. It is also used by the Kingston Choral Society, and houses the offices of The Kingston Canadian Film Festival, Reel Out Festival, and the Kingston Association of Museums, Art Galleries and Historic Sites. The church has been used for concerts by many artists, including [Henry Rollins](#), [Richie Havens](#), [Joel Plaskett](#), [Ron Sexsmith](#), [Arlo Guthrie](#), [Angela Hewitt](#), [Dan Mangan](#), [Bruce Cockburn](#), [Measha Brueggergosman](#), [Liona Boyd](#) and [Fred Penner](#).

Community not-for-profit groups rent office space in the building which helps offset building operational costs. Other groups rent from time to time for their events and as a result of these and the congregation's activities we estimate that more than 1000 people pass through our building each week.

The Resources of Sydenham Street United Church

The church building (becoming known as 'The Spire')

Sydenham Street United Church is located at 82 Sydenham Street in downtown Kingston. It is situated strategically between Kingston's historic downtown core and Queen's University. It is also important to note its proximity to Chalmers United Church.

[John Counter](#) (1799–1862), a prominent Kingston businessman and first mayor of the city of Kingston, was a strong supporter of the Wesleyan Methodists and he donated the land for the building of Sydenham Street Church. The original building was designed by the architect [William Coverdale](#). John Counter laid the cornerstone on 17 April 1851. Further improvements were made in 1885-7, when Power and Son of Kingston were responsible for widening the church. The stone building is "plain Gothic" in style. It has tall and narrow windows decorated with tracery. Pairs of lancet openings fill the belfry stage of the tower. The tower has many pinnacles, which punctuate the intricate battlements that surround the narrow spire. In the 1950s, space was added for Sunday School use. Much of the building is historically designated.

The Ministry/Staff Team

As of July 2017, the congregation employs one full-time clergy and six part-time paid staff. The part-time staff includes: 1 music director, 1 administrator/operations manager, 1 office staff, 2 maintenance people and 1 book-keeper. The office coordinator retires later this fall and the minister and music director are on contracts ending December 2017.

Governance Structure of SSUC

The congregation is the ultimate governing authority and meets at least twice a year, but has met much more often during these last two years. An Executive Committee meets monthly, 9-10 times a year and decides on behalf of the congregation on routine management and administrative matters. Reporting at Executive Committee are the ongoing Committees of Nominations, Social Justice & Outreach, Art & Soul, Engaging the Spirit (including Worship), Ministry & Personnel, Finance, Property, the Treasurer, and the Operations Manager. As well, representatives of Presbytery and Trustees attend and report. More recently the groups who are working with Chalmers (Joint Churches Committee) and those who are working to have the building become self-sustaining (Friends of the Spire) also report.

Financial resources

In recognition of the decline in numbers and ageing of the congregation and the continuing operating deficits, previous congregational meetings approved taking action to:

1. Increase rental income from community-based, not-for-profit organizations to make the building more self-supporting;
2. Create a group of 'Friends' of the building, with congregational and community membership, to raise funds from the community in order:
 - to install improved washrooms and an elevator to comply with provincial legislation for building accessibility; and
 - to build an endowment fund at the Community Foundation for Kingston and Area to fund maintenance projects;
3. Reduce all program budgets, including the salary budget, which could mean less ministerial and other staff time; and
4. Explore cooperation among nearby United Church congregations to share resources and programs in order to maintain a strong United Church presence in downtown Kingston.

Rental Income

The SSUC HALO project reported that through the direct use of its own space, through rentals to community groups and through the offering of volunteer time, Sydenham Street United Church congregation supports 46 programs that offer benefit in a category the investigators term 'social capital and care'. The report estimated that when the value of space, volunteer time and in-kind contributions is factored, the top five contributors are found to be: the Kingston Canadian Film Festival, the Kingston Association of Museums, Friends of The Spire, Narcotics Anonymous, and the Food Voucher program with a total (economic) impact of \$398,799.80.

The Spire

Over the past two years a community/congregation group (Friends of the Spire) has been formed to promote the community use of the building (named 'The Spire' for increased community identity) and raise sufficient endowed funds to take over its operation and maintenance. While the building itself will continue under present ownership, a building management group will operate it. The management group will have members of the congregation and the community and will be responsible for the maintenance and management of the building. The capital and maintenance funds will come from rental income, the community endowment (financial campaign to raise \$1 million now underway (see: <http://www.cfka.org/2017/07/14/the-spire-capital-and-development-fund/>) held by the Kingston Community Foundation. Ultimately this should allow the declining numbers of congregants to focus on congregational worship and programs and yet retain the building in downtown Kingston in perpetuity as a community hub for worship and performance arts, and for non-profit organizations and services.

Encouragingly, the congregation has strongly supported increased public use of the building and contributed sufficient funds, along with government grants, both to make 'The Spire' fully accessible and to provide sufficient washrooms to accommodate large events. As this is written (July), contractors are installing an elevator and 14 new washrooms funded by the grants and a special appeal to the congregation (see: <http://sydenhamstreet.ca/ssuc2/>).

An overview of givings trends is attached as Appendix 1.

Chalmers United Church

Our Vision

With every step along the way, for most of two centuries, successive generations of Chalmers' people of faith have engaged the questions around what it means to be a Spirit-led community. Chalmers has been a steward of the richness of our spiritual and temporal inheritance, from our community liturgical life to our facilities for ministry. We are also stewards of an always-evolving understanding of the nature of God, of worship life and of faithful service in the world.

Today, the spiritual growing edge of the church bears little resemblance to the twentieth century shape of congregational life and witness in which most of us have grown up. Traditional theological beliefs and assumptions of what it means to be "church" – our spiritual practices, our ritual life of worship and our governance – have served us well in the recent historical and cultural context of Chalmers, but do not serve us as well in the twenty-first century.

We are being awakened to the deep movement of the Spirit calling our Church to a new season of life in the post-Christendom era. The Way of Jesus challenges us now to evolve once more in the way we think about being the church. In 2015-2016, the congregation entered into a season of Jubilee – a period of reflection in which we tried to discern the "new creation" to which Chalmers is being called.

The following statements arose from reflections throughout the Jubilee season, and were affirmed by the Chalmers Coordinating Committee of Elders (CCE) in December 2016.

Chalmers is a place

- **of welcome**
- **of discovering and affirming spiritual gifts**
- **of freedom to exercise holy imagination**
- **of deepening our relationships with each other, with the creation and with the mystery we call God**
- **of worshipping into being the ministries of the whole community of faith**
- **of incarnating and sharing a vision of love and justice for our church, for our neighbourhood and for our world.**

We are committed to:

- **Creating an open and truly welcoming community with a structure that makes it easy for people to engage with us;**
- **Accompanying people on their life journeys, through difficult times and times of celebration;**
- **Being in relationship with partners in our community – to connect, to create circles of friendship and care, to offer hospitality and the ministry of compassion;**
- **Exploring ways to be in shared ministry with our neighbour Sydenham Street United Church.**

Congregational Profile

Our congregation has approximately 246 persons on the roll. In 2015 an analysis was done on identifiable givers to determine the percentage of donations by perceived age groups. From this study we determined that at that time 66% of givers were over 70 years old, 26% were between 50 and 70 years old, and 8% were under 50 years old. Our average weekly attendance at

Sunday services in October and November 2016 was 101. The number of children 3 years and under using our nursery on Sunday mornings was 2. The number of children aged 4 to 13 years enrolled in our Spirit Alive program was 12.

Our History

Chalmers Church was established in 1847 as an offshoot of the Free Church of Scotland. After meeting in Kingston City Hall for two years, the original church building opened in 1849 on Earl Street, where The Annandale condominiums now stand, and served as the place of worship for almost forty years. In 1888, on the triangle of land at the intersection of Barrie, Clergy and Earl Streets, the cornerstone of the present building was laid. The new building, the Chalmers Free Presbyterian Church, was dedicated in 1890. In anticipation of the union of the Congregational, Methodist, and Presbyterian Denominations in 1925, the Congregational Church in Kingston elected to join Chalmers in 1922.

Worship

Worship is currently planned and led by a Liturgical Animation Team. The team is charged with determining seasonal and weekly worship themes and leadership, and also with exploring other priorities coming from the Jubilee season, such as 'whole community' worship' (i.e. inclusive in every way); sanctuary sacred space arrangement (full interior accessibility); the engagement of all the senses in worship; creative welcome (deeper hospitality pre- and post-worship); and communicating worship proposals and initiatives to the people of Chalmers.

Music and Art

Music is central to the worship life of Chalmers. The choir includes more than 30 members and offers leadership in a wide range of musical styles and traditions. Our Minister of Music creatively exploits the capacity of our Casavant organ - a hybrid comprising both acoustic pipes and digitally sampled sounds that offers a wide array of musical possibilities.

In past years, the choir has fostered relationships with members of neighbouring choirs, especially of Sydenham Street United Church with whom we participate in forming a joint choir for the Good Friday Service and in joint summer services. Members of the choir are also available to offer pastoral care through music at the bedside of a Chalmers member who is ill or dying.

A nine-member flute choir meets for rehearsal each week at the church and frequently provides service music.

The visual arts also have a strong presence at Chalmers. Recently, a fabric artist Chalmers member led a small team in creating a three-dimensional mural based on the theme of creativity. This enthralling two-panel work hung in the Chancel for several months and now graces a wall of MacCallum Hall. Chalmers recognizes the contributions of the arts to congregational and individual spiritual growth and continues to weave other vocal and instrumental music, dance, visual arts, and poetry into the fabric of church and community life.

Ministry with Children and Youth

An average of approximately 10 children attend Sunday morning worship. Nursery care is provided for the youngest, staffed by one or two (paid) young adults in the congregation. The Coordinator of Ministry with Children and Youth has been providing a program for older children based on the Godly Play curriculum. Once a month, the children gather for a joint program with Sydenham Street. Anticipated changes to the program include a greater emphasis on "whole community" gatherings and activities and experimentation with alternatives to a Sunday morning

focus. A few youth attend Chalmers with their parents, but there is currently no formal program to serve them.

Ministry with Young Adults

There is a solid core of a dozen or more Queens' students who are active in the life of Chalmers. A number are members of the choir. Monthly student suppers have drawn in a wider group (sometimes as many as 30) for a shared meal, relationship-building and thoughtful presentations and conversation around a chosen theme.

Pastoral Care

In light of the demographic profile of the congregation (more than half the congregation is now over the age of 70), enhanced pastoral care has emerged as a high priority. Current elements in the ministry of pastoral care include hospital visiting by a Minister or member of the Pastoral Care Committee, regular "Keeping in Touch" communion services/luncheons, the distribution of Sunday bulletins to those unable to attend worship, personal calls and cards, and the distribution of memorial flowers to shut-ins every Sunday after the worship service. Internet broadcast of the service provides access for some who cannot attend worship in person. We also try to arrange for ride sharing on Sundays and provide taxi fare to those who can make use of it.

Pastoral care also happens informally in small groups (for example book groups, a centering prayer circle, luncheon groups, women's spirituality groups) some of which have been in existence for decades.

A Pastoral Care sub-committee has recently been formed to organize "Circles of Companionship" – a program modeled on the one created by SSUC that we hope will effectively offer pastoral care to everyone. The congregation will be divided into geographic districts, each containing approximately the same number of people. Each group will have a leader who will help the group organize itself for activities that promote friendship and pastoral care among group members.

Outreach and Social Justice

Central to the vision of Chalmers is the congregation's commitment to the principle that, having gathered for worship in order to be nurtured and challenged, it then disperses to engage in many forms of mission and service beyond the doors of the church. Thus members of the Chalmers congregation are actively involved with the wider community. They are generous with their time, talents and financial resources, responding to needs both within and outside the local church. One example is the congregation's long-standing involvement in the support and operation of Martha's Table, a restaurant that offers affordable, nutritious food to people of limited means. A number of congregation members are volunteers in the operation of Martha's Table and the whole congregation participates in a "warm feet for the street" program at Christmastime.

Chalmers also seeks to be a "good neighbour" to the people in our neighbourhood who come to our door in need. In 2016, the Benevolent Fund served 754 people (usually a number of times) and distributed \$11,354 in assistance. Over eight years, Chalmers' generous donors have contributed over \$62,000 to support the program. Everyone who comes also receives a copy of our *Where to Turn for Assistance* guide, a resource maintained by our administrator and frequently utilized and referred to by other community agencies.

The congregation has historically been a generous contributor to the M&S Fund as well as to special appeals, as they arise.

Since 2015 Chalmers has been a member of the Inter-Church Refugee Partnership (ICRP), a cluster of Kingston congregations that is currently supporting five families to come to the city. Three Syrian families are already settled (a total of 28 people) and now make Kingston their home. Chalmers people have been generous supporters of the program both with their time and with financial/in-kind contributions.

In recent years, the Chalmers Outreach Committee has primarily focused its energies on the dispersal of trust funds generated by the sale of McGillivray Brown Hall, to local charities. The committee also hosts the Queens Health Outreach group to raise money for their annual trip to Kenya. In 2016, as a result of the Jubilee recommendations, the Committee has agreed to expand its social justice focus. Participation in the Joint Chalmers/SSUC Truth and Reconciliation Action Group is a first expression of that expanded agenda.

Life-long Learning and Public Witness

In 2006 the Hilliker Preaching Lectureship was established in honour of Minister Emeritus, Rev. Dr. C. Wayne Hilliker, Minister of Chalmers from 1983 to 2005. Held annually, the lectureship features a widely respected guest preacher/speaker who demonstrates openness to changing perspectives in theological and biblical studies. In 2017, the Lectureship welcomes Dr. Andrew Donaldson, noted composer, teacher and animateur of congregational song.

Groups sharing the building

Chalmers rents space on a regular basis at Church House (212 Barrie) to a morning children's music program in the church building, and on an occasional basis to many other groups. Concerts and other arts programs happen regularly in the sanctuary. The congregation has identified a priority to make more efficient use of the sanctuary and church building space and to attract an increased number of users and renters.

Priorities for Ministry at Chalmers

Eight priorities emerged from the season of Jubilee. All are in the process of implementation:

- 1. Practice consistent and deep hospitality**
- 2. Enhance physical accessibility**
- 3. Focus on small-group ministry as a vehicle for engagement**
- 4. Place greater emphasis on pastoral care**
- 5. Consider becoming an Affirming Congregation**
- 6. Establish a Worship Planning Group (Liturgical Animation Team)**
- 7. Focus Chalmers outreach on social justice as well as benevolent response**
- 8. Focus on the constituency in the congregation and in the immediate Chalmers neighbourhood.**

The Resources of Chalmers United Church

The Church Property

Chalmers United Church in Kingston, Ontario is an historic limestone building, located on a unique triangular property at the intersection of Clergy, Barrie and Earl Streets, immediately bordering the north-east corner of Queen's University. It was extensively refurbished following a fire in 1995 and provides a welcoming sanctuary for worship with its outstanding organ, piano, and magnificent large stained glass windows. The windows were the gifts of two prominent members of Chalmers at the time of the erection of the building. Recent improvements have included a new heating system in the church, the replacement of the church's exterior doors (approved by the city's Heritage Committee), repairs to a portion of the steel tile roof and tower masonry work.

MacCallum Hall and its kitchen adjoining the sanctuary offer an inviting space for congregational fellowship and activity, Christian Education, and other community events in its capacity as a rented facility. The Health Dept. has approved the kitchen for commercial use. In 2014 a major work of artist Andre Bieler, a large mosaic mural of the 4 Gospels commissioned in 1957, was uncovered, retrieved and transferred from the former church hall across the street to a place of prominence on one of the walls of MacCallum Hall, further enhancing this gathering place. Sound dampening tiles have also been installed in this room to make it more audible friendly. Replacement of the MacCallum Hall storm windows is an ongoing active project. As well, a ramp extension to the door on the Earl St. side is under consideration to enhance access directly into MacCallum Hall.

The second floor above MacCallum Hall has a number of rooms and a washroom that are used for Sunday school and a Sunday nursery as well as providing rental space. Upgrades to the lighting and painting are currently being done to make this space more rentable.

We also own Church House, located across the street at 212 Barrie Street. It houses our offices, archives, and meeting rooms. Beside the house is a parking lot with approximately 12 parking spots.

Our Church building (designated historic) and Church House need ongoing maintenance and upgrades. Building and property maintenance is one of our largest expenses. In the 2016 proposed budget, property management was approximately 18% of our expenses.

Ministry/Staff Team and Volunteers

In recent years, the ministry/staff team serving the congregation has included an ordered Minister of Word, Sacraments and Pastoral Care, a part-time Minister of Music, a part-time Presbytery-appointed Minister of Pastoral Care and a Coordinator of Children and Youth Ministry. Our Ordered Minister retired this summer after five years of called ministry with us. He will continue to serve Chalmers as a Presbytery appointment until December 2017. Our part-time Minister of Pastoral Care has concluded her contract after six years of service and our Coordinator of Children and Youth Ministry has decided not to renew her contract after September 2017. Our Minister of Music has just finished a three-month sabbatical. We also have a full time Office Administrator, a part-time Custodian and part-time contracted bookkeeping services.

We have a core of very active volunteers who amongst other things, work in our church office; sing in the choir; serve on committees; tend the flower gardens; deliver bulletins to shut ins; prepare the Keeping in Touch communion and lunch events; organize congregational social events; maintain the kitchen; find offering counters, ushers, and before and after service hospitality teams; organize Sunday worship flowers and deliver them after service to identified persons; work on the archives; find speakers and prepare food for our monthly dinners for students; tend the nursery on Sunday morning and help in the Sunday School; and carry out our Benevolent and Outreach programs.

Governance Structure of Chalmers

The congregation is our fundamental unit of organization, meeting at least twice a year – in December, and in May/June. Between congregational meetings, the Coordinating Council of Elders (CCE) meets bi-monthly to carry forward the work of the congregation. Normally, a Moderator chairs the Council, which co-ordinates and gives direction to the various committees, hears reports, makes proposals for budget and engages long-range planning. The Coordinating Council of Elders is comprised of the chairpersons or the representatives of the standing committees, the two lay representatives to Presbytery, the chairperson of the Board of Trustees as well as the Moderator and the Clerk of the Congregation. The Minister of Music and the coordinator of Christian Education are ex-officio members. A smaller Executive is empowered to meet between CCE meetings to deal with any urgent matters arising.

Financial Resources

In order to give the financial overview some context we are using the year 2011 (the year we wrote our last JNAC), as a comparison year. Hence it may be noted that the number of identified givers to the operating fund has fallen from 224 in 2011 to 190 in 2016. The number of identified givers to the M& S fund has fallen from 97 to 74. The Chalmers congregation is shrinking, partly, although not exclusively, due to the death and relocation of older members. In 2016 alone, eight members were removed from our roll due to death. Our audited financial report for 2016 appears in Appendix 1.

Over the years operating revenues have continuously dropped, while operating expenses have risen. In 2011 the operating revenues were \$325,205 compared to \$268,832 in 2016, a decrease of 17.33 %. In 2011 operating expenses were \$348,584 compared to \$364,917 in 2016, a rise of 4.18%. Shortfalls in operating revenues have been met by transfers from the Trustee-administered funds. In spite of that, the value of the Chalmers endowment fund has increased from \$747,827 at the end of 2011 to \$962,515 at the end of 2016.

In addition to its support of the operating fund, the Chalmers congregation has continued its traditionally strong support of the United Church Mission and Service (M&S) Fund. However, in 2011 the contribution was \$75,769 and in 2016 it fell to \$46,802. In contrast, in 2011 Chalmers people gave \$15,694 to Kingston and Area Outreach and it rose to \$26,859 in 2016.

Anticipating shared Ministry/Staffing between SSUC and Chalmers

Proposal for a shared ministry/staff team and shared worship

The opportunity for reducing expenditures yet continuing a strong United Church presence in downtown Kingston hinges on shared ministry and resources between our congregations. Active discussions between leaders of Chalmers United Church and SSUC, and numerous consultations with both congregations' members have led to the two congregations passing

identical motions agreeing to share worship services and staff and asking Presbytery to establish this combined JNAC process. A joint steering committee continues to support the process and encourage continual sharing of resources and programming.

The proposal for shared ministry/staffing is that the two congregations share:

- An ordered full-time minister of worship, sacraments and pastoral care;
- A part-time minister of congregational development and community engagement. The job description is yet to be finalized but could include some elements of ministry with children, youth and young adults, volunteer development, outreach and community ministries. The position may or may not be filled by an ordered minister;
- A part-time director of music ministries (directing a single joint choir)
- A part-time building operations manager;
- A full-time office administrator;
- Custodial staff (at required levels for the two congregations);
- Contracted or volunteer bookkeeping services at current levels.

Our plan is that there will be one Sunday morning worship service that alternates between the two sites on a monthly or seasonal (Advent, Lent, summer etc.) basis. Other services or small-group gatherings (possibly lay-led) may be established as the need and desire arises.

What we are already doing together

In anticipation of shared staffing and worship between Chalmers and Sydenham Street United Church we have already established some joint structures and programming. The structures include a joint Ministry and Personnel Committee and a joint Worship Committee. Other joint programming includes a joint Men's Group that has met monthly for some years now; a recent workshop on pastoral care jointly organized and led by ministers and members of Chalmers and SSUC; and shared participation in the Inter-Church Refugee Partnership (ICRP) and in a Joint Truth and Reconciliation Action Group working to learn and share knowledge about the opportunities and options for reconciliation with Canada's First Nations peoples.

3. Ministry Personnel Position Description

Skills and Knowledge Required of the Minister of Worship, Sacraments and Pastoral Care

Based on recent extensive congregational surveys conducted by both SSUC and Chalmers it was possible for the combined JNAC to both discern and summarize a list of shared priorities in the attributes desired in the ministry personnel position.

1. **Theology:** The candidate should have a progressive, creative and scholarly theological framework that is demonstrated in preaching and crafting worship that is meaningful, inspirational and relevant to contemporary life.
2. **Pastoral:** The candidate should have an interest in the provision of pastoral visitation to all ages including frail, institutionalized congregational members as well as to newcomers. They will also participate in the larger model pastoral care (Circles of Companionship).
3. **Communication:** The candidate should have an interest in welcoming and providing hospitality. They should be able to relate to and make connections with people from diverse backgrounds, sexual and gender orientations, and people living on the margins of society. They should have the ability to work with, and guide congregational committees and church staff.
4. **Outreach:** The candidate should have an interest in building community between the congregations of Sydenham Street and Chalmers and with organizations and faith groups beyond our church walls. A strong focus on social justice issues both within our city and in the larger world is important.
5. **Transition:** This is a time of discernment and transition in our unusual situation of two church buildings, two congregations and one shared staff team. The candidate should have the ability to guide us through meaningful change and innovation.

Proposed Position Description, Minister of Worship, Sacraments and Pastoral Care

| Duties | Percentage of Full-Time |
|---|-------------------------|
| 1. The Minister, in consultation with the Worship Committee, is responsible for: <ol style="list-style-type: none"> a) Preparing all aspects of regular Sunday worship including: <ul style="list-style-type: none"> • delivering appropriate prayers and reflections; • conducting communion services at regular intervals and baptisms as requested; • coordinating music in conjunction with the Minister of Music; • facilitating meaningful lay involvement by all members and adherents of the congregation; • encouraging baptism and special recognition events; and in addition | 40% (16 hours per week) |

| | |
|--|-------------------------|
| <ul style="list-style-type: none"> preparing and providing special services such as funerals, weddings, and services with other congregations | |
| <p>2. The minister will provide pastoral care to all ages in the congregations by:</p> <ul style="list-style-type: none"> welcoming, meeting with and supporting newcomers; meeting and supporting individuals and families in crisis (some of whom may be 'transient' in the congregations) visiting critically ill members and friends of the congregations; supporting lay endeavours for pastoral care through the Circles of Companionship. | 30% (12 hours per week) |
| <p>3. The minister will support and provide leadership to the mission and lay ministry of both SSUC and Chalmers congregations by:</p> <ul style="list-style-type: none"> attending congregational meetings and meetings of the other governance bodies of both congregations (SSUC Executive Committee and Chalmers Coordinating Council of Elders and Executive) reporting relevant information and working to implement the decisions made by these bodies; occasionally attending meetings of the three ministry streams of SSUC and the various Chalmers Committees; and supporting where possible their initiatives and programming (e.g. small group ministries, ICRP, Affirm United). | 20% (8 hours per week) |
| <p>4. The minister will participate in the collective administrative role of staff by:</p> <ul style="list-style-type: none"> presenting staff perspectives at meetings of the Ministry and Personnel Committee; providing input at regular or ad hoc staff meetings designed to build the staff team and coordinate events and activities, building use and resources. | 5% (2 hours per week) |
| <p>5. The minister will represent SSUC and Chalmers in the wider community and the courts of the church by:</p> <ul style="list-style-type: none"> occasionally supporting community initiatives aimed at developing a better community (e.g. poverty reduction; | 5% (2 hours per week) |

| | |
|---|--|
| <p>food security; housing interest groups, ICRP);</p> <ul style="list-style-type: none"> • attending regular meetings of Presbytery, Conference and, if selected, General Council; • continuing a close liaison with leaders of downtown United Church congregations and other Kingston faith groups and denominations. | |
| <p>6. The minister will maintain competence by:</p> <ul style="list-style-type: none"> • taking, and using allocated study leave appropriately; • taking allocated holidays as a time of renewal and refreshment. | |

Notes:

1. The Minister of Worship, Sacraments and Pastoral Care has no direct supervisory responsibilities.
2. As the congregations are currently in a moment of transition, it is anticipated that the percentage of time required for participation in meetings of the governing bodies of both Pastoral Charges may initially be higher than at a later point in time.
3. This Ordered Ministry position will be complemented by another half-time position to be hired once this position is filled. The job description is still to be determined by the congregations but it is anticipated that it will complement the Ministry of Worship, Sacraments and Pastoral Care and may include ministry with children, youth and young adults, volunteer development and community engagement. The position may or may not be an Ordered one.
4. As this position evolves, and with the addition of a second half-time role, the percentages outlined above may shift somewhat (in consultation with the incumbent).

4. Terms for the Ministry Personnel

We propose the following terms:

- Salary commensurate with training and experience as per the UCC Document 'Minimum Salaries for Ministry Personnel (2018)';
- Basic residence telephone service and church-related long distance charges (in this area, telephone is paid at \$35-\$50 per month);
- Travel expense reimbursement at \$.39 per km, with mileage statements submitted to the Ministry and Personnel Committee;
- One month vacation, including five Sundays within each Pastoral Year (July 1 – June 30), scheduled in consultation with the Ministry and Personnel Committee;
- Study Leave of three weeks per year, including Sundays, as per United Church guidelines;
- Education Allowance up to a maximum of \$1,393.00 per year;
- CPP, EI and WSIB Benefits, in compliance with Government programs;
- Time off for sickness, disability, parental leave, compassionate leave and sabbatical

- leave, in accordance with United Church policy; and
- Secretarial services provided as required.

5. Summary

1. We note that both Chalmers and Sydenham Street United Churches find themselves in similar positions. Each is recognizing the challenges of an ageing congregation and unsustainable financial deficits, yet is committed to creative and vibrant ministry in their shared downtown Kingston neighbourhood and beyond.
2. We note that the congregations have made a commitment to move forward as two Pastoral Charges with a shared ministry/staff team, and that they have taken a number of steps to begin to put in place that shared relationship.
3. We note, through recent surveys carried out in both congregations, that Chalmers and SSUC have closely shared hopes for the gifts and abilities that they desire a Minister of Worship, Sacraments and Pastoral Care to bring to the congregations, including a progressive, creative and scholarly theological framework; a keen interest in and commitment to pastoral care for all ages; excellent communication skills; a passion for social justice both locally and globally; and the ability to guide the congregations through a time of transition.
4. We note that ministry needs may change somewhat, as the full complement of ministers and staff is called/hired and the congregations live into the model they have chosen. The congregations will require strong, collaborative leadership as well as a degree of flexibility in the full-time ministry personnel as the model evolves and matures.
5. We note that the combination of significant resources, creativity and good will that the congregations are bringing to this new model for ministry represent an exciting opportunity for an ordered minister wanting to participate in imagining and creating the future of the church.

6. Recommendation

The Combined Chalmers-Sydenham Street United Churches Joint Needs Assessment Committee hereby recommends:

1. That we, the congregation of _____, approve the report of the Combined Joint Needs Assessment Committee.
2. That we request the Four Winds Presbytery to declare a vacancy for an ordered, full-time ministry personnel effective January 1, 2018.
3. That the Combined Joint Needs Assessment Committee be disbanded with thanks.

Appendix 1: Financial Overview of the Congregations

Sydenham Street United Church

Trends in SSUC's recent financial status are shown in the following tables. Note the dramatic fall in donors between 2010 and 2011, and the continuing drop-off over the last 6 years. Still, between 40% and 60% of those fewer donors continue to support strongly the Mission and Service Fund of the United Church of Canada and the congregation's Benevolent and Christmas Basket programs.

Table 1. Trends in Givings to M&S and Benevolent/Christmas Basket Fund 2010-2016

Dollar figures are in thousands (\$000s)

| Year | Number of Identified Congregational Donors | Non-budgeted donations | | Percent of identified donors contributing to M&S (%) |
|------|--|--|-----------------------------------|--|
| | | Benevolent Fund and Christmas Baskets (\$000s) | Mission and Service Fund (\$000s) | |
| 2010 | 171 | 22.8 | 53.0 | 40 |
| 2011 | 133 | 26.4 | 52.1 | 57 |
| 2012 | 128 | 26.4 | 50.8 | 59 |
| 2013 | 119 | 20.3 | 48.1 | 48 |
| 2014 | 116 | 26.2 | 49.8 | 43 |
| 2015 | 111 | 21.8 | 51.3 | 45 |
| 2016 | 102 | 28.3 | 53.8 | 50 |

Table 2 shows the operational revenues and expenditures for the same seven years, again in thousands of dollars. It is telling that despite increasing revenue from rentals, donations for the operation of the congregation and the maintenance of the building have not met expenses over this whole period.

Table 2. Trends in revenue and expenses 2010-2016

Dollar figures are in thousands (\$000s)

| Year | Identified Donors | Revenue for operations (\$000s) | | | | Expenses (\$000s) | | Deficit (\$000s) |
|-------|-------------------|---------------------------------|----------------------------|----------------|----------------------------|---------------------------------------|---------------|------------------|
| | | Number | Rent | Special Events | Givings and other revenues | Total (excludes Xmas Basket, BF, M&S) | Cong. Program | |
| 2010 | 171 | 60.5 | 15.1 | 196.3 | 271.9 | 240.9 | 73.3 | 42.3 |
| 2011 | 133 | 67.0 | 2.9 | 190.1 | 260.0 | 268.1 | 72.6 | 80.8 |
| 2012 | 128 | 61.6 | 7.2 | 201.7 | 270.5 | 259.3 | 86.7 | 75.5 |
| 2013 | 119 | 68.7 | 3.5 | 194.5 | 266.8 | 254.6 | 96.8 | 84.6 |
| 2014 | 116 | 76.2 | 0.9 | 188.0 | 264.3 | 256.5 | 88.4 | 80.6 |
| 2015* | 111 | 80.1 | 15.9 (Planning project) | 184.3 | 280.4 | 266.3 | 60.6 | 53.6 |
| 2016 | 102 | 75.8 | 0.3* | 172.5 | 248.4 | 240.8 | 86.2 | 78.4 |

*Note that the year-end financials show an additional \$368,360 in the Spire account. The continuing deficits have been covered by withdrawals, mainly from the endowment fund. The endowment fund at the end of 2016 amounted to \$316,000 of which \$107,000 is restricted as to use.

Chalmers United Church

The following table provides a financial overview for the fiscal year 2016

FINANCIAL OVERVIEW 2016 *(Drawn from Review Engagement Report 2016)*

| Operating Account | 2015 | 2016 |
|--|--------------------------|---------------------------|
| Revenues | \$ 313,503 | \$ 268,832 |
| Expenses | \$ 347,470 | \$ 364,917 |
| Committee & Endowment Transfers | \$ 29,199 | \$ 35,549 |
| Deficit | <u>(\$ 4,768)</u> | <u>(\$ 60,545)</u> |
| Accumulated Surplus | \$ 92,853 | \$ 33,167 |
| Operating - Revenues | | |
| Congregational Contributions | \$ 287,849 | \$ 239,717 |
| Rentals | \$ 25,046 | \$ 29,106 |
| Other | \$ 608 | \$ 0 |
| Total | \$ 313,503 | \$ 268,823 |
| Operating - Expenses | | |
| Administration/Building | \$ 137,149 | \$ 145,612 |
| Congregational Ministries | \$ 22,542 | \$ 21,441 |
| Outreach and Wider Church | \$ 23,643 | \$ 26,116 |
| Salaries and Benefits | \$ 164,131 | \$ 171,748 |
| Total | \$ 347,470 | \$ 364,917 |
| Outreach - Contributions | | |
| UCC Mission & Service Fund | \$ 50,312 | \$ 46,802 |
| UCC Special Appeals | \$ 0 | \$ 541 |
| Kingston and Area Outreach* | \$ 77,156 | \$ 26,859 |
| Total | \$ 127,468 | \$ 74,202 |
| (* this includes Benevolent and Outreach Committees and the Syrian Refugee Fund) | | |

TRUSTEES

| | Dec. 31, 2015 | Dec. 31, 2016 |
|--------------------------|-------------------|-------------------|
| Restricted Funds | \$ 343,136 | \$ 300,291 |
| General Endowment Fund | \$ 402,299 | \$ 385,713 |
| Unrealized Capital Gains | \$ 206,258 | \$ 276,611 |
| Total | \$ 932,091 | \$ 962,515 |

This report includes Financial and Statistical information for the year ending December 31, 2016.

The Annual Review Engagement is handled by Collins Barrow Chartered Accountants.

The full report is available at the office in hard copy or by email.