

# CITY VIEW UNITED CHURCH (CVUC) JOINT NEEDS ASSESSMENT REPORT



**CVUC Joint Needs Assessment Committee (JNAC) Members:**  
Steven Bergman (Chair), Dawn Hamilton (Secretary),  
Colin Potts, Lynda Fawcett, Patrick Mulholland

**Presbytery Representatives:**  
Barbara Reynolds, Dianne Cardin

April 2016

Appendix A (7.2) updated May 2016

## CONTENTS

Foreword & Summary .....	4
1 Community .....	7
2 Pastoral Charge.....	8
3 Resources .....	9
4 Position Description .....	10
5 Skills .....	12
5.1 Networking Skills .....	12
5.2 Comfort With Mobile Ministry .....	12
5.3 Goal Implementation Skills.....	12
5.4 Strong Spiritual Practices And Knowledge Of Spiritual Practices.....	12
5.5 Pastoral Care Skills And Styles To Meet Generational Needs .....	12
5.6 Team Building Skills / Empathetic Leadership Style .....	12
5.7 Comfort With Technology .....	13
6 Terms we can Offer .....	14
7 Appendix A – Demographic, Financial & Community .....	15
7.1 PART A: ABOUT OUR PEOPLE .....	15
7.2 PART B: ABOUT OUR PASTORAL CHARGE .....	15
7.3 PART C: ABOUT OUR MINISTRY .....	16
7.4 PART D: ABOUT OUR COMMUNITY.....	18
7.4.1 Synode Montreal and Ottawa Conference.....	19
7.5 PART E: ABOUT OUR ASSETS .....	20
7.5.1 Governance Structure .....	20
7.5.2 Support Staff.....	22
7.5.3 Ministry and Personnel Committee: .....	22
7.5.4 Pastoral Care: .....	23
7.5.5 Christian Development / Faith Formation:.....	23
7.6 PART F: ABOUT OUR FINANCES.....	23
7.6.1 Financial statistics:.....	23
7.6.2 Church building maintenance and repair:.....	23
7.7 PART G: OUR FINANCIAL RESERVES.....	24
7.7.1 Our Financial Accountability:.....	24
8 Appendix B - LIVING MINISTRY PROFILE.....	26
8.1 How Our Facility Meets The Needs Of The Congregation and Community .....	26
8.2 Our Congregation’s Responses To Outreach Needs Regionally And Globally .....	26

8.3	Ways The Congregation Supports Leadership.....	27
8.4	How We Assist Each Other On Our Spiritual Journey .....	27
8.5	New Initiatives And Directions .....	27
8.6	Our new mission and vision statements .....	28
8.7	Faithful Use Of Our Resources .....	29
8.8	Worship That Meets Diverse Needs.....	29
8.9	What It Means To Be Part Of The United Church Of Canada.....	30

## FOREWORD & SUMMARY

City View United Church (CVUC), located in central Ottawa, is looking for one full-time Ordained Minister. This is because after a nearly two-year transition period, our Intentional Interim Minister's mandate will be completed this summer. It's time for CVUC to adopt its new spiritual guide.

CVUC has been on a transitional journey for the last two years, after the retirement of a long-serving Minister. Over these two years City View has recast its mission and vision statements which were created with tremendous support and input from the congregation through the appreciative process which helped identify the congregation's unique gifts and core values.

The Joint Needs Assessment Committee (JNAC) took this input, along with other input from the transition activities, and examined our needs: as a Church through our recently revised mission and vision statements; in the context of our community and neighborhood; as a congregation; and financially.

To start, we reflected on our recently adopted new mission and vision statements:

- **Mission Statement:** To be a welcoming and inclusive Christian community, growing spiritually and caring for those in need.
- **Vision Statement:** Growing our church community by expanding our faith in God, supporting those in need and strengthening community relationships.

The vision statement embodies our three ministry goals (they are listed in order of importance to the congregation):

<p><b>1. Expanding our Faith in God</b></p> <ul style="list-style-type: none"> <li>• Deepening spiritual practices</li> <li>• Small group workshops, house churches</li> </ul>	<p><b>2. Supporting Those in Need</b></p> <ul style="list-style-type: none"> <li>• Struggling Seniors</li> <li>• Busy Families</li> <li>• People with Mental Illness</li> <li>• People looking for Belonging</li> </ul>	<p><b>3. Strengthening Community Relationships</b></p> <ul style="list-style-type: none"> <li>• Reaching out to the other churches and collaborating with them (United Churches and those of other denominations)</li> <li>• Initiating conversations with other faith groups and community non-profits</li> <li>• Identifying people in need in our community and discovering ways that our gifts meet the community's needs</li> </ul>
--	---	--

Further to this, the congregation this past February adopted a different style of internal governance. The most notable change was the introduction of a new committee named Communications and Events. This committee is meant to have the lead in strengthening community relationships; which is recognized by many as a means to have the Church carry on.

The JNAC also reflected on the City View neighborhood. Centrally located in Ottawa, we concluded that ours is a rich and diverse neighborhood that offers opportunities for strengthening relationships and building partnerships.

We also recognize the ongoing demographic changes and resulting human and financial pressures our Church faces. Put succinctly, we have fewer people at Church and as a result fewer people to help out and revenues are lower than in past years. This trend is not changing.

Finally, we thought about the type of Ministerial skills we are looking for. Borrowing the words from our Intentional Interim Minister Rev. Trisha Elliot, as she wrote in the 2015 Annual Report, “[The Minister] required to lead the congregation going forward will need to be outgoing, naturally networking, less office dwelling and more directly involved in the community.”

What became obvious during our deliberations is that having one full time Minister to cover all three ministry goals above with any significant time input was impractical. Currently our Ministry model is set up for 1.4 Ministers: the part-time Minister focusing primarily on Pastoral Care duties; the one full-time Minister dedicated to Worship, Faith Development and a significant effort dedicated to leading transitional activities. Looking forward, our finances dictated, in our opinion, that we could only afford one full time Minister.

How could we accommodate the competing needs, while allowing one Minister to dedicate sufficient time to each? What are we asking the one Minister to do; and not do?

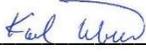
We came to the following conclusions and recommendations:

- CVUC is best served with one fill-time Ordained Minister.
- The Minister’s primary focus will be on the Worship, Faith Development and Pastoral Care needs of the Congregation. This addresses the congregation’s first two ministry goals listed above.
- We are looking for a Minister that can participate in Community Outreach and Networking to help strength our community relationships; addressing the congregation’s third ministry goal listed above.
  - However, we recognize that additional support is required to be successful with this. As a Church we need to actively explore ways to support the various Committees and the new Minister in strengthening our community relationships. This may include additional support personnel, or additional ministry supply to allow the Minister extra time to work in this area. We are looking for the new Minister to give input into what type of support best helps to accomplish this goal.
- The Minister will need to have strong networking skills, comfort with mobile ministry, goal implementation skills, pastoral care skills and styles to meet general needs, team building, and comfort with technology.

The JNAC feels this overall approach supports our Mission and Vision statements and our ministry goals through rebalancing what we are asking of our Minister, as we move from a Ministry model of 1.4 to 1. We felt this feasible because the new Minister will not have to devote time to transitional activities. This approach also allows us to explore additional support options. It is flexible and affordable now and into the future, providing a model for CVUC’s continued viability.

The members of the JNAC respectively submit this report to the City View United Church Council and Congregation for approval, as we look forward to our next chapter.

This Joint Needs Assessment Report has been approved by the Board/Council of:

<u>City View</u> Name of Pastoral Charge	<u>Ottawa</u> Name of Presbytery
<u>Karl Tibelius</u> Name of Chair of Board/ Council	
 Signature of Chair of Board/ Council	<u>March 25, 2016</u> Date

---

# 1 COMMUNITY

---

City View United Church (CVUC) is located on Epworth Ave in City View (St. Claire Gardens), Ottawa West, formerly Nepean; located centrally in Ottawa. The neighborhood is considered mainly middle class and consists of condos, two to four bedroom homes, and an increasing number of large new homes interspersed among the original. Within a one to two kilometer radius, there are lower income rental units. There are also varying degrees of seniors' residences, from independent living to nursing homes.

CVUC itself is an inclusive, friendly and welcoming Church with a number of organizations using the Church other than for worship. These include the Scouts, Capital Chordettes (singing group) and various groups that provide self-help support. It is a Church that prides itself on the ability to help in the Church and out in the community through outreach.

Within a 15 to 20-minute driving radius from the Church you can find the Queensway-Carleton Community Hospital, two campuses of the Ottawa Hospital, and CHEO (the Children's Hospital of Eastern Ontario). There are also hospitals providing long term continuing care, rehab, and palliative services in the area.

The present Municipality of Ottawa occupies an area of close to 2,778 sq. km. along the south shore of the Ottawa River. Within its borders are a Greenbelt, parks and other open spaces that provide opportunities for nature studies, bird watching and year-round recreation. There is an extensive network of bicycle trails throughout the area. The Ottawa, Rideau and Gatineau Rivers as well as the Rideau Canal offer summer recreation and the canal becomes the world's longest skating rink in the winter. Opportunities for both summer and winter recreation abound in Gatineau Park, a few minutes' drive into Quebec. While Ottawa is considered a bilingual city, it has several distinctly ethnic neighborhoods. Our City View community has a varied religious and cultural ethnicity.

As the nation's capital, Ottawa is well endowed with arts and cultural facilities including the National Arts Centre, Ottawa Little Theatre, CentrePoint Theatre, the National Gallery and many smaller galleries, as well as museums of History, Science & Technology, Nature, War, Aviation, and Agriculture (the Central Experimental Farm with its animal barns, gardens, arboretum, greenhouses and fields). In addition, Ottawa annually offers over 35 festivals and other events to attract and entertain residents and visitors. The Canadian Tulip Festival, Franco-Ontarien Festival, Bluesfest, Folkfest, International Writers Festival and the world-acclaimed Chamber Music Festival are just a few.

Ottawa is home to three universities (Carleton University, the University of Ottawa, St. Paul University) and three colleges (Algonquin College of Applied Arts & Technology, the Dominican College of Philosophy and Theology, and La Cité Collegiale). Public transportation uses express transit ways as well as city streets. There are stops within easy walking distance of the church. 'Para Transpo' service is available for those with disabilities.

Ottawa, as the nation's capital, is a reasonably sized city with many cultural, sports, educational and recreational facilities easily accessible. The City View neighborhood is centrally located and is a diverse and rich environment, making it an attractive place to live.

## 2 PASTORAL CHARGE

---

**Name of Pastoral Charge:**

City View United Church

**Address of Pastoral Charge:**

6 Epworth Ave, Ottawa, K2G 2L5

**Brief Description of Pastoral Charge:** *(who we are and what we are looking for)*

After a long-time Minister retired about 2 years ago, City View United Church has been working through a two-year transition period of Intentional Interim ministry.

Over these two years City View has recast our mission and vision statements which were created with tremendous support and input from the congregation through the appreciative process which helped to identify the congregation's unique gifts and core values.

City View's updated statements are as follows:

- **Mission Statement:** To be a welcoming and inclusive Christian community, growing spiritually and caring for those in need.
- **Vision Statement:** Growing our church community by expanding our faith in God, supporting those in need and strengthening community relationships.

The vision statement embodies our three ministry goals: (1) Expanding our Faith in God; (2) Supporting those in Need; and (3) Strengthening Community Relationships.

City View is looking for a spiritually strong, caring, energetic and outgoing Minister able to focus on the Worship, Faith Development and Pastoral Care needs of the Congregation, while offering Community Outreach and Networking support for our Community Relationships.

**Note to Applicant Ministry Personnel:** Please indicate your interest by providing a cover letter describing your skills and gifts, a statement of faith, and a resume to:

*Insert email contact info here:* [CityViewUnited\\_JSC@outlook.com](mailto:CityViewUnited_JSC@outlook.com)

**Closing Date:** \_\_\_\_\_ or  There is no closing date.

### 3 RESOURCES

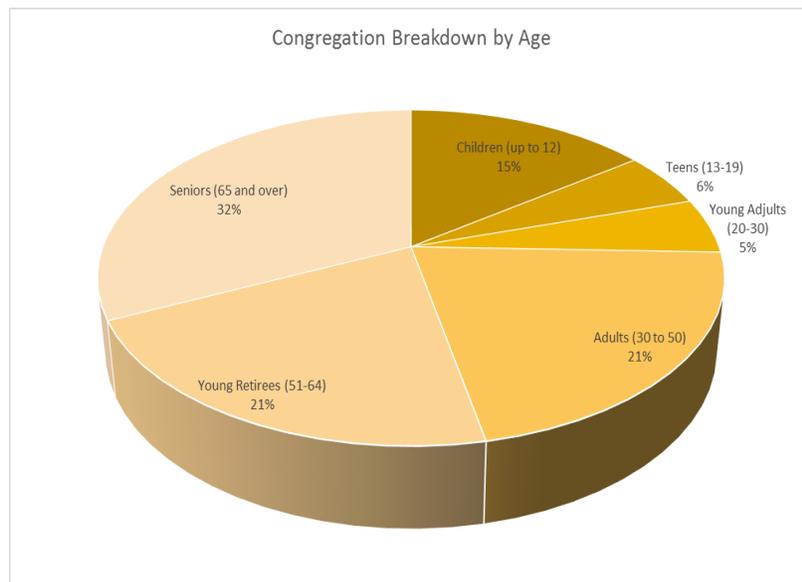
City View United Church has a lot to offer with a well maintained physical building, an active congregation, and decent finances.

The Church building is located in the City View neighborhood in the center-west of Ottawa. It is well maintained. It recently completed two large physical improvement projects involving the front and rear entrance doors and windows. The Church building houses the local Ottawa Presbytery office, the Ottawa office of Montreal & Ottawa Conference, and is also used by various clubs and organizations throughout the week. It has a large sanctuary, with a high ceiling and many windows, giving lots of natural light. There are several lower level meeting rooms for fellowship and Sunday School. The Friendship room has a stage with smaller rooms that are available off of it as well, and a kitchen.

The congregation has 332 members and 292 adherents, with average Sunday Service attendance around 150. About half of the congregation is over the age of 50. The Church has an active, well-attended choir, a functioning, staffed Church Council – which has adopted a more streamlined model – and active Pastoral Care and Outreach groups.

In addition, the Church has a small Youth group and Sunday School and Nursery care for very young families, overseen and run by a group of Church volunteers.

The Church has a paid, part time administrative support person, part time maintenance person, and Youth Leader.



The Church is actively exploring ways to further support the various Committees and the new Minister, which may include additional support personnel. The focus of this exploration is how best to strengthen our Community Relationships.

Financially the Church is currently budgeted to run close to break-even this year with positive financial reserves. As with many other Churches, City View is seeing declining revenues due to declining attendance.

## 4 POSITION DESCRIPTION

---

**Title:** Minister of Word, Sacrament and Pastoral Care     Full Time     Part Time

**One or two sentences describing the position:**

We are looking for a full-time ordained minister to lead the City View United Church congregation in accordance with our new, renewed mission and vision. The ministerial position we are looking for has a focus on strong Worship, Faith Development and Pastoral Care, while working with Church members to strengthen our relationship within the community to help grow our Church.

**Ministry Designation:**     Ordained     Diaconal     Designated Lay Minister

**Accountability and Support:**

The Minister of Word, Sacrament and Pastoral Care is accountable to Ottawa Presbytery and accountable to the Pastoral Charge through the Ministry and Personnel Committee.

**General Duties, Responsibilities and Time Allocation:**

The *Minister of Word, Sacrament and Pastoral Care* works to assist the congregation in realizing its Vision and Goals.

**Worship:** **30%**

- Lead invigorating Worship Services.
- Help CVUC congregation become closer to God.

**Faith Development:** **10%**

- Providing leadership to the volunteers that help with Faith Development, including the Youth Leader and Sunday School Coordinator.
- Meeting, as desired, with the regular Bible Study groups.

**Pastoral Care:** **20%**

- Working with a trained Pastoral Care team on fulfilling its work.

**Community Outreach & Ecumenical Involvement:** **15%**

- Participate in Community Outreach and Networking to help strengthen our community relationships.
- We are exploring alternative approaches for our Community Outreach, and are looking for help from the Minister in defining those approaches. Ultimately our objective is to strengthen our Community Relationships through Social Stewardship, Networking and Partnering. This may involve bringing on additional support personnel.

**Administration and Leadership: 10%**

- Attendance at Council Meetings and some Committee Meetings
- Leading and helping to drive new initiatives as put forward through Council and the Transition Team.
- Working closely with a Communications Committee, and Christian Development volunteers

**Wider United Church involvement: 10%**

- Active participation in Presbytery, Conference and General Council in consultation with the Ministry and Personnel Committee, as recommended by the Presbytery.

**Professional Development: 5%**

*(\* this is in addition to annual Study Leave of three weeks)*

- Remaining informed on current theological and church issues through reading, webinars, one-day workshops and so forth.

Are there other Ministry Personnel positions associated with this Pastoral Charge?

Yes       **No**

As a note we are moving from a Ministry model of 1.4 to 1. In the current model, the part-time Minister is primarily focused on the Pastoral Care duties; with the full-time Minister focused on Worship, Faith Development and Transition activities. With the elimination of transition activities, we are looking to rebalance the duties under one full-time Minister.

The one Minister's primary focus will be on the Worship, Faith Development and Pastoral Care needs of the Congregation. The allocations above are intended to allow a Minister to participate in Outreach and Networking activities to help strengthen our community relationships. However, we recognize that additional support is required to be successful with this.

## 5 SKILLS

---

The skills identified for the candidate Minister are best summarized as follows: [The Minister] required to lead the congregation going forward will need to be outgoing, naturally networking, less office dwelling and more directly involved in the community.”<sup>1</sup>

The following subsections provide details about these skills.

### 5.1 NETWORKING SKILLS

CVUC envisions reaching out to churches, other religious institutions and community groups to explore ministry partnerships. The Minister will need to be outgoing and have demonstrated networking skills to help the congregation initiate conversations beyond our walls.

### 5.2 COMFORT WITH MOBILE MINISTRY

CVUC recognizes that with an aging congregation there are fewer people who can travel to the office to meet with the minister. The Minister will need to be comfortable with a mobile approach to ministry rather than a static, office-dwelling type of ministry. This is not to say that there will be no office hours but the expectation of the Minister is that he/she will spend a significant amount of their time outside the building developing relationships and offering pastoral care in the community and will need to be accessible by mobile phone.

### 5.3 GOAL IMPLEMENTATION SKILLS

The Transition Team will offer the congregation recommendations for the future. Those recommendations will need to be implemented through the Council. The Minister should have demonstrated ability to lead and support the development and implementations of strategic plans.

### 5.4 STRONG SPIRITUAL PRACTICES AND KNOWLEDGE OF SPIRITUAL PRACTICES

CVUC has identified a desire to grow and deepen spiritually. The Minister should be able to offer leadership in educational ministries and workshops to deepen spiritual practice. The Minister should be comfortable offering leadership in a small group atmosphere.

### 5.5 PASTORAL CARE SKILLS AND STYLES TO MEET GENERATIONAL NEEDS

CVUC includes a number of seniors who are struggling with health issues as well as a small group of committed young families with some newer families recently attending the Church. The pastoral care team is strong and at present mostly focuses on seniors and the bereaved. Pastoral care with younger members is increasingly taking place electronically through social media and email. The Minister should be able to relate to all generations and have demonstrated ability to modify the style of pastoral outreach to suit generational needs and communication preferences.

### 5.6 TEAM BUILDING SKILLS / EMPATHETIC LEADERSHIP STYLE

CVUC is a diverse congregation with a spectrum of social and theological outlooks. Diversity is a strength and a challenge. Consensus building skills and team building strengths would be an asset.

---

<sup>1</sup> Rev. Trisha Elliot, Intentional Transition Minister, CVUC. [2015 CVUC Annual Report](#). Page 1.

The Minister should be able to empathize with those who hold divergent perspectives and be both assertive and empathetic.

## **5.7 COMFORT WITH TECHNOLOGY**

CVUC has identified communications as a priority and meetings as well as pastoral visits have been held via Skype and Conference Call. Comfort with modern technology to support communications efforts, for example: cell phones, texting, email, computers; would be an asset in the new Minister.

## 6 TERMS WE CAN OFFER

---

City View United Church is declaring a vacancy for one full-time Ordained Minister.

We are able and willing to offer an annual salary from category C to F.

For any such category, we are willing pay over the minimum, to be negotiated. The COL is category 4.

Continuing Education and Learning amount of \$1359 is included as a minimum, with additional amounts subject to negotiation.

Continuing Education/Educational Leave of three (3) weeks per pastoral year.

Sabbatical: No less than three consecutive months of sabbatical after five consecutive years of service to the pastoral charge.

We are willing to cover telecommunications, which can include one of home phone, mobile/cell phone, or home Internet service; exact coverage to be negotiated.

Vacation: 1 month per year, including 5 Sundays.

Moving/relocation budget is negotiable.

Technical equipment support and services – fully equipped office with WIFI Internet access, and desktop computer, photocopier on premise, part time administrative staff.

## 7 APPENDIX A – DEMOGRAPHIC, FINANCIAL & COMMUNITY

### 7.1 PART A: ABOUT OUR PEOPLE

Number of congregations  1  2  3  N/A (e.g. Outreach Ministries)

Congregation: City View United Church      332      150  
 (Name of Congregation)      (No. on roll)      (Average Sunday attendance)  
*Note: We also have 292 adherents.*

We think of ourselves mainly as:

<input checked="" type="checkbox"/> Urban	<input type="checkbox"/> Inner City	<input type="checkbox"/> Other _____
---	-------------------------------------	--------------------------------------

Most of us live (check only one):

<input type="checkbox"/> in apartments	<input checked="" type="checkbox"/> in single-family homes	<input type="checkbox"/> in retirement homes
<input type="checkbox"/> in long-term care homes	<input type="checkbox"/> on working farms	<input type="checkbox"/> on rural retirement properties
<input type="checkbox"/> in low income or rent-to-income housing		

The rest of us live (check all that apply):

<input checked="" type="checkbox"/> in apartments	<input type="checkbox"/> in single-family homes	<input checked="" type="checkbox"/> in retirement homes
<input type="checkbox"/> in long-term care homes	<input type="checkbox"/> on working farms	<input type="checkbox"/> on rural retirement properties
<input type="checkbox"/> in low income or rent-to-income housing		

### 7.2 PART B: ABOUT OUR PASTORAL CHARGE

Our congregation includes: (approximate numbers in each group)

Infant and preschool: 8	Children (5-12): 20	Teens (13-19): 10
Young adults (20-30): 10	Adults (35-50) 40	Adults (51+): 100
Breakdown of Adults (51+):		
Young retirees (51-64): 40	Older retirees (65-70): 40	Seniors (over 70): 20

Most of us: (choose one)

<input checked="" type="checkbox"/> Grew up in this area	<input type="checkbox"/> Moved to this area for work
<input type="checkbox"/> Moved here to be close to family	<input type="checkbox"/> Moved here for other reasons

Many of us work in the following industries or sectors: (check all that apply)

<input checked="" type="checkbox"/> Health or social services	<input checked="" type="checkbox"/> Education	<input type="checkbox"/> Manufacturing
<input type="checkbox"/> Transportation	<input type="checkbox"/> Agriculture and food production	<input checked="" type="checkbox"/> Retail
<input type="checkbox"/> Environment	<input type="checkbox"/> Mining/Forestry	<input checked="" type="checkbox"/> Information Technology
<input checked="" type="checkbox"/> Government	<input type="checkbox"/> Other	

Our congregation and/or community includes a significant number of people considered low-income or on social assistance.  Yes  No

**Our congregation is like: (choose on that best applies)**

A big family where we all know each other;

**A medium sized church where we recognize each other but may not know each other well;**

A big church with lots of staff, where small groups are close to one another based on common interest;

Other description: \_\_\_\_\_

**Our heritage as a Pastoral Charge: (check one that best applies):**

a)  **Has roots as a Methodist/Congregationalist/Presbyterian/Local Union Churches/Aboriginal congregation prior to Union in 1925;**

or b) we began:       between 1925 and 1945       between 1945 and 1965  
                                   between 1965 and 2000       after 2000

**We have been officially designated an “Affirming Congregation”.**       Yes  No

**We have a marriage policy allowing same-sex marriages.**       Yes  No

The current policy states that “At City View United Church, our ministers are permitted to conduct weddings in the church and off-site for all couples in spirit-filled, loving relationships”.

**We have a congregational policy on “Violence & Harassment in the Workplace”.**  Yes  No

We think of our pastoral charge in the following way: (choose the one that best applies)

**We have a new vision and are really excited; still working out how to live into that vision**

We are clear about our vision and purpose and have/are developing the skills and gifts to bring it about; we are excited and optimistic about our vision.

Our congregation is changing and it is clear that we can no longer as we have been; we don’t know how to go forward and have some anxiety. We believe that we have a future but can’t quite see it.

We see that the ministry within this community is probably winding down after many positive and productive years of faithful ministry, mission and service; we want to celebrate what we have been as we intentionally and graciously end this ministry.

**7.3 PART C: ABOUT OUR MINISTRY****Describe the ministry in our congregation at this time.**

- Regular Sunday services with Sunday school and children's time
- Youth group
- Mental health group
- Bible study
- Pastoral care team
- Carlington Chaplaincy
- Foster Farm breakfast and lunch program.

**What would a newcomer experience in worship and church community life?**

- Active church – pastoral care
- Engaging worship services
- Aging congregation; wanting to do many things, must only able to focus on a few
- Congregation going through a series of transitions
- More or less a Traditional service,

**What do we do well as a pastoral charge?**

- Strong pastoral care team
- Welcoming Church
- Supporting Mission and Outreach

**What are our strengths?**

- People
- Fellowship
- Music

**What aspects of our congregation's ministry could use development and growth?**

- Community outreach
- Growth of the congregation

**What is our dream? (if we had unlimited financial and/or volunteer commitment)**

- Strengthen community relationships
- More activities to connect with members
- More community connections to attract members

**What are the three most important ministry programs we offer?**

1. Pastoral Care and Outreach in the community
2. Music – strong musical director and choir
3. Sunday School – ministry to the youth

**What are the biggest challenges to ministry in our congregation right now?**

- Lack of new membership
- Aging members who have served many years with the Church, and are now unable (or unwilling) to give any more time
- Lack of ethnic and socioeconomic diversity
- Wide theological diversity

**What will be the biggest challenges to ministry in our congregation 5 years from now?**

- Engaging and/or partnering with different groups within the community and neighborhood. This may be with businesses, community services, or other faith groups.
- Having sufficient members in the congregation to be able to carry on.

## 7.4 PART D: ABOUT OUR COMMUNITY

**This is what we love about our community. This is what makes it unique.**

- Close to lots of things – centrally located.
- Shops near by
- Diverse and rich environment just off the core-center of the City of Ottawa
- It is an inclusive and friendly place to worship.

**The three economic, demographic or political challenges facing our area are:**

- Aging congregation which means less money coming into the Church.
- Less young people coming into the Church due to outside interest and commitments
- Fewer people willing to step up and take on challenges within the church i.e. head of a committee.
- Aging building that needs ongoing maintenance

**Here are two or three websites that offer detailed information about our community:**

- City View United church website: <http://www.cityviewunited.org/>
- City of Ottawa website: <http://ottawa.ca/>

**Other faith communities represented in our community/region are:**

- St. Richard's Anglican church
- Merivale United Church
- St. Maurice Catholic Church
- Faith Lutheran Church
- Parkwood Presbyterian
- Bethany Baptist

**We have close ties with the following faith communities, social services or community outreach services: (e.g. food bank, community associations, etc.)**

- Foster farms breakfast and lunch program
- Carlington community chaplaincy
- Algonquin College campus ministry
- Debra Dynes community house
- CVUC Christmas hamper project
- CVUC men's club supports charities such camp Kalalla and Harvest House
- UCW ladies do various fund raisers throughout the year i.e. bazaar, bridge tournament, fashion show
- Worship services monthly in senior residence for people who are unable to attend church

**Are there opportunities for ministry in your congregation or community that could/should be explored? (e.g. with schools, youth, the elderly, families, etc.)**

- Develop a growing youth group
- Encourage and develop different ways of worship, i.e., music
- Encourage further development of a pastoral care program for seniors in or out of senior centers
- Finding new ways to support the Community Outreach activities in the area

- Exchange of Ministers to see how other faith communities worship, and possibly partnering with them

**Are there opportunities for shared ministry between congregations (United Church or other denominations) in your wider community/region that could/should be explored?**

- Exchange of minister for a Sunday between Trinity United Church, Merivale United Church, or Carleton Memorial and City View United Church.

#### 7.4.1 Synode Montreal and Ottawa Conference

Montreal and Ottawa Conference consists of five (5) Presbyteries: Montreal, Quebec-Sherbrooke, Ottawa, Seaway Valley, and Consistoire Laurentien. Spanning most of the province of Quebec and eastern Ontario, this bilingual Conference embodies a diversity of cultures and ethnicities that shape a unique flavor of ministry for those who offer leadership here.

For further information visit our Website: [www.montrealandottawaconference.ca](http://www.montrealandottawaconference.ca)

#### **The Ottawa Presbytery**

The Ottawa Presbytery of the United Church of Canada is composed of 61 pastoral charges (49 in Ontario, 12 in Quebec) with 80 congregations serving over 18,000 United Church members in addition to an outreach ministry in Iqaluit, Nunavut. More than 100 ministry personnel (active and retired) and over 100 lay representatives are members of the Presbytery which meets monthly at various locations throughout the presbytery. Congregations are located in both Ontario and Quebec and are representative of rural, urban, and suburban communities. Ministry is provided in English and French as well as a number of other languages. Special ministries related to the Presbytery include Carlington Community Chaplaincy, Centre 507, Emergency Food Centre, Ottawa West Community Chaplaincy, hospital, military, and university chaplaincy, and Youth Ministries Program.

Settlement opportunities within Ottawa Presbytery often include a mix of full time and part-time positions in the West Quebec part of the presbytery and on the edges of the Presbytery. No pastoral charge in the presbytery is more than one hour and a half from the National Capital's city core with all its amenities.

The services of the Presbytery Office support congregational life in West Quebec and both rural and urban areas of the City of Ottawa. The staff includes a full time Presbytery Minister, a full time Youth Minister, and an office administrator. The Ottawa Presbytery Office is located in the United Church Regional Centre at City View United Church, 6 Epworth Avenue, Nepean. The Regional Centre is the home of the west office of the Montreal & Ottawa Conference and the Ottawa Presbytery.

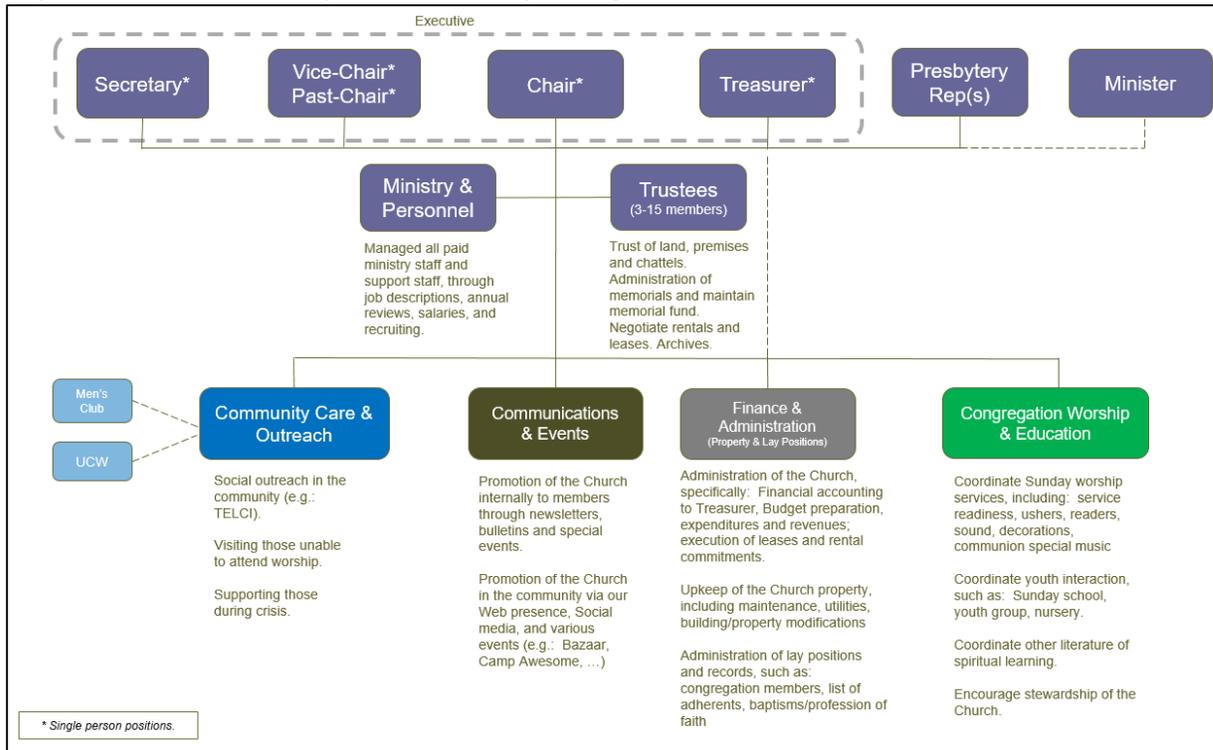
For further information, visit our website: [www.uccanottawa.org](http://www.uccanottawa.org)

## 7.5 PART E: ABOUT OUR ASSETS

### 7.5.1 Governance Structure

<input type="checkbox"/> Official Board	<b>X Council</b>
<input type="checkbox"/> Church Board	<input type="checkbox"/> Other Please describe:

City View has over the last year revised its operating structure such that it looks as follows:



This approach has streamlined various committees and introduced a new *Communications & Events* committee to focus on promoting the Church both internally and externally.

**How many people are on your Governing Body?** 12

**How many are typically present at a meeting of your Governing Body?** 10

**Our Church Building(s):** *(include information for each building if more than one)*

One Church Building which houses the Sanctuary, Chapel, Fellowship and Meeting rooms, Christian Development area, two working kitchens, Offices and Rental space.

**Our Sanctuary holds** 400 **people.**

**Are there meeting rooms?**    **X Yes**     No

**What are they used for?**

It is a large Church building. The meeting rooms are multi-purpose, with various chairs, couches and/or tables. The larger rooms allow for video projection.

**Is there a basement?**            **X Yes**     No

**Usage:**

The basement room (Friendship room) is a large area where the Congregation meets after Sunday Service for refreshments, and on occasion, special meetings. It will seat over 250 people, has a small stage (no curtains), and rooms off to the side. There are stored chairs and tables available for use. There is a kitchen at the back of the room (opposite the stage), with multiple sinks and a high-speed dish washing machine.

Is there a nursery?  Yes  No

Are the nursery toys/furniture compliant with current safety standards?  Yes  No

Are there Sunday School rooms?  Yes  No

How many? 3 Are they also multipurpose use?  Yes  No

Are there community rooms, church hall or activity rooms? (i.e. quilting, gym, etc.)  Yes  No

**Largest community room holds 250 people.**

**Brief description:** Large room with two smaller rooms off one side, a stage at the end of the room with built in storage underneath, built in storage on the other side and large serviceable kitchen at the top.

Do you own a Manse?  Yes  No (If yes, please complete **PR 436 MI** – see Appendix B)

**Where is the minister's office located?**

In the Church Building on the second floor, off the hallway between the Sanctuary and the main stairs.

**Rental Space Description:**

Is the building used by outside groups?  Yes  No

**Brief descriptions (tenants, occasional rentals, frequency of use):**

The Church has three main types of tenants. We have a permanent renter, in a long term lease agreement; the best example being the Ottawa Presbytery who leases space on the West end of the building. There are regular renters, that renew on a yearly basis, such as Capital Chordettes Choir, Nepean Horticultural organization, to name some. Finally, there are occasional renters, that utilize space for short periods of time.

Is there audio visual capacity in:  the sanctuary Audio only  church hall Video through portable projector

Is there a photocopier in the church?  Yes  No

Is high speed Internet provided at the church?  Yes  No

Is the church accessible per United Church Accessibility Guidelines?  Yes  No

[http://www.united-church.ca/files/handbooks/buildings\\_accessibility.pdf](http://www.united-church.ca/files/handbooks/buildings_accessibility.pdf)

Are all areas of your building accessible?  Yes  No

**If yes, how:**

<input checked="" type="checkbox"/> wheelchair ramps	<input checked="" type="checkbox"/> elevator/lift	<input checked="" type="checkbox"/> power-assisted doors	<input checked="" type="checkbox"/> accessible washrooms
<input type="checkbox"/> braille signage	<input checked="" type="checkbox"/> hearing-assist system	<input checked="" type="checkbox"/> large-print worship materials	<input type="checkbox"/> increased lighting
<input type="checkbox"/> other:			

**7.5.2 Support Staff**

**Is there support for administrative tasks? (e.g. bulletin, scheduling, and reception)**       Yes     No

**If yes, how many hours per week? 21**      **If yes, is this**     Paid     Volunteer?

**Is there support for caretaking tasks?**       Yes     No

**If yes, how many hours per week? 20**      **If yes, is this**     Paid     Volunteer?

**Briefly describe the music for Sunday Service:**

- Hymns are chosen by the Minister from either "Voices United" or "More Voices".
- Anthem sung by the Choir every Sunday. Choir has approx. 20 members in attendance.
- Church has an electronic organ and a Grand Piano in the Sanctuary.
- Organist and Choir Director has approx. 30 years of service with the Church.
- Anthems chosen to fit with the Church calendar. May be Traditional or Contemporary.

**Is there someone specifically named to support to your music program?**     Yes       No

**If yes, how many hours per week?** Annual Contract

**If yes, is this:**       Paid     volunteer

**Do you have a choir?**     Yes     No

**Who provides Sunday Supply when your minister is way on vacation or study leave?**

Currently a 2<sup>nd</sup> (Part time) Minister or Retired Minister (Member of the Congregation). In the future we will look towards using Sunday Supply.

**Number of worship services each Sunday:** 1

**Time(s) of service(s):** 10:30 AM

**Do you have an active Worship Committee?**     Yes     No

**7.5.3 Ministry and Personnel Committee:**

**How many committee members?** 4

**How often does the committee meet?** Monthly

**Has one or more of the committee members ever attended an M&P Committee training event in the last three years?**     Yes    No

7.5.4 Pastoral Care:

Do you have a trained Pastoral Care Team in place?  Yes  No  
 Are there volunteers who help with the hospital, shut-in and member visits?  
 Yes  No If yes, how many volunteers? 12

Does this area of the congregation’s ministry need to be developed:  Yes  No

7.5.5 Christian Development / Faith Formation:

Do you have a Christian Development Committee?  Yes  No  
 Is there someone specifically named to support to your educational program?  Yes  No  
 If yes, how many hours per week? 4 If yes, is this:  Paid  Volunteer  
 We have a volunteer Sunday School coordinator and a paid Youth Group Leader.

7.6 PART F: ABOUT OUR FINANCES

The word or phrase that best describes our current financial situation is:

<input type="checkbox"/> Abundant	<input type="checkbox"/> Adequate	<input checked="" type="checkbox"/> Not meeting expenses but optimistic
-----------------------------------	-----------------------------------	---

For 2016 we approved a small deficit budget. This is the first deficit budget in a number of years. This year’s budget also relied on bequests and some reserves to fund the operating budget.

**Our Revenue Sources are:** (please indicate approximate percentage of your current operating budget that comes from each source)

Congregational Givings: 70%	Congregational Fundraising Activities: 3%
Rental of building/services: 17%	Bequests, Reserves, Investments: 10%
Other (please briefly describe):	

Is there a Finance Committee?  Yes  No

7.6.1 Financial statistics:

- How many weekly offering envelopes do you issue? 150
- How many people are on Pre-Authorized Remittance (PAR)? 83
- How many active givers are there? 170
- What is the annual income of the Pastoral Charge? \$430,000
- What amount of money is directed toward the Mission and Service Fund? \$60,000
- What are your fundraisers? Bazaar = ~\$11,000
- What amount is paid for the minister’s salary? \$50,000
- What was the total travel allowance given last year? \$440
- How much of money raised goes for building maintenance? \$20,000

7.6.2 Church building maintenance and repair:

Who does the repairs? Volunteers and External Contractors

Are major repairs required?  Yes  No

List in priority with estimated costs:

**Have you had to ask for assistance from Mission Support to cover your budget?**

Yes No

**If yes, tell us when and how much you received?** Date: \_\_\_\_\_ Amount \$ \_\_\_\_\_

**What is the maximum salary increment you feel you are able to pay? (A-F):** F

**Might you consider offering above the minimum salary?** Yes No

**Are you considering a reduction or increase in working hours of ministry personnel?**

Increase Decrease Stay the same

As part of the Transition process, the Congregation is going from approx. 1.4 Ministers to looking for 1 full-time Minister.

**What other potential revenue resources do you have to draw upon in your church and wider community?**

Currently our primary other source of revenue is rentals. As part of our revised Mission and Vision statements, we are interested in forming potentially new partnerships in the community. We are looking for a Minister that can support these types of initiatives.

**7.7 PART G: OUR FINANCIAL RESERVES**

**We have sufficient reserves in the bank that we could cover three months of expenses if we had an emergency.** Yes No

**7.7.1 Our Financial Accountability:**

**Our financial statements are reviewed by an external person each year:**

Yes, a formal third-party review No

**Our financial statements from the last three years are available upon request.**

Yes No, but available on our website No

**Our Financial Statistics from the last five years:**

	Line # in UCC Yearbook	Current Year	One Year Ago 2014	Two Years Ago 2013	Three Years Ago 2012	Four Years Ago 2011
<b>Households Under Pastoral Care</b>	Line # 3	336	371	371	384	374
<b>Financially Supporting Households</b>	Line # 6	230	238	238	245	250
<b>Attendance at Sunday Worship Note 1.</b>	Line # 20	150	173	173	165	154
<b>Regular Givers</b>	Line # 18	170	245	245	252	263
<b>Operation of Pastoral Charge (\$) Note 2.</b>	Line # 40	\$369,000	\$310,000	\$316,000	\$627,000	\$335,000

**Additional comments or notes that you feel may be relevant:**

Note 1): Attendance at Sunday Worship based on Oct/Nov numbers

Note 2): 2012 Operation Costs include \$266,000 in major Building addition and improvements.

## 8 APPENDIX B - LIVING MINISTRY PROFILE

This section discusses our living ministry profile.

Living Ministry Profile or Your Mission Statement		
<input checked="" type="checkbox"/> We have a <i>Living Ministry Profile</i> (please attach) or a <b>Mission Statement (please attach): Mission and Vision statements discussed below</b>		
<input type="checkbox"/> We do not have a Living Ministry Profile or a Mission Statement.		
Priority (1 to 8)	Category Title	This is who we are as a Pastoral Charge
3	Discipleship & Faith Formation	The following sections discuss our Living Ministry and how they relate to the different category titles.
4	Justice and Outreach	
6	Leadership	
5	Ministry Partnerships	
2	Pastoral Care – Spiritual Care	
7	Stewardship	
1	Worship	

### 8.1 HOW OUR FACILITY MEETS THE NEEDS OF THE CONGREGATION AND COMMUNITY

While the congregation has decreased in numbers since 1959 when the current City View United Church building was built, the facility is well used by our congregation as well the wider church and community groups. Currently, City View houses the office of The Ottawa Presbytery and the Montreal and Ottawa Conference that relates to the Ottawa Presbytery.

A number of community groups rent our space, including: AA support groups, Capital Chordettes choir, Nepean Horticultural Society, Ottawa Valley Guild of Stitchery, Sea Scouts/Beavers, Sportsball, Ain't Seen Nothing Yet Musical Theatre, West Ottawa Community Resource Centre, Kiwanis Music Festival as well as several other music, arts, community Extencicare and cultural associations.

The minister's office is large and well-lit with an ensuite bathroom and an adjacent connected office space. The administrator's office is on the same floor with an adjacent photocopy room. The architecturally award-winning sanctuary was built to resemble a stable with exposed beams and a soaring wood ceiling. The architecture and the sound is spiritually uplifting. In recent years, the church has added an elevator and expanded the narthex for full wheelchair access.

### 8.2 OUR CONGREGATION'S RESPONSES TO OUTREACH NEEDS REGIONALLY AND GLOBALLY

The City View United Church congregation is very active in the community. One of the programs for which we are best known is the annual Hamper Project which has grown since its inception in the late 70's to now include the provision of food and gifts for 75 to 100 families.

CVUC supports the Foster Farm breakfast and lunch programs which serves approximately 10,000 breakfasts and 7,000 lunches to needy children each year.

Since 1996, the Carlington Chaplaincy, a local ecumenical chaplaincy outreach has been supported by selling food vouchers to CVUC members. Over the years, CVUC has sponsored refugee families and we have currently submitted an application to co-sponsor a family of five from Eritrea.

CVUC supports the Algonquin College Campus ministry by providing food for the Pause-Coffee Break program which supports students during exam time.

The CVUC Men's club has supported a number of charities, including Operation Come Home, Camp Kalalla and Harvest House. Similarly, the UCW units support the church and various other charities. Recently, CVUC has started a support group for people struggling with mental health issues and family members who care for them. The small group of people meet on a monthly basis.

We support the mission of the United Church of Canada through annual donations to the Mission and Service Fund. In 2015, we generously supported the M&S Fund, donating \$61,000.

### **8.3 WAYS THE CONGREGATION SUPPORTS LEADERSHIP**

CVUC has a very active and responsive Ministry and Personnel Committee. We endeavor to support our Ministry Personnel and staff by being attentive to special occasions (birthdays, holidays, etc.) and by listening and being responsive to their needs. This year, our Men's Club for example invited the Conference Personnel Minister to offer a workshop on ways clergy can be supported through their personal transitions. Individuals are also supportive. This past Christmas, for example, a small group organized a meal for leadership between the early family service and the later service.

The lay leadership at City View is close knit. While we embody a spectrum of beliefs and perspectives, we try to support each other and achieve consensus. We strive to thank one another for efforts made and pitch in to help.

### **8.4 HOW WE ASSIST EACH OTHER ON OUR SPIRITUAL JOURNEY**

At City View small lay-led groups meet weekly for Bible study in a restaurant and organize and attend retreats. A weekly, Wednesday morning Bible study is led by the minister. Our bi-monthly Men's Club meetings are lay led and well attended; the group explores a different topic each meeting. UCW groups continue to meet to serve the church and foster mutual support. A small but active Sunday School is offered for our children, led by a group of volunteers, and our youth meet with a paid Youth Leader on Sunday mornings. In addition, spirituality workshops are led periodically. Recent workshops include Art Journaling and Spiritual Walks.

CVUC has a strong pastoral care team that regularly monitors and reaches out to those in need and there is an active prayer chain through which our community holds those who are struggling in prayer.

### **8.5 NEW INITIATIVES AND DIRECTIONS**

City View United has recently gone through a two-year period of Intentional Interim ministry following a long term ministry. A Transition Team was established in 2014. The team's mandate was to:

- Maintain continuity and stability during transition
- Recast and reflect on our mission statement
- Focus on the long term viability of the congregation
- Review and rework our governance (committee structure)

During this past year, City View recast our mission and vision statements which were created with tremendous support and input from the congregation through the appreciative process which helped to identify the congregation’s unique gifts and core values. We received additional input from the congregation during a March 2015 service where we probed further some of the key themes.

### 8.6 OUR NEW MISSION AND VISION STATEMENTS

The following statements were approved by the Congregation in June of 2015:

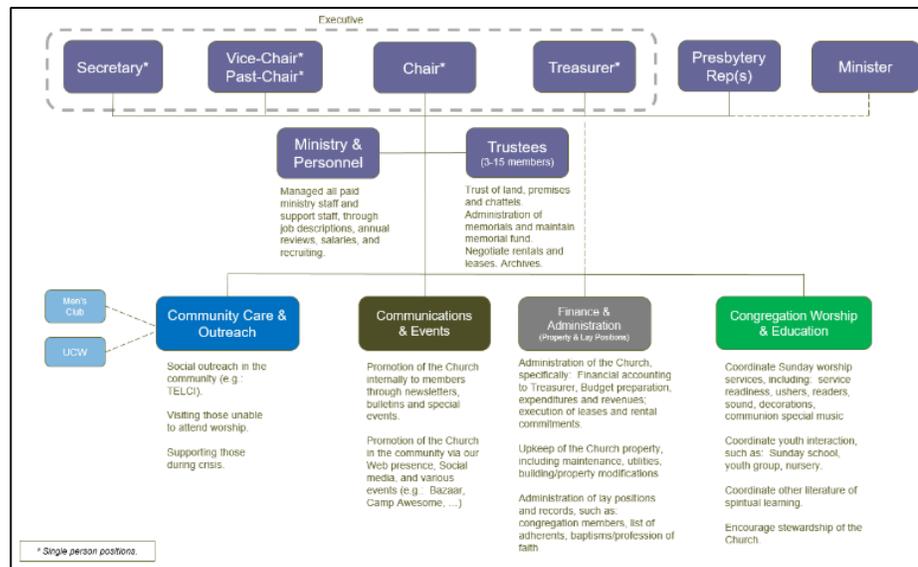
- **Mission Statement:** To be a welcoming and inclusive Christian community, growing spiritually and caring for those in need.
- **Vision Statement:** Growing our church community by expanding our faith in God, supporting those in need and strengthening community relationships.

The vision statement embodies our three ministry goals (they are listed in order of importance to the congregation):

<p><b>1. Expanding our Faith in God</b></p> <ul style="list-style-type: none"> <li>• Deepening spiritual practices</li> <li>• Small group workshops, house churches</li> </ul>	<p><b>2. Supporting Those in Need</b></p> <ul style="list-style-type: none"> <li>• Struggling Seniors</li> <li>• Busy Families</li> <li>• People with Mental Illness</li> <li>• People looking for Belonging</li> </ul>	<p><b>3. Strengthening Community Relationships</b></p> <ul style="list-style-type: none"> <li>• Reaching out to the other churches and collaborating with them (United Churches and those of other denominations)</li> <li>• Initiating conversations with other faith groups and community non-profits</li> <li>• Identifying people in need in our community and discovering ways that our gifts meet the community’s needs</li> </ul>
--	---	--

In the Fall of 2015, we began the process of evaluating our organizational structure to determine how to better match our structure to support the needs of the church and to align the structure to our Mission and Vision (see inset). This updated structure was approved by the congregation in February of 2016 as a one-year pilot.

In essence, City View recognizes the need to serve those on the edges of the generational spectrum, deepen spiritually and intentionally develop relationships with non-profits, other churches and community groups beyond our walls with the intention of developing partnerships and collaborating in ministry.



The most notable change is the introduction of a new committee named Communications and Events. This specific committee is meant to help strengthen community relationships; which is recognized by many as a means to have the Church carry on.

Overall, this vision, established during the Transition period in the City View's life, would have us go deeper and broader. We desire to be both more inward looking and outward looking in the future and to maximize the resources of our building.

## **8.7 FAITHFUL USE OF OUR RESOURCES**

Members of City View faithfully contribute to our vibrant congregation whether through coordinating and donating to events like the Annual Christmas Bazaar, helping out at our lending library or teaching Sunday School. Typically, members get involved in projects and events that tug on their heart strings. Part of what it means to use our resources well is to provide the freedom and flexibility for people to pitch in as the Spirit leads them. There are ample opportunities for people to exercise their spiritual gifts at City View.

We recognize that a few people are very actively involved and due to age or health concerns, may not be able to retain the positions that they once had at the church. In the future, we are aware that we may not be able to do all the things we once did and that we may need to discern carefully what projects and initiatives God is calling us to continue and which ones we need to lay aside.

Discerning how best to use our human resources and facility is a growing concern for our congregation.

## **8.8 WORSHIP THAT MEETS DIVERSE NEEDS**

Worship at City View leans toward the traditional, with strong choral leadership, services delivered without screens and pulpit-based sermons. That said, City View is open to less traditional expressions.

From time to time our "Prayse" band offers musical leadership and the congregation has enjoyed creative forms of worship. During the last half of the Interim period, worship was more intentionally experimental. For example, we worshipped in the Hall on one Sunday, enjoyed dialogue "interview" style sermons and services led by the minister standing amid the congregation. During this time, we also experimented with using audio during sermons, and poetry and art based services - a mural was painted during our family Christmas Eve service, for example. Also, narrative sermons have been delivered and story-telling has been used in place of traditional liturgical elements like the Call To Worship.

While we typically sit in pews during the service, we enjoy more intimate services like Ash Wednesday and Blue Christmas, sometimes sitting in a circle or gathering in a circle as part of the liturgy. We regularly sing out of More Voices as well as Voices United with a balance of more known and less known music.

In all, we are accustomed to traditional forms of worship but are open to new forms of worship, acknowledging that congregants attend Sunday morning services with a variety of spiritual needs.

## **8.9 WHAT IT MEANS TO BE PART OF THE UNITED CHURCH OF CANADA**

City View hosts The Presbytery and Conference offices of the United Church of Canada. This close proximity means that we are well aware of the wider church and our role in it. Our congregants faithfully attend Presbytery meetings and report back to our Council about matters of interest. While occasionally decisions of the broader United Church ruffle the feathers of some congregants, we support the work of the church through our generous Mission and Service gifts, avail ourselves of the wider church's resources and some of our congregants serve the broader church through committee work. Being part of the wider church means that we are not alone either in our congregational struggles and transitions or in our effort to make the world a better place.