

**MOUNT ROYAL UNITED CHURCH  
JOINT NEEDS ASSESSMENT COMMITTEE**

**PROFILES**

**Our Mission Statement:**

**We aim to be a vital, dynamic, caring congregation,  
We are called to love God, serve humanity and support each other.  
We strive to live and grow in the knowledge and example of Jesus Christ.**

**REPORT of the JOINT NEEDS ASSESSMENT COMMITTEE**  
**Mount Royal United Church**  
**1800 Graham Blvd. Town of Mount Royal, Quebec H3R 1G9**

**January 2008**

Committee Background

The Joint Needs Assessment Committee was formed in December 2007 to address the need for Mount Royal United Church to hire additional ministry personnel. With the recent amalgamation of MRUC and St.Andrew's-Norwood, resulting in an increase in the number of families with school-age children as well as older members, we recognize the need to respond to this increased workload by hiring additional ministry personnel.

The Joint Needs Assessment Committee was comprised of the following people: Suzie Batrie, Barbara Bisset, Elizabeth Boivin, Barbara Hindle, Jack McMartin, Brenda Pelton, Ralph Rodschat, Colleen Wicha, Margaret Heathcote, Bob Conyers and Terry Higgins. Martha Nell Thomson and Renate Sutherland provided counsel as Presbytery representatives. Brenda Pelton was elected Chair and also agreed to act as recording secretary.

Consultation of Needs

The Committee arrived at its conclusion of our ministry needs through a consultative and information gathering process.

**1. *The Congregation***

A questionnaire was distributed to the congregation.

**2. *The Minister***

Rev. David Clinker provided the committee with his overview of the ministry needs of our church. Through a frank and open discussion, we sought input and understanding of our congregation's needs. Rev. David Clinker also provided the committee with his perception of our strengths and challenges, and the interesting characteristics which make our congregation unique.

Mount Royal United Church is an active and multi-faceted congregation, spanning all ages, cultures and languages, with articulate and professional lay leadership. Many of our members have extensive professional & business experience that they bring to bear on all levels of activity at MRUC. We are confident in our collective capabilities to effectively manage and support the business and administrative side of our activities as a congregation at MRUC. The evaluation process, was given great attention and prayerful consideration.

## Summary

We are at an important point in the life of Mount Royal United Church, which now includes many former members from St. Andrews-Norwood following our recent amalgamation. We are passionate our church should remain a thriving, growing and caring body as we continue to carry out our mission.

### Request for Approval

In fulfilling the mandate of the Joint Needs Assessment Committee, we hereby request:

- that this report be received and approved by the congregation of Mount Royal United Church and forwarded to the Montreal Presbytery;
- that the Montreal Presbytery receive and approve Mount Royal United Church's Joint Needs Assessment report and its request for additional ministry personnel by declaring a vacancy

Respectfully submitted,

Joint Needs Assessment Committee  
Mount Royal United Church

# PROFILE ONE

## Community

### THE COMMUNITY

While the name, Mount Royal United Church, implies that the church comprises a congregation whose members reside in the Town of Mount Royal, this is far from true, though it was the case at the time the church was named. With the recent amalgamation with St. Andrew's-Norwood Church of St. Laurent, more than 50% of our congregation live outside of Town of Mount Royal. Nevertheless, some background information about the community in which the church is located may be useful.

### TOWN OF MOUNT ROYAL

Town of Mount Royal is a vibrant, self-contained and self-governing, independent suburb. Located north of Mount Royal and close to the downtown core, it has easy access to several hospitals, CEGEPS and universities. Cultural events within Town of Mount Royal and in the downtown core abound.

Town of Mount Royal has excellent recreational facilities, including the Town Community Centre, Arena, Curling Club, the Dawson Library, Town tennis and lawn bowling club, as well as numerous sports leagues for a variety of ages.

Located in Town of Mount Royal there are several preschool programs, four elementary schools and one high school.

The surrounding areas of Montreal are easily accessed by automobile, train, subway or bus. The Town of Mount Royal borders on the communities of Outremont, St. Laurent, Glenmount, Cote des Neiges, and the Park Extension areas of the City of Montreal. St. Laurent, Cote des Neiges and Park Extension are characterised by their multi-ethnic nature with a significant immigrant population.

The population of the Town of Mount Royal is approximately 19,400 and the overall neighbouring population is estimated at about 225,000.

Additional information on the Town of Mount Royal can be obtained from its web site. <http://www.town.mount-royal.qc.ca> or <http://www.ville.mont-royal.qc.ca>

The Town of Mount Royal is served by 8 religious institutions:

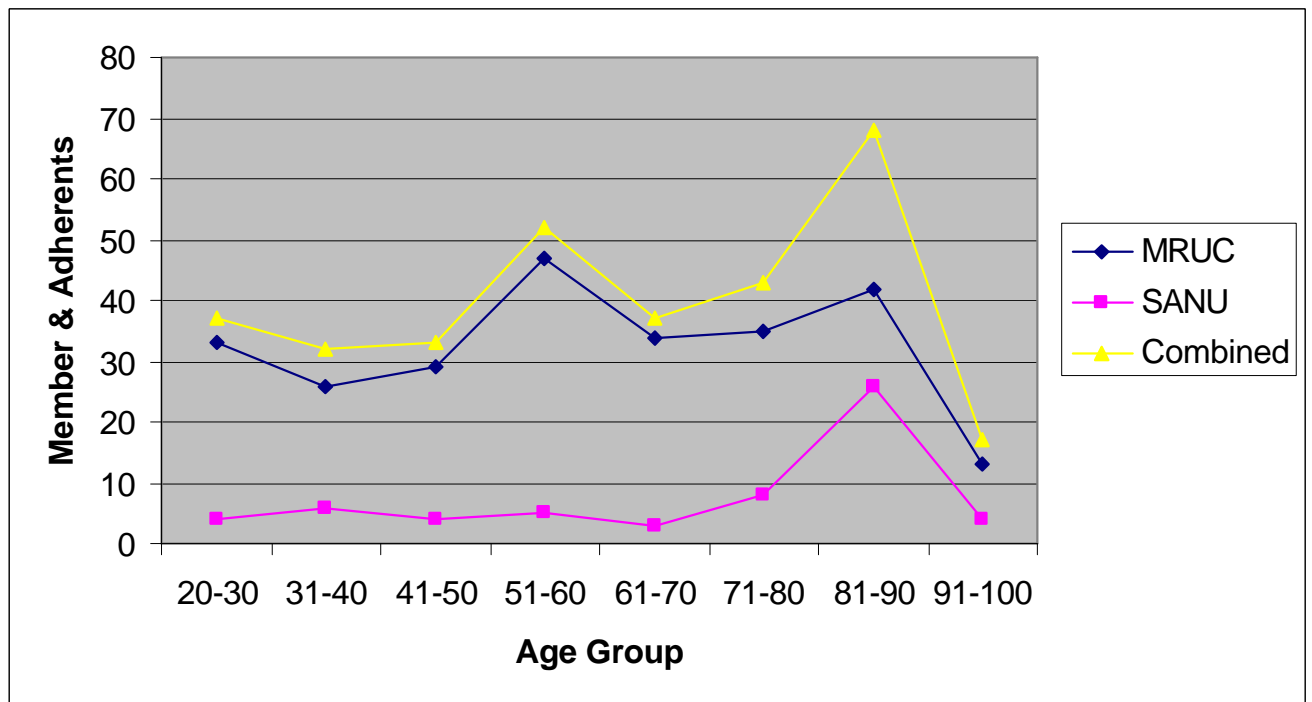
- Mount Royal United Church
- St. Peter's Anglican Church
- Presbyterian Church of the Town of Mount Royal
- New Canadians Baptist Church
- Hungarian United Church (on Town border)
- Parish of the Annunciation of our Lady (English Catholic)
- St-Joseph-de Mont-Royal (French Catholic)
- Congregation Beth-El Synagogue

## PROFILE TWO

### Church and Ministry Profile

As mentioned in the Community Profile, the areas served by Mount Royal United Church currently include the Town of Mount Royal, Outremont, Côte des Neiges, Park Extension and, most recently, St. Laurent has been added through the amalgamation with St. Andrew's- Norwood United Church. Although both churches faced similar challenges with shifting demographics and an aging congregation, Mount Royal United Church has fared better over the years, with a congregation of 153 households at the time of the merger as opposed to 42 joining from St. Andrew's-Norwood United. In addition, as the statistics below show, the distribution of the membership joining from St. Andrew's-Norwood United shows a more defined dominance of population over the age of 60.

The present congregation of Mount Royal United Church includes the amalgamated congregations of Fairmount-St. Giles, formerly of Outremont (as of July 1<sup>st</sup> 1990) and St. Andrew's-Norwood, formerly of St. Laurent (as of July 1<sup>st</sup> 2007). Membership (members and adherents) is distributed as follows:



**Chart 1: Members and Adherents for MRUC and SANU Congregations according to age.**

Sunday School enrollment for MRUC in 2007 included 31 children and 17 teens.

## **Mount Royal United Church**

In recognition of the aging population and changing demographic profile of the church and community, several long-range planning exercises were carried out over the past fifteen years.

During one of these exercises, carried out in 1995, the Long Range Planning Steering Committee reviewed its previous report and recommended follow-up action, including the formation of a new Visioning Committee. The Visioning Committee's mandate was two-fold, to look within at the future growth of our congregation and to look outward as to our place in the community. Within the scope of this mandate, the Committee undertook to evaluate the future of our church in conjunction with the Anglican and Presbyterian congregations in Mount Royal and to study the possibility of combining resources to form a community church which would share facilities but retain separate denominational identities; the Anglican and Presbyterian churches decided for the time being to maintain the status quo. More recently, in light of discussions at the Church Council level, a small group reviewed the current use of the church buildings and possible changes which might be incorporated. The emphasis was placed on congregational ministry rather than property redevelopment at this point in time.

There is a strong spirit of co-operation amongst the various organizations who rent facilities in the church buildings. This valued relationship and respectful communication help ensure the satisfaction of our tenants who provide a vital stream of rental income.

### Organizations that use the MRUC Church Facilities

Among our tenants are: Royaume des Enfants Nursery School, Gouin Lemire Nursery School, Gouin Lemire Garderie/Daycare, Succès Scolaire (a tutoring company), the Ghanian Community (rent-free) and various Town adult meetings and community events.

### Major Congregational Events and Activities

Some of major annual events in the life of our congregation are:

January	Sunday School skating party
February	Concert; Chinese New Year dinner
March	Youth ski weekend; Games Night (twice per year)
April	Youth Group's 30 hour famine/vigil (fundraiser)
May	Spring Auction
June	Concert, Sunday School graduation
August	African Children's Choir
September	Rally Sunday and barbecue
October	International Dinner
November	Financial Campaign, Fundraiser concert for the TMR Volunteer Center
December	Christmas Bazaar, Breakfast with Santa (fundraiser for the Youth) Christmas Pageant, Carol Service & special music Tree lighting and carol-singing around the tree (collection of winter items for Dans la Rue)

Alternative services on Sunday afternoons have been held in the past, while weddings and funerals regularly require the use of the Sanctuary and other facilities in the church.

The ministry of Mount Royal United Church is expressed in a myriad of ways. Within the congregation, the Pastoral Care Committee provides visitation, telephone contact with members, offering of transportation to senior members to church, grocery shopping and medical appointments, sending of cards, delivering of flowers/plants. There is also a great deal of unofficial pastoral care amongst our members who look after one another. In the past, teas were held at the church; with an increasingly aging population, it has become more difficult for older members to come to the church and this has increased the burden on our minister for individual visits, in addition to hospital, bereavement and regular visitation, inasmuch as our members and adherents live in a wide geographical area.

Christian education is provided to children/youth and adults: Sunday School, on a weekly basis, as well as events throughout the year, are organized and run by volunteers and a paid babysitter, youth retreats, confirmation classes (when warranted by numbers), Bible Study series for adults, field trips for grownups (to ecumenical neighbours). One of the other notable developments in the Sunday School program is the increased attendance of children who have French as their first language. This has resulted in some bilingual aspects emerging in the classroom. The volunteer base is very loyal and committed but individuals are becoming tired and need some respite.

Mount Royal United Church is a very “sociable” congregation. The Membership Committee organizes numerous events throughout the year which provide opportunities to younger and older members alike to spend time together; in particular, the annual auction and concerts reach out into the community and the monies raised are divided between various organizations (Hôpital Ste-Justine, the Montreal Children’s Hospital, Carlyle School, Dunrae School and the Volunteer Bureau in T.M.R.) as well as towards our operating expenses. A number of our members offer their ministry to the congregation by each leading a Sunday service during the summer period.

Outside the confines of the congregation, our members are also very active in community organizations. The congregation is a member church of the Côte des Neiges Council of Churches which organizes an annual ecumenical service held in January. A number of our members volunteer at Mini Prix, a small used-items store which has rented space in the basement of St. Pascal Baylon Catholic Church, which raises funds to send area children to summer day camp. The congregation also collects donations of money and food items on a monthly basis for Multi Caf, an area food bank; with the amalgamation of St. Andrew’s-Norwood, their involvement in the Oasis food bank is being maintained. Members are also involved in the Splash & Dash fundraiser for the benefit of the Sarah Cook Fund (affiliated with the Montreal Children’s Hospital) and several have also participated in the Weekend to End Breast Cancer. The Griffith-McConnell Residence, Montreal City Mission, St. Columba House, the United Theological College and the Finance and Extension Board of Montreal Presbytery, all organizations affiliated with the United Church, benefit from members who commit their time on the respective Boards.

## **St. Andrew's-Norwood United (prior to merger)**

Similar to Mount Royal United Church, Saint Andrew's Norwood United faced the challenges of shifting demographics, with a more dramatic financial predicament that included the combination of an operating deficit and substantial looming capital expenses in order to maintain the building. Also in a similar way, the congregation had initiated and sustained numerous community engagements, in particular with the Latin American community in Ville Saint Laurent. The Oasis Food Bank was part of the outreach of the church and, in 2005, almost 14,000 individuals were served by the food bank. The church continued to be used for numerous community organizations and the congregation had both an active UCW as well as regular activities for the congregation and community. However, after several years of working to find solutions, the congregation finally came to the conclusion that the maintenance of the church and the associated expenses with a full-time pastor were not within the means provided by the contributions.

### Organizations that used the St-Andrew's-Norwood Church Facilities

COCLA (Corporation Culturelle Latino-Américaine de l'Amitié) was formed 20 years ago as an outreach activity with the Church and the congregation of SANU was actively engaged in the work of COCLA. Some notable examples were the sanctuary provided to the Vega family, and the bilingual Spanish/English services which took place monthly in 2006. COCLA found a new location in 2006 in Saint Laurent.

In addition, the following organizations rented facilities at the church:

- Salaberry Parent's Club (Daycare facility)
- Steps to Sobriety
- Laurentide Lodge
- Mincavi

### Major Congregational Events held at by the St. Andrew's-Norwood Congregation

Over the years, the congregation established a number of regular activities including bake sales and bazaars, as well as summer camps and other regular events such as pancake breakfasts and the Men's Crêpe Suppers. Although small at the time of closure, the Sunday School program in the past had held events such as regular spring flower planting sessions and Christmas pageants. The congregation had a small but active choir with the guidance of a music director and the restoration of the organ greatly added to the musical aspect of the services. There were also regular summer picnics at the Cartierville Canoe Club that allowed for family fun.

### Mission Prior to Merger

*In response to the call of God in Jesus Christ, with the help of the Holy Spirit, our mission at St. Andrew's-Norwood United Church, as a welcoming and caring Christian worshipping and outreach community presence in St. Laurent, is to support and nurture opportunities for worship, outreach mission and pastoral care to help strengthen our Christian commitment and witness to the love and work of Jesus Christ.*

St. Andrew's-Norwood United underwent many changes in the last quarter of the 21<sup>st</sup> century, including the merger of the congregations of St. Andrew's and Norwood, the demographic changes in Saint Laurent and the aging of the core of the congregation. This era could be characterized by numerous efforts for outreach into the community which were met with some success, as in the case of COCLA, but an ongoing challenge to achieve a sustainable and stable base. Although not clearly documented, there was a noticeable ebb and flow in the attendance outside the core membership. However, this variation in membership had no visible impact on contributions, in the participation within committees or at the board level. Pastoral care for the elderly was a priority as part of the pastoral service but all members were supported in times of need, as witnessed in the continuous support through the struggle of one family with the leukemia treatment and eventual recovery of a young daughter, as well as the long-standing support for the Vega family.

After leaving the church building in Saint Laurent, the congregation remained independent for approximately a year and then joined MRUC. Some of the perceived benefits of the merger were the possibility of joining a congregation with an active Sunday School and a relatively younger congregation that was able to fill committees with a variety of different participants. Anecdotal feedback at the time of the writing of this report is positive, and some members who had ceased to be active during the more difficult times are being called back to service.

## **Summary**

As the demographics indicate, post-amalgamation there has been a substantial increase in the older segment of the congregation; this was also coupled with an influx of younger families. The congregation derives energy from the presence and participation of the children and youth in its life and continued growth is anticipated with great optimism.

Also as a result of the amalgamation, there has been noted a great need and potential for reaching out to the St. Laurent community, including COCLA.

Appendix 1: Table of members and adherents for MRUC and SANU

<b>AGE GROUP</b>	<b>MOUNT ROYAL UNITED CHURCH</b>	<b>ST. ANDREW'S- NORWOOD U.C.</b>	<b>T O T A L</b>
Under 20	41	7	48
20-30	33	4	37
31-40	26	6	32
41-50	29	4	33
51-60	47	5	52
61-70	34	3	37
71-80	35	8	43
81-90	42	26	68
91-100	13	4	17
<b>T O T A L</b>	<b>300</b>	<b>67</b>	<b>367</b>

## PROFILE THREE

### Resources

This discussion is presented in three sections.

Section 1 discloses selected financial data and statistics relating to Church operations and Endowment and Memorial Fund activities. A commentary is provided. Section 2 addresses buildings, infrastructure and support, and Section 3 concerns staffing.

#### Commentary

Mount Royal United Church operates at or near break even, after inclusion of an annual Trustees' Block Grant, as needed, and the support of a variety of fund-raising initiatives and internal grants. The Fund-raising initiatives and internal grants, which are described fully in the 2006 Annual Report (in the audited financial report), include MSO Concert series, UCW and other Congregational events. A portion of MRUC's fundraising initiatives are directed to support outreach work and community services.

Trustees' grants are made available for special projects and major expenses such as repairs, equipment purchases and renovations or upgrades.

Financial control and management are exercised through the interaction of three main activities.

- *Council (including Advisory Committees).* Meets 8 to 10 times per year. Provides planning, discussion and budget proposal and review of all core Church areas including Christian Education, UCW, Building and Grounds, Ministry and Personnel, and Pastoral Care.
- *Board of Trustees.* Meets 2 – 4 times per year. Manages MRUC's Endowment and Memorial Fund, and reviews investment strategy, budgets and requests for funding, capital projects, major expenses and governance.
- *MRUC's Treasurer.* Serves as the Church's comptroller and internal financial administrator, and together with MRUC's Financial Secretary, supports internal control, banking, authorizations and information gathering, and accounting.

MRUC produces monthly financial statements internally, and annual audited financial statements together with commentary and certification. The audited statements are prepared by external auditors, Lutfy Lawand and Associates, a local CA firm.

The practice of MRUC's Board of Trustees is to provide 'top-up' funding to Church finances in the spirit of supporting MRUC's mission and maintaining capital assets, while avoiding, in as much as possible, the incursion of invested capital. Projected and actual Fund revenue is used as the financial guideline for these decisions and is the principal source of funding grants.

MRUC develops a detailed budget of annual revenues and expenditures, and involves the various committees on Council (e.g. Buildings and Grounds, Music, etc.) in order to determine its annual capital and repair requirements. However, due to the nature of the Income generated by the Church, accurate forecasting for periods exceeding one year is not possible.

MRUC's financial situation is expected to remain relatively stable over the next 5 years. However, if no effort is made at congregational growth and development, active membership and Income will most likely decline.

The recent amalgamation has increased membership as well as financial reserves. In the nearer term, this will cushion the effects of aging and attrition through members' death and movement out of Montreal (a frequent scenario for both senior members and families with working adults). However, it is hoped that additional staffing now will strengthen both the connections we maintain with our overall members (including seniors), and our congregation's attractiveness to families with children and youth.

Accordingly, long term, we see expansion of ministry support as a move to strengthen our congregational base and mitigate the erosion of our resources.

## **2. BUILDING, ADMINISTRATIVE INFRASTRUCTURE AND SUPPORT**

The MRUC building complex comprises the Sanctuary, administrative offices, records and library areas, meeting rooms and two multi-purpose halls supported by two kitchens. Other facilities belonging to MRUC but used by tenants include two large multi-purpose areas housing a daycare and a pre-school, cloakrooms and a basement area recreation room. The building complex is protected by an alarm system and conforms to the Québec government's regulations specific to daycare and pre-school facilities.

MRUC also owns and maintains a manse, a three-bedroom family home situated in the community approximately one kilometre from the Church building complex.

Administrative and ministerial staff are supported by an up-to-date telephone system, three networked computers, photocopying and other office equipment. MRUC's staff, congregation and visitors benefit from an attractive and informative website designed to give visibility and promote Church mission, events and activities.

The MRUC building complex is conveniently located near bus and train routes and close to municipal and street parking.

## **3. STAFFING**

MRUC employs 10 people as shown below, and benefits from volunteers, some of whom effectively act as unpaid part-time personnel. The Minister, Organist, Financial and Church Secretaries and Janitor have over 5 years service in their respective roles, while the Treasurer is a dedicated volunteer:

- Minister : full time
- Organist : part time (3 hr / wk)
- Financial secretary/administrator : part time (4 days / wk)
- Church secretary : part time (3 days / wk)
- Treasurer: dedicated professional volunteer
- Janitor : full time
- Sexton : part time (4 hrs / wk)
- Soloists (4) : part time (3 hr /wk)

While MRUC's staff are dedicated resources to the Church, tenants receive housekeeping services from MRUC's janitor, in accordance with the terms of their respective leases.

In addition to the staff above, MRUC relies on the generosity, energy and enthusiasm of numerous volunteers not shown above, to chair and participate in committees, undertake special initiatives and perform specialized services such as investment advisory and record-keeping. Volunteerism is an essential component of MRUC's capacity to support its activities and further its mission internally and to the external community at large.

## PROFILE FOUR

### Positions, Expectations, Requirements, Skills

The need for additional ministry coverage at MRUC has become increasingly evident over the past years. This need is even more urgent with the recent amalgamation of St. Andrew's Norwood United Church. There are two primary functions that need to be fulfilled as part of the increased needs of the congregation: Pastoral Care and Children and Youth Ministry.

The basic characteristics of the increased staffing requirements are as follows:

- Part time team ministry (approximately 20 hours a week)
- Augments the work of the other minister(s)
- Performed with accountability and spirit of collegiality between ministry staff
- The position would involve a weekly time (one to two hours a week) of consultation between the two ministers

The tasks and skills required to perform the two functions are described below. Although the ideal situation would be to find one individual to carry out both functions, the positions are described separately to address the possibility that two individuals would be required to best fulfil the two functions. MRUC is open to any ordained, diaconal, lay or professional candidate. Lay candidates for the position must be approved by the Conference Interview Board.

He position involves attendance at Presbytery and serving on a Presbytery committee and attending the Annual Conference

#### **Pastoral Care Responsibilities**

Approximately 10 hours per week

- To provide ministry for seniors who are at home, or in residences, nursing homes or hospitals. This is a predominant need in both the former MRUC and St. Andrew's-Norwood congregations.
- To visit hospitals, newcomers, families in crisis or other ministry needs in coordination with the full-time minister.
- To provide a link between pastoral care and the Sunday Morning Worship and Community experience. The pastoral care giver should be seen at MRUC in worship and the fellowship time, and perhaps take some part of regular worship.
- As required and within the allotted time, to lead in residential worship program in coordination with the full-time. An example would be the Protestant Worship at the Vigi Mont-Royal Villa , which is a 2 hour service held once a month.

Pastoral Care Ministry needs to be developed with a view to the whole congregation. Care must be taken to avoid subdividing the congregation into separate unrelated segments. The time frame for this part of ministry needs to be increased by about 1 day per week.

## **Pastoral Care Skills Profile**

The skill set should include the basics of pastoral care, including:

- Listening (active, prayerful, respectful, reflective)
- Confidentiality
- Ability/wisdom to refer
- Incorporation of faith perspective,

As well as the ability to address practical considerations:

- Some insight and training (or openness to training) into specific pastoral situations (e.g. depression, suicide, domestic violence...)
- The ability to share pastoral care of groups and individuals with other appropriate ministry and lay workers
- The ability to support, encourage and broaden the work of the MRUC pastoral care committee
- Theologically openness to the variety of positions found in the MRUC community
- Sensitivity to the wide-ranging backgrounds of the multi-generational congregation: ethnicity (multicultural), theology (from conservative to liberal, ecumenical and interfaith issues), and history (from long-term to new and transient attendees)
- Willingness to expand the pastoral care from those already known to those on the margins of the congregation and community

## **Children and Youth Ministry Responsibilities**

Approximately 10 hours per week

- To organize and administer the Sunday School Program. The program is currently administered on a volunteer basis and those individuals would continue to participate in support of this role.
- To teach selected Sunday School classes. This may include support during unexpected absences or regular classes, depending on the organizational development of the Sunday School Program.
- To prepare a structured, informative, and safe program to persons up to 18 or 20 years of age.
- To identify specific activities that would engage children during summer months. This is not in the form of a summer camp, but as ad hoc activities that would appeal to a wide age range during the summer months when attendance may be reduced or sporadic.

The Christian Education and Fellowship needs of MRUC stand, with worship, at the core of the congregational life. A tremendous value is placed in the presence of children and youth in the congregation (both in worship and fellowship as well as in programming). Also, a tremendous amount of energy and impetus comes from that segment of the congregation for the overall congregation. We are at a time when our volunteers need support, resources and encouragement from a paid-accountable minister addressing this area. Because the worship leader cannot be in the Sunday school area as well, we really must have a second set of hands at the back. We also need a person who can both support our volunteers in this area, and directly engage children/youth, especially those in the 12-18 year of age range.

## **Children and Youth Ministry Skills Profile**

MRUC is open to any ordained, diaconal, lay or professional candidate.

The skill set should include:

- A person who has appropriate background and experience with children and youth
- An interest in and ability to resource Children and Youth Programming
- Organizational/administrative skills to co-ordinate our Sunday School Program
- An ability to engage in faith based conversation
- Demonstrable faith and spirituality
- An ability to support the Sunday School teachers both during Sunday School and as part of the preparation for courses.
- An ability to connect with youth and to relate to their needs and desires
- Experience with the spiritual education needs of youths and the particular challenges associated with providing a safe and engaging environment in which to address those needs (age 12-18)
- An understanding of the United Church of Canada, its historical and theological ethos
- A sensitivity to the diverse theological positions found at MRUC among its members of all ages
- An openness to a variety of questions and lifestyles
- A working knowledge of French

## **Terms Profile**

The terms offered are consistent with the standards as described in the United Church handbook and commensurate with the experience of the candidate.