



Kanata United Church  
**JNAC**

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

**December, 2007**  
**(amended)**

## **A New Creed**

We are not alone,  
we live in God's world.

We believe in God:  
who has created and is creating,  
who has come in Jesus,  
the Word made flesh,  
to reconcile and make new,  
who works in us and others  
by the Spirit.

We trust in God.

We are called to be the Church:  
to celebrate God's presence,  
to live with respect in Creation,  
to love and serve others,  
to seek justice and resist evil,  
to proclaim Jesus, crucified and risen,  
our judge and our hope.  
In life, in death, in life beyond death,  
God is with us.

We are not alone.

Thanks be to God.



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## **A. INTRODUCTION**

The Joint Needs Assessment Committee (JNAC) was established in the spring of 2007 following the announcement by Rev. Peter Lougheed of his acceptance of a new call after fourteen years of ministry at Kanata United Church (KUC). The Committee began its work in May 2007, focusing initially on responding to the Board's request for guidance as to how to manage our need for ministerial support in the immediate period following Rev. Lougheed's departure in June 2007. We then turned our attention in more detail to the specific mandate outlined for the JNAC.

The JNAC's mandate is essentially two-fold: first, to describe who we are and hope to be as a congregation within our community and second, to consider what this means in terms of our future needs for ministerial support. Through this report, potential candidates for ministry positions at KUC should get a thorough and truthful picture of how we understand our ministry and our needs for ministry personnel. It is important as well that the congregation see in the report an affirming, honest and up-to-date description of who we are as a community of faith. The Presbytery will also be able to use this report as a sort of "state of the union" message about how the congregation is doing.

The Committee's membership representing KUC is: Robert Ashton, Cheryl Fitzpatrick, Stephen Free (Chair), Dianne Moore, Maureen Purnell, and Raymond Shea. We appreciated the early contributions from two youth members, Kaitlin Earle and Ryan Monkman. Two representatives from Presbytery very ably supported us in our work: the Rev. Jim Uhrich, Interim Minister at Northwestern United Church and John Butcher, lay representative from Parkdale United Church. We welcomed the initial involvement of Rev. Martin Carnahan, Minister at Merivale-Fallowfield United Church.

The Committee has benefited tremendously by the support and engagement of the congregation at large. We did not launch new surveys but have examined much of the rich and varied material available about who we are as a congregation, our accomplishments, and our dreams. We have tapped existing sources for information to be better informed about our community. We have also looked more broadly at material from the United Church's Emerging Spirit campaign and begun to consider analytical work done on congregational transitions. Most importantly, we have been enriched and gained helpful insights through interviews, conversations, exchanges, emails, letters, suggestions, and group meetings with many members of the congregation.

This report has four main sections plus annexes. The main sections cover a description of the community in which we live; a description of our congregation as a community of faith; an outline of our resources and conclusions and recommendations.

## **B. OUR COMMUNITY**

### **Where we are...**

Kanata United Church is located in Ottawa, the capital city of Canada, in the western suburb of Kanata. The Ottawa area is the fourth largest city in Canada, with 877,300 residents. Kanata is bordered by the Ottawa River to the north with views of Gatineau Park, the Greenbelt to the east, the Carp River and Carp moraine to the west, and rural lands to the south. Kanata amalgamated with the city of Ottawa ([www.ottawa.ca](http://www.ottawa.ca)) in 2000.

Highway 417 connects Kanata with downtown Ottawa and on to Montreal in the east and the Ottawa Valley in the west. Close proximity to Highway 416 provides ready access to the 401 and the rest of southern Ontario. Ottawa offers two Via Rail stations: one downtown and one in Barrhaven; the Macdonald Cartier International Airport provides national and international air service; Greyhound bus service stops directly in Kanata; OC Transpo provides both local bus service throughout the Kanata area and express service to downtown.

*Illustration I – Where we are*



### **Who we are...**

Kanata is one of the fastest growing areas of Ottawa. In 2006 Kanata had approximately 70,000 residents, divided into two wards: Kanata North having 26,330 residents in 9,669 households and Kanata South with 41,853 living in 14,755 households. The largest age groups fall between the 0-14 and 35-49, the smallest age group falls between the 60-75+. There is however an increasing senior population, both from current residents and net migration.

### 1996-2007 Kanata Population by Area

	1996	2006	2007
Beaverbrook	5,500	5,398	5,399
Kanata rural	2,654	3,379	3,420
Town Centre	0	2,405	2,529
Kanata North Business Park	21	235	256
Morgan's Grant	2,458	8,397	9,201
Marchwood-Lakeside	3,993	10,231	10,225
Katimavik-Hazeldean	12,980	12,872	12,810
Glen Cairn	9,094	9,664	9,615
Bridlewood	12,172	19,286	19,817
	48,871	71,867	73,272

The majority of residents are English speaking, with a large francophone community, and a large number of residents who speak non-official languages. The area is home to many diverse communities that are experiencing large net migration; the largest visible minority is Chinese. Based on 2001 data, approx 18% of Kanata identified themselves as part of a visible minority group – higher than all other suburban areas in Ottawa.

The residents of Kanata are well educated, with the majority identified as having obtained post secondary education. This translates into a workforce where the unemployment rate of residents is lower than the national average. Many are employed with government or in the high tech sector and many are self-employed. The end result is an area of high household incomes with the average over \$100,000. The majority of households are in the size range of 4-5 people.

### Silicon Valley North

Kanata is located at the centre of what is dubbed “Silicon Valley North” – the hi-tech capital of Canada. The area is dubbed this because of its concentration of a developed and dynamic technology sector – telecommunications, software, photonics, life sciences, and various federal government initiatives. You can currently find offices of Alcatel, HP, Dell, MDS Nordion, Mitel, Tundra, Cisco Systems, Breconridge, Research in Motion, Norpak, and others. The National Research Council (NRC), Communications Research Centre (CRC), National Capital Institute of Telecommunications (NCIT), Ottawa Centre for Research and Innovation (OCRI) and the Ottawa Life Sciences Council (OLSC) are all technology focused and located within Ottawa.

The growth and boom in the hi-tech sector lasted until 2000, when we saw the technology industry crash and caused the Ottawa area to lose more than 25,000 related jobs. Kanata was affected, as numerous start-up companies didn't survive and large-scale layoffs affected many in the local area. With an upturn in federal government spending and hiring, increased technology spending, and company restructuring, the local economy has stabilized and is again on an upturn. The result: Kanata area employment is increasing, new offices are being built, and workers have returned.

## **Local Area Amenities...**

### *Entertainment*

- ScotiaBank Place, home of the Ottawa Senators and numerous concert events.
- Kanata Theatre, at the Ron Maslin Playhouse, is a non-profit theatre, putting on plays using volunteer actors and actresses from the area.
- Kanata Symphony Orchestra is a community based orchestra with amateur volunteer musicians, which performs at various churches, legions and other such venues across Ottawa.
- Kanata Civic Art Gallery at the John Mlacak Centre.
- The National Capital Region is home to fine dining, nightlife, theatres, shopping, museums, galleries and attractions that keep all residents and visitors entertained.
- Many seasonal festivals run through the year – be it cultural, food, music, arts. Bluesfest, Tulip Festival, Jazz Festival, Chicken and Rib cook-off,

### *Hospitals*

The Queensway Carleton Hospital serves the Nepean and Kanata areas as our local hospital. The Ottawa metropolitan area is also home to the Children's Hospital of Eastern Ontario (CHEO) and the three campuses of the Ottawa Hospital.

### *Neighbour Churches*

There are 23 other churches in the Kanata area – denominations include United, Presbyterian, Anglican, Baptist, Roman Catholic and others. The majority of residents identify themselves as Roman Catholic, followed by non-religious identification and then Anglican and United Church of Canada. Residents identified more than twenty distinct religious groups in the 2001 census.

### *Recreation*

Kilometers of maintained pathways and parks for walking, running, cycling, and skiing. An abundance of golf courses and driving ranges is a golfers dream. The Kanata Wave Pool provides indoor water programs and Kanata North is expected to have a new community centre built with an indoor pool. Many local arenas allow for hockey and figure skating programs. Being part of Ottawa also opens many doors to recreation and various sporting associations.

### *Schools*

There are 11 local public elementary schools, 9 Catholic schools, 2 of which are French, and 4 high schools, 1 of which is Catholic, in Kanata and the surrounding area. Kanata United Church is located next door to Stephen Leacock Public School, which offers French immersion. The Ottawa-Carleton School Board faces many challenges in keeping pace with the growth and diversity in the school age population. The Ottawa area is home to two universities, Carleton University and the University of Ottawa, and two colleges, Algonquin and La Cite Collegiale.

### **Local Issues and Concerns...**

The area is home to a proportion of residents who struggle with the high cost of living, cost of transportation, etc. Inadequate bus service, coupled with limited activities at times, has led to youth related crime issues. There is an identified need for expanded and improved recreation facilities. Increasing pressures on the local road network, school overcrowding, lack of affordable housing, expansion of rapid transit such as a light rail system, and a new bridge to Quebec are some of the current local issues facing the community.

## **C. OUR CHURCH COMMUNITY**

### **Our Mission Statement: “A Family Growing In Faith, Reaching Out In Love”.**

We come together as a Christian community that is accepting, non judgmental and welcoming. We value our traditions yet continue to search and are eager to learn more about our Faith.

We give expression to our faith through outreach within our community and the wider world. We have a notable number of members working in various outreach projects. Some that have been ongoing are: serving meals at the Mission, working on projects for Habitat for Humanity, collecting food for the food cupboard, and assisting refugees for two years while they settle in the Ottawa area. KUC strongly supports the Mission and Service (M&S) Fund of the United Church. We have three large fund raising projects every year to raise money for M&S and local Outreach. KUC has opened its doors for meetings of different Community Groups (Guiding, Pathfinders, Moms/Dads and Tots, Multiple Births group, music recitals and an employment seeking group).

Our congregation has dealt with some controversial issues that could have been divisive but we came through these feeling stronger as a Family. These issues have been:

- 1) Whether or not to build our own church building in 1985. We went ahead and within 19 years the mortgage was paid off.
- 2) The buying of a pipe organ for our sanctuary. The organ was installed and dedicated in 1995, enriching our music and worship. It was paid off in a very short period of time.
- 3) We had open discussions regarding the ordination of homosexual ministers. We voted to accept homosexual ministry within the United Church but KUC wasn't ready at that time (1980's) to have a homosexual minister.
- 4) We had guest speakers representing diverse perspectives come and participate in the study and open discussion process organized around the same-sex union issue in 2004 and 2005. At the end of this process, the congregation agreed that our marriage policy would be changed to allow our Ministers to perform same-sex marriages at KUC, ensuring that they have a Christian focus.

This latter issue is reflective of how KUC is able to manage issues leading to a decision. The emphasis for that journey was on reflection, respect, sharing, and listening. There was organization and facilitation of the process by our strong lay leadership. People dared to speak openly and personally from the heart and risked vulnerability in expressing a wide spectrum of opinions and statements. Our two Ministers served as guides in helping us in questioning, understanding and deepening our faith.

### **Our People:**

Kanata United Church is a pastoral charge within the Ottawa Presbytery of the Montreal and Ottawa Conference of the United Church of Canada. KUC supports Presbytery and a number of our members attend the annual Montreal and Ottawa Conference. We have had 10 Ministers since our Church started in 1967. In 1999, the congregation made the decision to seek a second full-time ordained Minister. Rev. Eileen Hepplewhite has been with us 7 years. Rev. Peter Lougheed had been with us 14 years. From 1995 to 2000, KUC welcomed 5 Intern Ministers to join with us in faith development and training for ministry. From 2001 to 2004, our Ministers supervised student Ministers at KUC.

We have 6 charter members attending our church. In the 1990s, the congregation grew by over 50%, with the last JNAC in 1999 reporting 527 active members. Our list of active members has remained stable for the last 5 years, with 560 members recorded in 2002-03 and 554 members as of September 2007. We have seen some decline in the annual net addition of members since 2004 and an increase in transfers out of the church in 2005 and 2006, perhaps related to differences over same-sex marriage. Our record of adherents, including children, has grown slightly from 786 in 2002-03 to 794 in September 2007. We currently send our newsletter to 465 households, up significantly from 417 reported in 1999. A map in Annex 1 shows where our current members live.

Average church service attendance has declined since the last JNAC report in 1999:

- 9:00 am service - from 70-80 people in 1999 to 55-65 people now.
- 10:30 am service - from 280-300 people in 1999 to 180-200 people now

At the moment, the two services follow the same general format, with the 9:00am service currently being a quieter, more informal version of the 10:30am service. Sunday School is offered at the 10:30a.m. service, along with nursery care. There are concerns as to a decline in our Sunday School. The 1999 JNAC indicated Sunday School registration had ranged over the previous five years from 130 - 145. Sunday School registration in 2006/07 was about 80 children, while registration in September 2007 was around 40 children. Youth are involved in various aspects of our church life: musicals during our Sunday worship, CGIT with their annual Vesper service, helping with Sunday school, fundraising through an annual pancake brunch in support of a foster child and recent March break trips in support of Habitat for Humanity. A regular Youth Group has proven difficult to sustain however, given competing pressures on young peoples time.

### **Organizational Structure:**

KUC has an elected board with Past Chair (1yr), Current Chair (1yr), Chair Elect (1yr.), and the strong lay leadership of 11 committees. Our ministers attend our board meetings but do not vote. Board meetings are the third Tuesday of each month except during July and August. Extra board meetings are held to deal with special issues. There is some question as to whether KUC's organization is reflective of a Board or a Council structure.

### **Our Strengths:**

- We are a welcoming Church that feels like family – very accepting.
- Worship: Our Ministers have provided dynamic and thought stimulating sermons that recognize the realities of the world in which we live and which speak to how practicing Christians should deal with those realities in our everyday lives. We are open to different forms of worship expressed through musicals and plays.
- Music: We have a rich variety of music, which reinforces the theme of the service. We have senior, intermediate and junior (Bullfrogs and Butterflies) choirs. There is a balance between traditional and contemporary forms of music to enrich our worship services. We have formed a small band from musicians within the congregation to enhance our services on occasion.
- Strong volunteer involvement, with a high degree of ownership and an exemplary form of leadership.
- We are a Church where we come to explore our faith rather than one where we are given all the answers.
- Diversity of programs and activities that welcome involvement.

### **Our Vision**

In October 2006 our Church held a 4 day Stewardship Showcase so members could learn more about our Church, what programs it offers and how we could become more involved in our Church life.

In April 2007 we had a 1½ day ‘Oasis Retreat’ attended by over 40 people to assess the current programs within our church and our future vision/direction. The summary statement coming out of Oasis was:

**‘KUC is a welcoming, spiritual community in which we can freely question, search and live the meaning and purpose of our lives.’**

Members of our congregation participated in the Emerging Spirit program to learn of ideas to welcome more of the 30-45 year age group to our Church Family. Recently our Stewardship Committee organized an asset mapping exercise in which 20-25 people participated (see Annex 2).

As we look to the future, we see the need for:

- More intergenerational activities with a greater involvement with the 20-40 age group. To see young parents and their children more involved in our Church. To provide worship that responds to their interests and provides programs to put their Faith into action, taking into account the impact of time pressures imposed by family and career responsibilities and encourage efforts that will attract new people to KUC. We believe that this will strengthen this segment of the congregation with a view to our long term growth.
- Increased involvement and focus on youth participation in worship, music and leadership.
- Better follow-up with new members and adherents to involve them in KUC.
- To reach out to the demographics of the Community and be more reflective of our diverse Community.
- To increase our visibility in the community.
- To consider a “before and after school” program with a spiritual component that is currently lacking in public education.
- To communicate Church news better with the use of modern technology.
- Strategic leadership to facilitate, energize and organize the program ideas that are created by different committees within our Congregation.
- Homecare from within our Church community providing spiritual and pastoral/palliative support.
- To focus our ‘outlook’ on world needs and not just on our needs.
- Small group interactive sharing with Bible study and book study that promotes provocative theological reflection.
- To create a deeper spiritual relationship with God that leads us to a better theological understanding of our faith journey.

## **D. OUR RESOURCES**

Kanata United Church celebrated its 40<sup>th</sup> anniversary in June, 2007. Over the past forty years the church has been viably supported and sustained in large part by its human, financial and facility resources.

### **Human Resources**

The mission, outreach and ongoing work of KUC are realized in large part due to the dedication of its staff and the enthusiasm and participation of many willing volunteers.

### Church Staff

The current staff has participated together in a dynamic team ministry since September 2000 when Eileen Hepplewhite, BA, M.Div. joined as our second full time Minister of Word, Sacrament and Pastoral Care. Sally Duke, BA, MA has been Director of Music since 1979. Glenda Baker has been Office Administrator since 1995. The team meets together weekly to plan and organize church activities and coordinate their individual efforts. This dedicated staff has ably provided support and leadership to our church family as we have progressed along our faith journey.

### Church Volunteers

Many and varied opportunities are available to church volunteers for committees, organizations, projects and Sunday and mid-week activities. Very strong volunteer support has been the basis of getting things organized and done at KUC. KUC's vibrant music programs, caring outreach into the community, active study groups for all ages and friendly social activities for adults and families are all successful because of the support and participation of our dedicated staff and volunteers. Pastoral care is carried out by a twelve person volunteer team; two sessions of Camp Awesome with 120 children were successful in 2007 due to the able work of volunteers; the Fall Fair, Book Fair, and mushroom compost sale are only some of the fund-raising activities organized and run by volunteers.

All church committees function because of the dedication of volunteers. Volunteers also do the necessary work of assembling church bulletins, church newsletters, making posters, keeping the library operational, and much, much more. Operating costs would be significantly higher were it not for the many individuals who volunteer their time, materials and services.

### **Financial Resources**

#### Current Overall Status

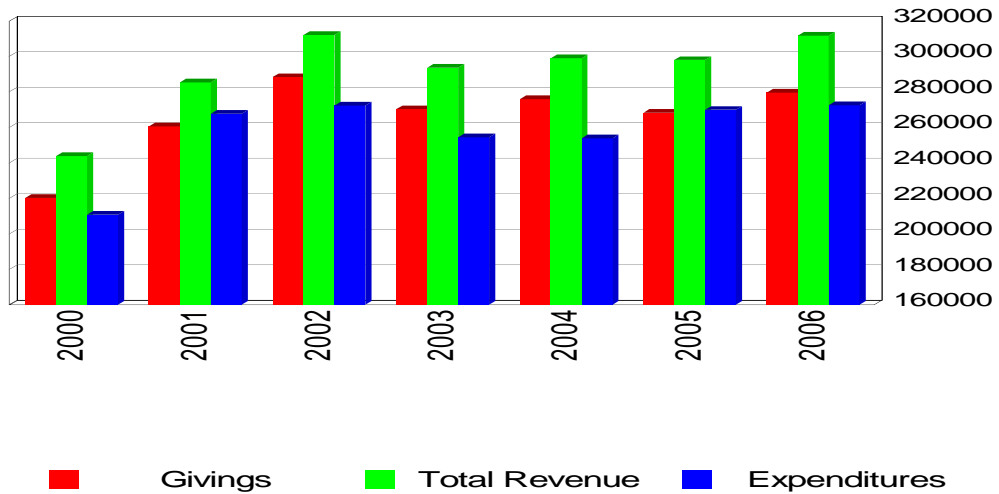
As is the case in the financial business of any church organization KUC would like to have more money. Over the years careful management of the bottom line has resulted in a mortgage and debt free church. The final mortgage loan payment was made in 2004. The General Operating Budget of KUC is approximately \$300,000.00 per year. This includes staff salaries, building utilities, office expenses, worship and music expenses, as well as many of our other program costs such as Christian Development and Stewardship.

#### Revenue

Total forecast revenue for 2007 is \$289,321.00, which includes the money raised by the \$10K Challenge initiated to offset a projected deficit. Revenue has increased each year since 2000 with the exception of a dip in 2003 and also in 2005. The downturn in 2005 has been attributed to the loss of some members and their financial support following the vote for same-sex marriage in May of that year.

In addition to the General Revenue fund there are five other designated funds one of which is the Reserve Fund of \$96,977.00. Each of the other funds is less than \$10,000.00.

**Financial Trends 2000 to 2006**



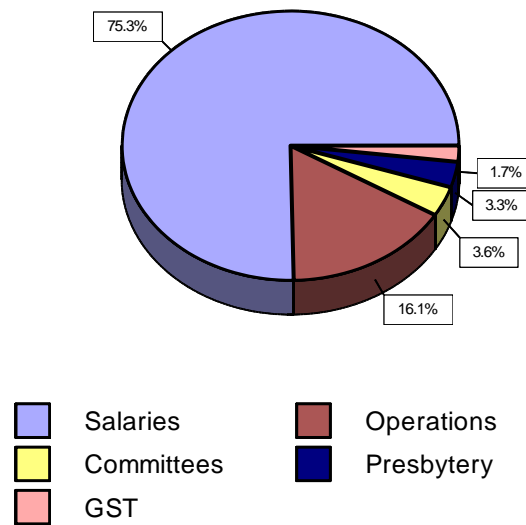
Total Revenue includes givings plus fund-raising amounts for Mission and Service and local outreach. Prior to 2005 Mission and Service gifts were jointly funded by the General Fund and fund-raising. Since 2005, givings have essentially only covered current operating budget requirements. Currently 270 families contribute financially to the General Operating Budget.

**Mission and Service and Local Outreach**

In recent years, contributions to Outreach and the United Church’s Mission and Service Fund have been raised by fund-raising projects. Our larger fund-raising projects include the highly successful Book Fair, Flea Market, Fall Fair and Compost Sale. These events raise increasing amounts of \$23,000.00 to \$32,000.00 each year and this trend is expected to continue.

## Disbursements

Disbursement Chart of General Revenues for 2006



Staff salaries and benefits amount to 75% of the operating budget. When faced with a deficit in 2006 staff accepted a salary freeze. A 3.5% salary increase was given to all staff in 2007 and a 2% increase has been recommended for 2008. Within the Ottawa Presbytery of 63 pastoral charges, KUC is 13<sup>th</sup> in amount of Presbytery assessment. For 2007 the assessed amount was \$9,380.00.

Looking toward the future, the Finance Committee had assumed that there may be a decline in receipts for 2007 and into 2008. With stabilization of the staff team, the forecast for subsequent years shows an annual increase in receipts, projected to average about 4% per year over the entire 2006-2011 period. An annual increase of \$2000.00 per year is foreseen for fund-raising receipts.

## **Facility Resources**

### Buildings and Grounds

Our two acre site was acquired in 1967 and twenty years later the current church building was dedicated. The handicap accessible church building is a one level multipurpose facility comprised of a 300 seat sanctuary that can be expanded into the hallway for a total capacity of 360 plus 30 choir seats, a church hall that can be divided into smaller rooms by the use of folding partitions, four meeting rooms and four staff offices. A portable building, located close to the church building is used for additional Sunday School space and such overflow activities as Camp Awesome and book sorting for the annual book sale fund-raiser. Gardens, lawns, storage buildings and a church parking lot complete the buildings and grounds area. Additional parking is available in the adjacent elementary school parking lot.

The buildings and grounds are in good repair. The only foreseen major repair is the replacement of the existing roof in the next few years. Some maintenance and small repairs are carried out by lay volunteers. Regular cleaning is done by supervised community service workers. The gardens and extensive lawns are maintained by volunteers.

### Equipment

The sanctuary, with very good acoustics, houses a pipe organ, grand piano, sound system and recording equipment. Church sponsored community musical events are held here from time to time. Staff offices are each equipped with computers for which the Kanata Kareer Group members volunteer to provide some of the required service. A leased photocopy machine is available.

The efficiently organized kitchen is equipped with a commercial dishwasher. The kitchen is used daily by staff and drop-ins, frequently for church functions such as potlucks and receptions and as well to support such activities as Camp Awesome snack and lunch preparation.

Currently the facility is in continual use for church programs, and community activities. Use of the building is provided free of charge to some community groups such as CGIT, Probus, Kanata Kareer Group and the quilting group while a modest rental fee is charged to others according to our existing guidelines.

It is due to the vision, the development and the prudent management of its resources over the past forty years that Kanata United Church is currently able to meet its financial commitments and obligations. However, things are very tight financially. Costs are increasing and membership is not. New initiatives face financial hurdles and program planning is difficult. The vote regarding gay marriage resulted in a financial challenge from which we seem to be recovering. It is hoped that this recovery will continue for the foreseeable future. The need to attract new members has been identified by the Board as a priority for plan development for 2008. We are hopeful that KUC's financial situation will stabilize and continue to improve as we move forward in faith.

## **E. CONCLUSIONS AND RECOMMENDATIONS**

Kanata United Church has much to celebrate today as a “Family growing in faith - reaching out in love”. We see ourselves as healthy, busy and active. We have been enriched through many exercises like the Stewardship Showcase, Oasis, the Environics analysis of our “Emerging Spirit” environment and Asset Mapping. The Board has begun efforts to define and address its priorities.

The Joint Needs Assessment Committee discerns that the congregation has a positive vision for KUC as a thriving, relevant Christian community. We wish to deepen our connection with and care of each other, our community and the world. We look to pursue with energy and enthusiasm our spiritual journey through worship and faith development. We want a deeper connection with God, to engage the bible “seriously but not literally” and to deepen our understanding of what it means to be disciples of Jesus as he speaks to us today through an open, questing search of our faith. We wish to continue to provide a strong Christian foundation to our children. We have a sense of mission to invite and welcome newcomers into our church community. We balance our traditions with being open to innovation, experimentation and risk-taking. We value our strong and talented lay leadership.

The JNAC also discerns significant issues and concerns that need to be addressed.

We are grieving the loss of the person and the leadership of Peter Lougheed. We need time to understand this loss and even distance ourselves from the deep and close connections that were created during his 14 years of ministry at KUC.

Our membership growth over the last 7-8 years has been very limited, against the backdrop of considerable growth in our surrounding communities. Sunday school registration and attendance is down. Against initial expectations of an “alternative” service to meet more varied community needs, the 9:00am service has become a quiet, scaled-down version of the 10:30 am service. Our finances show signs of stress in coping with annual salary and operational cost increases, provide minimal support to our programs and lack flexibility to take on additional discretionary projects. The congregation resorts to finance local outreach and M&S through separate fund raising efforts rather than general givings.

We recognize that the period of dialogue, study and decision-making related to same sex marriage drew a lot of energy from the congregation. And as a general point we recognize that change must balance many interests and can sometimes be slow. Notwithstanding these considerations, the JNAC's sense is that we have experienced difficulty in taking effective action on strategic issues identified through our various exercises or responding to new challenges identified by initiatives like the "Emerging Spirit" campaign.

In sum, the JNAC cannot easily discern a clear and shared sense of direction and concerted action as to where we really wish to focus our efforts going forward as a

Christian community in a growing, changing neighbourhood. How much do we focus inward on meeting our needs or devote to reaching outward to our neighbours? How deep is our shared commitment to grow as a church in Kanata and do we have a view of what this may involve as to changes in what we do and how we do it e.g. being more evangelical in extending Christian hospitality; be more intentional in our community outreach and to do so in a way that reflects our spirit of being open, non-judgmental and inclusive? Are we structured and organized in the most effective way to provide the needed strategic direction with well-defined roles, responsibilities and accountabilities in the delivery of our mission? Do we place adequate emphasis on identifying, mentoring, supporting and empowering our strong lay leadership?

The JNAC is of the view that KUC will continue to need more than one professional person on our ministerial team to journey with us in support of realizing our mission and evolving vision. While we understand the theology of having 2 ordained Ministers involved in the preparation and delivery of our two Sunday worship services, we consider this not to be the most efficient use of resources given other needs, opportunities and competing demands on our Ministerial staff as well as financial pressures. A lead ordained Minister would provide leadership in worship, pastoral care and faith development. Additional part or full-time staff (diaconal or designated lay ministry) should have a clearer and stronger focus on specific areas of our mission. Such a focus could be the intentional outreach to youth, young families and our neighborhood community in line with the UCC's Emerging Spirit agenda and in deepening KUC's transformation from a pastoral to program church.

We have looked at various options as to how best to move forward, including extended Supply Ministry; proceeding to a call for a new lead Minister, or bringing in lay ministry personnel. We did not consider these options to respond effectively to what we see as a significant opportunity to be seized in deepening a stronger sense of direction and focus to our future mission and actions as a Christian community here in Kanata. We also see the need for a planned and phased transition from two ordained Ministers to a new model of ministry when Eileen retires in June 2010.

**The JNAC therefore recommends that KUC seek a full-time Interim Minister for a period of up to two years ending no later than June, 2010.**

The JNAC believes that intentional Interim Ministry can be exciting, challenging and a period of spiritual and community growth for KUC. Interim Ministry will function on 3 parallel tracks:

- Regular practice of Ministry in the congregation: we will wish to attract someone who demonstrates excellence in preaching and worship, while providing support in such areas as pastoral care. He/she is in every respect "the congregation's minister" working with Eileen.
- Working with a Transitional Team to facilitate needed change to readiness for a new ministry. This is the unique purpose of the Interim Minister

- Addressing any specific goals that the congregation or Transition Team has generated as needing attention during the Interim period. Interim ministry is not a period of drift but responds to specific identified issues.

The transitional process will be visible, participatory and transparent, so the congregation can move forward as a community in commonsense and mutuality. The process is something that the congregation *does* rather than something that happens to it.

A 6-9 person Transitional Committee will need to be appointed by the congregation and Presbytery to confirm or clarify the goals and timeframe for Interim Ministry; to establish a final position description and remuneration package; to work with the Interim Minister during his/her time at KUC; and evaluate the results of the Interim Ministry.

**The JNAC envisages that the main outcomes for Interim Ministry would be:**

- A more focused shared sense of our continued mission - of who we want to be - is evident within KUC
- A refined model for our future ministry team is defined for a seamless transition by mid-2010
- The priorities and objectives being developed by the Board, as expressed through the creation of a Congregational Life Committee and Communications Committee, have been advanced
- Appropriate changes to our organizational structure have been identified to improve our effectiveness in exercising leadership and direction.

The JNAC sees the Interim Minister's job description reflecting key elements of Peter's previous responsibilities within our team ministry i.e. carrying primary responsibility for Worship and sermons. As noted above, **KUC will wish to work with Presbytery to recruit a dynamic individual who reflects excellence in preaching and a sound theological understanding as applied in our contemporary situation.**

As to the terms for the Interim Minister, Kanata United Church implements the UCC's requirements regarding remuneration, expenses, allowances and benefits for ministry personnel. We offer a salary commensurate with the established UCC guideline plus an additional amount commensurate with the candidate's qualifications. Kanata United Church will undertake a housing allowance review and provide revised figures to the Pastoral Relations Committee for its next meeting. A book allowance, financial support for training and development and related leave are provided. KUC provides one month of vacation leave, plus the standard pension and benefits.

**The JNAC recommends that KUC take advantage of facilitation services available through Presbytery to work with our Ministerial team and M&P in support of the most effective functioning of team ministry during a period of transition to a new model of ministry.** We are mindful that an extended period of transition may be stressful for Eileen, an incoming interim Minister, our Music Director, Office

Administrator and others. Presbytery can help identify professional resources to support us in facilitating the life and work of our team.

During this process, the JNAC has also come to other **secondary conclusions and recommendations** for consideration:

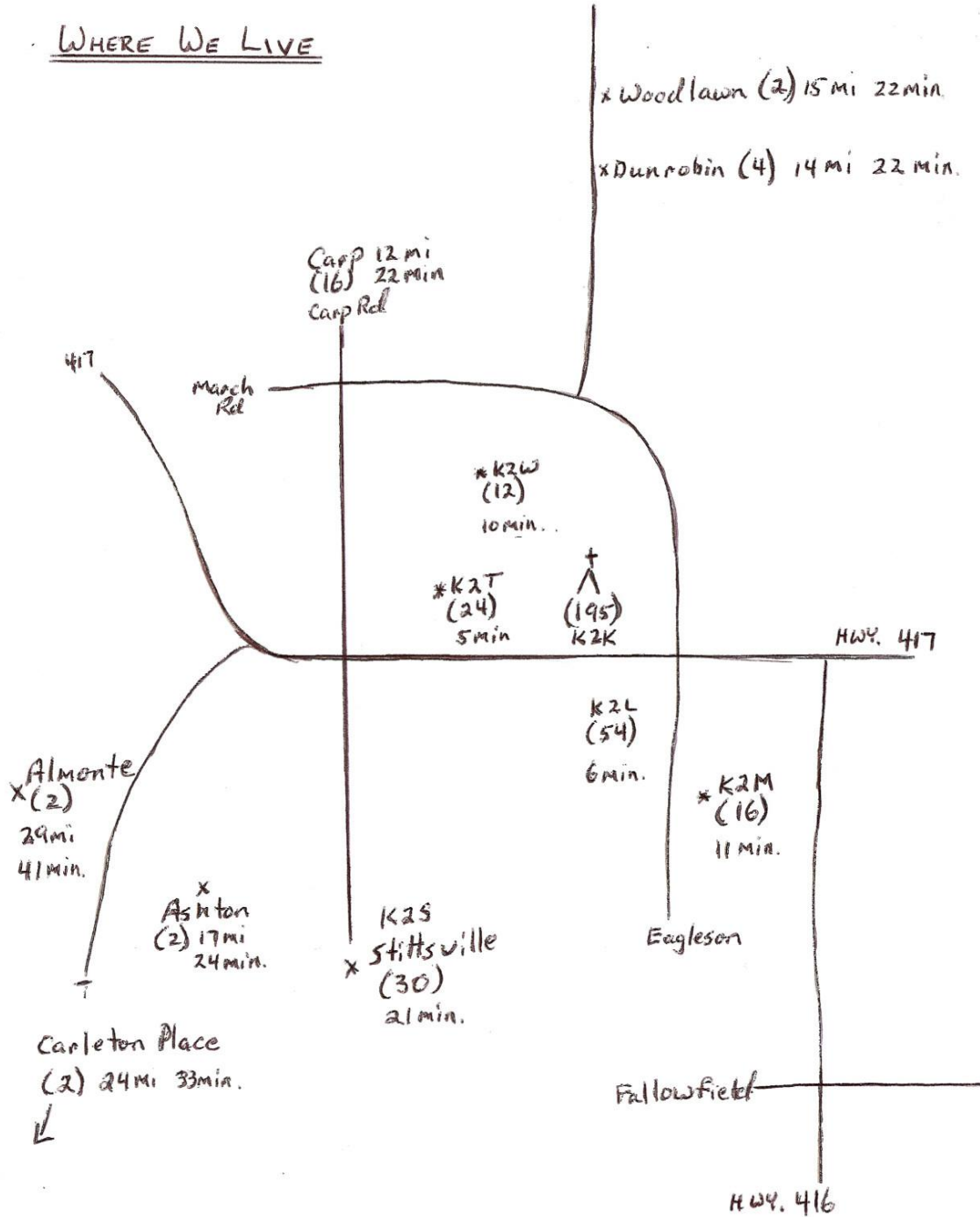
- KUC needs to place a higher emphasis on keeping track of what is happening with our greatest asset, our people. This could begin with establishing a Committee to update our historic role of members and non-members. It would be helpful to keep and make available to the Board and the congregation more regular statistics of attendance at worship and our various church-sponsored groups.
- The KUC Board should consider re-instituting an **annual narrative budget** which would better tell the story of how we use people's financial contributions.
- KUC could usefully supplement this JNAC report with a survey of our congregation's demographics to get a better sense of our age distribution of our membership.

The JNAC members have appreciated this opportunity to support the work and life of Kanata United Church. The exercise has been challenging yet rewarding as we have tried to listen carefully and reflect on our many shared blessings and aspirations for the future. We are hopeful that you will have found in our "snapshot" some reflection of your own understanding of who we are and where we wish to travel together as a Christian community in our small corner of the world. It remains for us to make our collective decision as to the path ahead.

**Shalom**

Annex 1

WHERE WE LIVE



## Annex 2

### Looking Ahead - KUC Asset Mapping Exercise November 25, 2007

#### Group 1:

1. Seniors Residence/Nursing Home (and/or Group Home for mentally ill). Attached to KUC - either physically, or as a "sponsor"
  - a. Affordable, KUC sponsoring residence fees for those otherwise unable
  - b. spiritually connected to KUC: walk down the hall to worship, studies etc
  - c. Supported by services like driving to grocery store, medical appointments etc.
2. Christianity 101. No presumption of prior knowledge. Presentations on history of Christianity. Why the United Church? What does UCC stand for? Describe other denominations.
3. Trips of adventure/education and action:
  - a. Global habitat for humanity;
  - b. youth trip similar to trip to Mexico
4. Being the recognized champion for one or more community needs  
e.g. community kitchen: helping low income families learn to be self sufficient, teaching how to cook with cheaper ingredients
5. Continuing Leadership on certain community and social issues
  - a. Kanata Stittsville Refugee Group
  - b. Mission Tuesday Breakfast
  - c. Community Service supervision
  - d. Book Fair/Mushroom compost

#### Group 2

- “Music in the Park” Luncheons – supplying sandwiches other finger foods
  - Proceeds to support Outreach/other local projects
  - Expected attendees to be the local community
- Shakespeare in the Park Evening Program
  - Proceeds to support Outreach/other local projects
  - Expected attendees to be the local community

- Offer an alternative/contemporary service
  - Weekday evening for those who can't make Sunday
  - Shorter/family oriented for families to worship together
- Parenting/Grand-parenting Skills Teaching Programs
- Self Esteem Programs and Workshops
  - Addiction Programs Drug/Alcohol/Gambling
- Extension of work with Community Service Workers (Salvation Army)
- Life Skills/ Lifestyle Change teaching
  - Diabetic Resource Centre courses
  - Living with Heart Disease

### **Group 3**

1. That Kanata United Church would be committed to engage more deeply with the community.
2. That Kanata United Church would be committed to know and to care about one another.
  - a) making a point to find out why someone is not attending church anymore or why someone is attending KUC, especially new folks, what brought them to KUC
  - b) developing a functioning "buddy system"!

### **Group 4**

- be more active in our community - e.g. support community environmental thrusts like "clean up" days - attend as a "team", possibly wearing KUC t-shirts to identify us
- use the Book Fair to inform/promote/welcome people to KUC - and to thank them for supporting our outreach efforts - perhaps in the form of a flyer that could be inserted into the bags with their books
- articles in local papers about church activities on a regular basis - including all church activities (like Moms & tots, bridge, musicals, etc).
- more visitations to touch base with current members and nurture those members
- inform neighbours, especially new neighbours, about our church, perhaps dropping off a

flyer introducing KUC

- stretching ourselves financially - special projects
- we would like to see younger people and younger families in the congregation (we don't know how to do this!!)
- use our facilities to fill a need in the community
  - breakfast / after school programs
  - "meals by design" - groups willing to prepare and freeze meals for shut-ins, folks after surgery, after a death in the family, etc.

**Group 5:**

1. We see a KUC that is thriving, vibrant and relevant to our community
2. KUC is attracting new members, especially younger people and families.
3. KUC is seen as accepting and open to diversity
4. We offer an environment for a questioning, searching spirituality
5. We are open to experimentation and innovation; to doing things differently
6. We are a caring Christian community, reaching out to each other and the broader community.
7. We offer a sense of belonging and connection to one another, caring for each other, concerned about justice and engaged in outreach
8. We see a KUC that has doubled its current active participants in worship and other services [at least 300 people each Sunday]

**Christ, Be Our Light**

Many the gifts,

Many the people,

Many the hearts that yearn to belong.

Let us be servants to one another

Making your kingdom come.

Christ be our light

Shine in our hearts

Shine through the darkness.

Christ be our light!

Shine in your church,

gathered today.

Bernadette Farrell  
New Dawn Music

