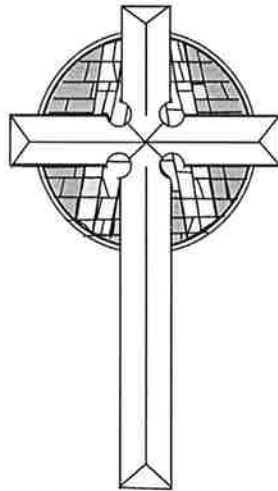




**The United Church of Canada  
Montreal and Ottawa Conference  
Ottawa Presbytery**

**Emmanuel Pastoral Charge**



**Joint Needs Assessment Report**  
**16 Aug 2016**

## Profiles

Profile 1: Demographic, Financial and Community

Profile 2: Living Ministry Profile

Profile 3: Position Description(s)

Profile 4: Skills, Knowledge and Experience

Profile 5: What We Can Offer

Profile 6: Pastoral Charge – Telling Our Story

**Prepared by the JNAC consisting of**

Graham Campbell, Malcolm Collins, Carmen Contreras, Michael Harris, Valerie Lines, Jeannie Page, Wendy McCracken, Chikwa Zahinda

With support from Ottawa Presbytery representatives Beth Sweetnam and David Stafford.

**PROFILE 1: DEMOGRAPHIC, FINANCIAL AND COMMUNITY**

**Purpose:** To provide information about the Mission Unit/Pastoral Charge to prospective applicants.

**PART A: ABOUT OUR PEOPLE:**

(Multi-point Pastoral Charges: please complete a profile for each congregation/mission unit)

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

**Congregation:** Emmanuel United Church      450 (2015 AR)      170  
*(Name of Congregation)*      *(No. on roll)*      *(Average Sunday attendance)*

**We think of ourselves mainly as:** Rural Remote Small town Suburban  
Urban Inner City Other \_\_\_\_\_

**Most of us live (check only one):**  in an apartment       in single-family homes  
 in retirement homes       in long-term care homes       on working farms  
 on rural retirement properties       in low income or rent-to-income housing

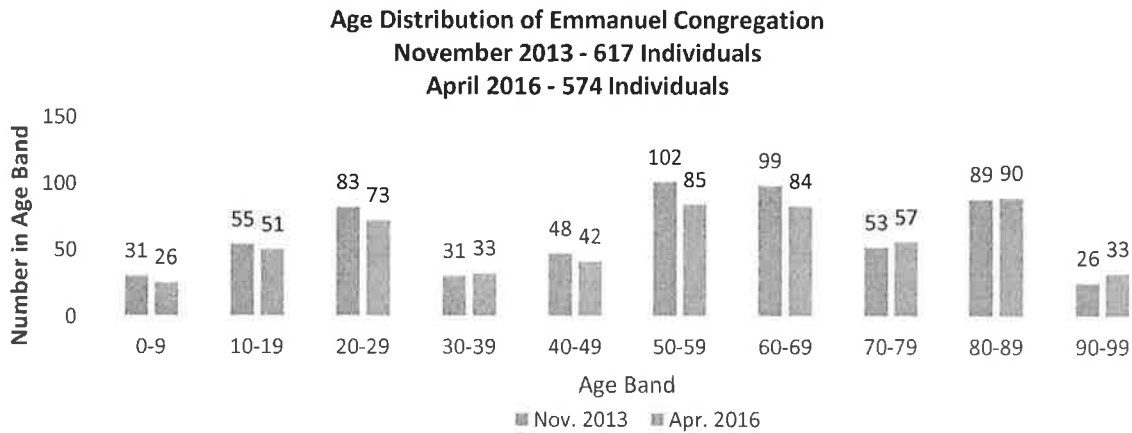
**The rest of us live (check all that apply):**  in apartments       in single-family homes  
 in retirement homes       in long-term care homes       on working farms  
 on rural retirement properties       in low income or rent-to-income housing

\*\*\*\*\*

## PART B: ABOUT OUR PASTORAL CHARGE:

### Our congregation includes: (approximate numbers in each group)

The age distributions below were compiled from the people listed in Emmanuel's telephone directory in 2013 and in March 2016. The March 2016 compilation was led by Ed Borza, working with Ellen Brohman, Carmen Contreras, Ron Squires, and Joyce White.



The Emmanuel family is currently composed of around 570 people (members and adherents), 450 of whom are members. Sunday service attendance is estimated between 140 and 180 with an average of 170.

Emmanuel does not collect age distribution information specific to Sunday service attendance. However, based on information collected in 2016 shown above, approximately sixty percent of the Emmanuel family is comprised of members and adherents who are 50 years old and over. The remaining includes infants, children and teens up to age 19 (approximately 13%), young adults aged between 20 and 30 years (approximately 13%) and adults aged between 30 and 50 (approximately 13%).

### Most of us: (choose one)

- Grew up in this area                       Moved to this area for work  
 Moved here to be close to family        Moved here for other reasons

**Note:** None of the above apply to 'most' of Emmanuel. The Emmanuel congregation is made up of people who have lived in the Elmvale Acres community for many years as well as people who have recently moved here, people who live in retirement homes in this community, or in residential areas located across the City of Ottawa.

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

- Health or social services        Education                        Manufacturing  
  Transportation                        Agriculture and food production  
  Retail                                        Environment                        Mining/Forestry  
  Information                                Technology                        Government                        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 one 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: \_\_\_\_\_

**The Geographic Community Neighbouring Emmanuel United Church**

Emmanuel United church is located in a community within the City of Ottawa called the Elmvale-Eastway-Riverview-Riverview Park West<sup>1</sup>. The geographic definition of this area states that Elmvale-Eastway-Riverview-Riverview Park West is bounded by Coronation and Industrial Avenues to the north, Walkley Road to the southeast and Smyth Road to the southwest, St. Laurent Boulevard and Russell Road to the east, and Alta Vista Drive and Dorval Avenue to the western borders.

The following population statistics describe the characteristics of people living in this area listed online at neighbourhoodstudy.ca. <sup>(1)</sup>

The population is 18,715, 48% male and 52% female. 18% are under 19 years of age. 33% are between 20 and 40, 26% are between 40 and 60, and 23% are 60 and over.

- 62% of residents have some post-secondary education.
- There is approximately 5.6% unemployment.
- The main areas of employment are public service, health and social services, professional, scientific and technical.
- 56.6% have English as a mother tongue, 15.8% have French as a mother tongue, and 24.5% have a mother tongue of neither French nor English.
- 27.5% of our residents are immigrants. 62.7% identify as Christian, 31.1% are visible minorities. The average before tax income is \$33,000, 18.2% are low income.

This residential area is now made up of the original single-family homes throughout the central parts of the area plus apartments and low-income housing developments located around the residential area. In the immediate vicinity of the Church, the Russell Heights Community is home to lower income families.

This area within the City of Ottawa offers a complete suite of services, amenities, hospitals, shopping centres, banks, recreation centres and churches. There is public transportation (buses), including at the door of the church, with access to downtown. There are also allotment gardens nearby. Many people are able to remain in the community after leaving their homes to take up residence in the several retirement homes in the area. The Ottawa Hospital-General Campus and the Children's Hospital of Eastern Ontario are just up the street from Emmanuel.

Faith groups have worked together to support local foodbanks and social agencies.

As noted in the population statistics above, residents include long established families and second-generation occupants in single and semi-detached homes and newcomers to Canada living in apartments and social housing.

<sup>1</sup> The source of detailed community information is <http://neighbourhoodstudy.ca/elmvale-eastway-riverview-riverview-park-west/>

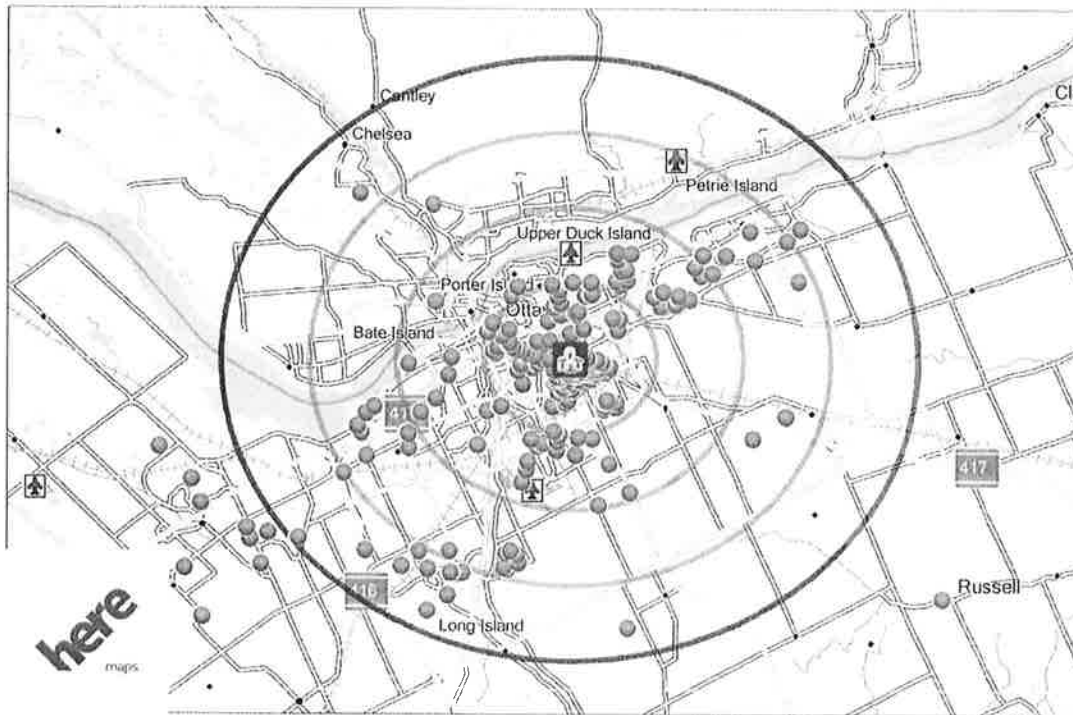
## People Attend Emmanuel from Across the City of Ottawa

The residences of people attending Emmanuel are located across the City of Ottawa and Gatineau, Quebec, as illustrated in the map below.

Of the 348 households displayed on the map, roughly two thirds live within 5 km of the Church and 10% live beyond 15 km.

- Within 5km 226 residences 66%
- 5km - 10km 57 residences 16%
- 10km - 15km 31 residences 9%
- 15km - 20km 17 residences 5%
- 20km + 17 residences 5%

There are several reasons for the mix of members from the neighbourhood of the Church and from residential areas across the city. Many families continue to attend Emmanuel after moving out of the neighbourhood to other areas of the city. Some of our members came to Emmanuel following two amalgamations; the first with Eastbrook United Church in 1999, and a second with Wesley United Church in 2013. Also, our reputation has attracted many others from residential areas across the city.



City Navigator North America NT 2017.1  
 Use of the Map Data is subject to certain restrictions and/or requirements imposed by third party  
 suppliers and/or governmental or regulatory authorities. For more information, see the  
 http://www.here.com/legal/privacy-policy.html. © 2015 HERE. All rights reserved.  
 © Garmin Ltd. or its subsidiaries 2016

EUC Regional Family Distribution

GARMIN

Map showing the location of homes for those involved in Emmanuel  
 updated by Pierre Peron, dated April 24 2016.

**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 (1959)  
 between 1965 and 2000     after 2000
- Emmanuel United Church was established as a community Church in 1959.

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

The Affirming Task Group is engaging the congregation in discussions to increase learning about LGBTQ2 concerns.

**We have a marriage policy allowing same-sex marriages.**     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 continue 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.

**Describe the ministry in our congregation at this time.**

- Emmanuel’s ministry is led by an Ordained Minister (full time) and a Designated Lay Minister (three quarter time). We have one weekly worship service at 10:00 AM. Sunday School and Nursery programs are available for children.
- Ministry at Emmanuel includes an active program of pastoral care, faith enrichment through study and discussion, and regular worship services in neighbouring seniors’ residences including communion.
- Music is a key component of worship at Emmanuel, led during Sunday services by the Senior Choir, and occasionally by the children’s choir, and the Emmanubells bell choir. A contemporary music youth group and an adult singing group provide special music for worship services and Church events.
- Personal prayer support is offered monthly by members of the congregation following worship services.
- A prayer request box is available to identify prayer needs. The Prayer Group offers prayers corresponding to the needs.

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

- Newcomers receive a warm welcome from the Greeter when they enter the Church on Sunday morning.
- The Emmanuel Welcome Host is identified during the service so that newcomers know who to contact for information about Emmanuel and our activities. The Welcome Host is equipped with a binder of information on the Church, our worship services and Sunday School, and our activities and programs.
- Newcomers are invited to join us for Coffee and Conversation following the service. They are invited to use an orange mug so that they can be identified readily and welcomed over a coffee.
- Newcomers are given the monthly packet, a booklet which lists and describes all of the events happening during the month.
- Emmanuel's Keeping in Touch (KIT) Committee follows up with newcomers with a phone call during the week. A Newcomers Lunch is held once a year.

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

We are a welcoming, vibrant and caring community. We provide meaningful worship services with a strong music program, progressive theology and thoughtful leadership. We also offer a range of social, spiritual and physical programs for different ages and interests. We have strong lay involvement and leadership, and we provide meaningful opportunities for local and global outreach. We have a long history of pilgrimages, which build community as well as supporting spiritual development.

### **What are our strengths?**

We have a strong, well organized team approach to all aspects of our congregational life, which includes both paid staff and lay people. We also have programs that keep youth engaged in the life of Emmanuel, including regular youth leadership and participation in worship and music. We have a variety of programs, including activities for seniors and a strong Pastoral Care Team. We have two well established Global Partners guided by Covenant Agreements, in El Salvador and in Zambia.

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

Members have expressed interest in:

- a) Developing more programs to engage families with young children.
- b) Understanding what being truly welcoming means and continuing to explore the process of becoming affirming.
- c) Increasing our outreach locally and nationally.
- d) Exploring a variety of worship formats, including drama, poetry and dance.

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

To continue to be a strong, vibrant, and welcoming congregation, with an active ministry to young families, children and youth, as well as seniors, offering many opportunities for fellowship and spiritual development for people of all ages.

To participate in meaningful outreach locally, nationally and globally.



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

- Worship
- Pastoral care
- Christian Development

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

Keeping our congregation engaged as we go through a time of transition; ensuring we have the financial and volunteer resources to continue our current programs; and being able to provide the pastoral care that is needed by members of our congregation.

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

The biggest concern is an aging membership, which may result in reduced financial support, fewer people to take on leadership roles, and a greater need for pastoral care.

There is also a sense of increasing secularism in society with sports and other activities that compete with Sunday morning worship, making it difficult to attract and retain new members.

Restructuring and declining capacity at the national level of the United Church may also reduce external supports.

## **PART C: ABOUT OUR COMMUNITY**

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

Emmanuel United Church is located in a safe and very diverse community.

Residents in this part of the City have handy access to the services they need within this area. There are several schools, excellent health care facilities, shopping centres, restaurants and recreational facilities all within the immediate vicinity of the Church.

Our seniors appreciate the availability of first-class retirement residences and rest homes within the community. They can continue to live within the community after leaving their single-family homes.

The proximity to Emmanuel of several nearby Churches representing many denominations creates possibilities for working together with other faiths. Examples are Emmanuel's participation in the Mennonite Multi-Faith Housing program and joint services with other local churches at Easter and during the summer.

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

1. Because we are suburban, there is no central gathering place that you could call the heart of the community. Some of the malls where people used to meet and chat at coffee shops have been converted to big box stores.
2. There is not enough mixing between the established families who have lived here for many years and the immigrants who may not speak English or French.
3. There are not enough employment opportunities for youth and newcomers.

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

**Jeancloutier.com** Mr. Cloutier is the City Councillor for the Alta Vista ward, which includes Emmanuel.

**www.seochc.on.ca** Emmanuel is in the catchment area of the South-East Ottawa Community Health Centre, which offers Community, Health and Social Services to local residents. They began as an inter-faith project back in the 1980's to support isolated seniors and provide volunteer drivers to take seniors to medical appointments, and have since grown to be a multi-site, multi-funded agency which is mandated to serve people with barriers to access health and social services.

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

- **Rideau Park United Church, Riverside United Church, Hawthorne United Church and Bethany United Church:** We have joint services from time to time and support each other's programs and events.
- **Ottawa Mennonite Church:** We have a joint service, Walk with the Cross, and massed choir every Good Friday, alternating venues between Emmanuel and OMC.
- **St. Aidan's Anglican Church:** During our renovations we shared space in this church for several months.
- **Other Faith communities:** Congregation Machzikei Hadas, Pleasant Park Baptist Church, Alta Vista Baptist Church, Ste Genevieve Roman Catholic Church, Imam Ali Masjid Mosque, Resurrection of our Lord Roman Catholic Church, Mount Calvary Lutheran

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

- Heron Emergency Food Cupboard (annual contribution)
- Rideau Rockcliffe Community Resource Centre (annual contribution and school supply donations)
- Russell Heights Community House (annual contributions, food and school supply donations)
- Habitat for Humanity (supplying food and volunteers for local builds)
- South-East Ottawa Community Health Centre (volunteers provide drives to Seniors)
- Multi-faith Housing Initiative (membership, annual donation, volunteer support and additional donations to current building campaign)
- Centre 507 (annual contribution)
- Ottawa Mennonite Refugee Association (annual contribution and monthly sale of grocery cards)
- Ottawa Mission: youth help prepare food one Sunday a month.
- We provide Christmas hampers to a number of families who are marginalized.

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

We are across the street from Hillcrest High School, close to École Franco Cité and Vincent Massey Public School. In years past, we hosted an after-school program (homework club) for the younger students, and helped with mock interviews for the high school students. There could be an opportunity to resume outreach to children and youth at these schools.

We are very close to the Perley and Rideau Veterans' Health Centre, Alta Vista Manor (retirement residence) and Oak Park Retirement Home. There are residents from our congregation in all three places and we provide worship and pastoral care at these facilities. There could be an opportunity for additional engagement.

Russell Heights is a neighbourhood with low income families and newcomers to Ottawa. It has a Community House staffed by a City of Ottawa coordinator, which offers programs for local residents. We support the house with food, school supplies and an annual contribution, but could get involved there more.

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

Emmanuel United Church is involved in occasional shared ministry with other local churches. We could explore how to expand our engagement with other churches.

**Emmanuel Pastoral Charge is located in the Ottawa Presbytery and the Ottawa and Montreal Conference. Information about each is listed below.**

### **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 flavour of ministry for those who offer leadership here.

For further information visit the Conference 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. 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 the Ottawa Presbytery website: <http://www.uccanottawa.org/>

## PART D: ABOUT OUR ASSETS

### Leadership and Governance at Emmanuel

The governance and leadership of the congregation are among Emmanuel's major strengths.

The congregation and its lay leaders work in close partnership with the ministry team, supporting a wide range of activities oriented to Christian development, community and social activities, and outreach with international partners. Ministry personnel will find that they have a vibrant governance structure to fit into, and will not be expected to assume the main lead in launching initiatives and decision-making.

The structure of the Finance, Property and Grounds, Trustees and Ministry and Personnel Committees ensures that the infrastructure related work of the church runs efficiently, allowing committees and our broad volunteer base to more easily carry out spiritual, educational, program, service and outreach activities.

Emmanuel has a "deep bench". We have a strong tradition of lay leadership dating back to the founding of the congregation in 1959.

**Governance structure:**     Official Board     Council     Church Board  
 Other    If "other", please describe:

- The Executive Committee of Council is made up of the Chair and Secretary of Council, the past Chair and Incoming Chair of Council, and the Chairs of most of the standing committees.
- There are 13 standing committees or teams who enable the congregation to carry out its mission effectively. Each is responsible for an aspect of Church life and operations.
  - Board of Trustees
  - Christian Development
  - Communications
  - Finance
  - Global Partners
  - Health
  - Keeping in Touch
  - Ministry and Personnel
  - Pastoral Care Team
  - Property and Grounds
  - Recruitment
  - Social Action
  - Worship
- The Agenda Planning Committee plans the agenda of each Council and Executive meeting and is made up of the Chair of Council, Secretary of Council, the past Chair and the incoming Chair of Council and the Minister of Worship and Pastoral Care.
- In addition to the Standing Committees, there are other working groups and two ad hoc committees working on short-term issues. One of the current Ad Hoc Committees is an Affirming Task Group.

## **Lay Leadership at Emmanuel**

Lay leadership in all aspects of the life and work of the Church is a strong feature of Emmanuel.

Of the total congregational membership of 570 members and adherents, lay leadership is provided by roughly 150 active volunteers. The congregation is blessed by leadership of extremely capable and experienced members who have always been willing to step forward to offer their talents to lead or assist in the many activities that take place at Emmanuel.

There are several examples of the recent achievements of Emmanuel's lay leadership.

A major revitalization of the Christian Education Building and the arrangements for funding the project were managed by a collaborative group of volunteer committees reporting to the congregation through Council and decisions made at frequent congregational meetings. Construction took place over two years from 2009 to 2011. A construction budget of \$3.2 million was raised through bequests, loans, pledges and fundraising. The original debt of \$1.4 million has been reduced to \$410,000 as of March 2016 through a process of vigorous debt management and dedicated financial commitment by members of the congregation. The debt is expected to be eliminated well ahead of the planned target date of 2020.

The congregation has also worked with two other congregations resulting in amalgamations in 1999 and 2013. In both cases, congregations from nearby communities chose to amalgamate with the Emmanuel congregation. These amalgamations provided a new Church home for the two congregations and strengthened Emmanuel as well. As a result of these amalgamations, the congregation has maintained a steady level of membership over the past 20 years.

An additional benefit from the amalgamations was the financial contribution brought to Emmanuel by the new members arising from the sale of their church property. The ways to use these funds was carefully considered by the combined congregation through consultation of the membership. In 2013, this consultation was led by the Proceeds Allocation Committee made up of members of both congregations. The funds have been allocated to carry out all aspects of the mission of the congregation.

Following the amalgamation in 2013, the new congregation developed a new Vision Statement and Mission for the church.

Emmanuel members are actively involved in the work of the Ottawa Presbytery. At present, the Chair of Ottawa Presbytery and the Chair of the Scrivens Fund are held by Emmanuel members.

**How many people are on your Governing Body?** 46, including two ministry personnel

**How many are typically present at a meeting of your Governing Body?** 25 - 30

### **Our Church Building(s):**

- Emmanuel has one building with two distinct parts.
- The Sanctuary was opened in 1984, designed in a hexagonal shape with seating capacity of 300. The Sanctuary includes an adjoining Lounge with a kitchenette.
- The Christian Education Building is connected directly to the Sanctuary. It was opened in 1962 as the original home of the Congregation. It is a two storey building which was used as both a sanctuary and meeting facility until the sanctuary was constructed.

- The Christian Education Building was completely revitalized in 2009 – 2011. It was re-opened on Thanksgiving Sunday, October 2011

or  **We don't have a church building** (if you check this box, please comment briefly on where you worship and what other spaces you use for your ministry)

**Our Sanctuary holds 300 people in the Sanctuary and adjoining Lounge.**

**Are there meeting rooms?**  Yes  No

**What are they used for?**

- Most of Emmanuel's meeting rooms are within the Christian Education Building that adjoins the Sanctuary and also the Lounge adjacent to the sanctuary.
- The rooms are used for: meetings of Church committees, Church gatherings such as dinners and presentations, Sunday School, meetings of community groups, and worship services and activities by a Salvadoran community.

**Is there a Kitchen?**

A new larger kitchen was created as part of the revitalization of the Christian Education Building in 2009 – 2011. The kitchen has two ranges and ovens, a large refrigerator and freezer, a dishwasher, large counter space and storage space.

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

The lower level of the Christian Education Building has bright and airy multi-purpose rooms with above ground windows for Sunday School, the Choir Room, and meeting rooms.

**Is there a nursery?**  Yes  No

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

**Are there Sunday School rooms?**  Yes  No

**How many?** 5 **Are they also multipurpose use?**  Yes  No

**Are there community rooms, church hall or activity rooms? (i.e. quilting, gym, etc.)**

Yes  No

The largest room available for use by the community holds 100 people seated for dinner at tables.

**Brief descriptions:**

Emmanuel's meeting rooms consist of:

- A lounge separated by folding doors from the Sanctuary with meeting space for up to 30 people and an adjoining kitchenette.
- Rooms in the Christian Education Building on the upper level, include:

- The Christian Education Hall (CE Hall), with meeting space for up to 100 people seated for dinner at tables.
- The Church Library, seating 15 people
- A meeting room across from the kitchen which seats 15 people.
- Rooms on the lower level include
  - Large Sunday School room, seating 70 people on rows of chairs.
  - One large room, usually subdivided by a folding door into a Nursery and a Sunday School Room
  - One Choir room also used by the Quilting Group
  - One meeting room, seating 15 people

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

If yes, do you expect it to be occupied by the minister?  Yes  No

If yes, briefly describe the general condition of the manse?

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

- The offices for the ministerial staff are centrally located on the upper floor of the Christian Education Building.
- A third office on the upper floor is used by other staff or our summer students.

**Describe it:**

- The offices are large, bright, centrally-located spaces. The office doors ensure privacy for confidential conversations and have small windows.

**Is the building used by outside groups?**  Yes  No

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

- The CE Hall on the upper floor of the Christian Education Building is used by outside groups, such as the Ottawa Model Railroad Association (monthly) and other one-time renters.
- Meeting rooms are available for rental and are now used by outside groups such as the Alzheimers Society, and Al Anon.
- The Kiwanis Music Festival rents the Sanctuary for their annual competition.

**Is there audio visual capacity in**  the Sanctuary  CE Hall

- A portable projector is used in the Sanctuary when needed
- There is a built-in projection system in the CE Hall.

**Is there a photocopier in the church?**  Yes  No

**Is internet provided at the church?**  Yes  No      **If yes, is it**  High Speed  Dial up

**Is the church accessible per United Church Accessibility Guidelines?**  Yes  No  
[http://www.united-church.ca/sites/default/files/handbook\\_accessibility.pdf](http://www.united-church.ca/sites/default/files/handbook_accessibility.pdf)

**Are all areas of your building accessible?**  Yes  No



If yes, how:  wheelchair ramps       elevator/lift       power-assisted doors  
 accessible washrooms       braille signage       hearing-assist system  
 large-print worship materials       increased lighting  
 other:

An Automated External Defibrillator (AED) is available in the Narthex of the Sanctuary. The Health Committee organizes training on the use of the AED annually. The goal is to have at least one member of each standing committee trained in its use.

If no, please list areas in the building which are not accessible:

If available, estimate of the cost to meet accessibility needs: Not Applicable

### Support Staff:

Is there support for administrative tasks (e.g. bulletin, scheduling, and reception)?

Yes       No

If yes, how many hours per week? The office administrator works 30 hours per week.

If yes, is this  paid  volunteer?

Is there support for caretaking tasks?  Yes  No

If yes, how many hours per week? The caretaker works 10 hours per week. (2 hours per day, five days a week)

If yes, is this  paid  volunteer?

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

- The Leader of Music Ministry is responsible for Emmanuel's overall music program for worship and special events, in consultation with the Ministerial staff and the Worship Committee.
- Worship services usually include an Anthem, several hymns, and a Postlude. Music leadership may be provided by any of our musical groups and includes contemporary and traditional music.

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

- The Leader of Music Ministry (LMM) and Anthem Accompanist

If yes, how many hours per week? If yes, is this  paid  volunteer

Leader of Music Ministry – 10 hours/week

Anthem Accompanist – 4 hours/week

Do you have a choir?  Yes  No If more than one, how many? 5

- Emmanuel's five choirs and music groups include the Senior Choir, the Junior Choir, Emmanubells, a Youth Music Group (JAM), and Red Wing Blackbird, a contemporary group of adult singers.

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

- Guest preachers, the Voluntary Associate Minister, Licenced Lay Worship Leaders within the congregation.

Number of worship services each Sunday: 1 Time(s) of service: 10:00 AM

Do you have an active Worship Committee?  Yes  No

**Ministry and Personnel Committee:**

How many committee members? 4 How often does the committee meet? Quarterly, and additionally as required.

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

**Pastoral Care:**

Do you have a trained Pastoral Care Team in place?  Yes  No

Are there volunteers who help with the hospital, shut-in & member visits?

Yes  No If yes, how many volunteers?

- Eight trained members, and 9 others who contribute to a variety of activities related to pastoral care.

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

- The Pastoral Care Team functions very well. The ministry team undertakes pastoral care as an integral component of their ministry.
- Consideration is being given to adding a paid Pastoral Care Worker to meet the steadily increasing demand for pastoral care.

**If yes, explain how:**

Providing congregational support through pastoral care is central to the Emmanuel vision. Although Emmanuel's Pastoral Care Team functions very well at present, there is concern that the time and commitment of the team is being severely stretched. This at a time when church congregants are generally getting older, leading to both a shrinking population from which to draw Pastoral Care Team members and a rising demand for Pastoral Care itself.

Recent congregational consultations revealed concerns on this count, leading to the recommendation that funds be allocated to engage a Pastoral Care Worker to augment and support the work of the Pastoral Care Team.

**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

- The Christian Development Minister.

If yes, how many hours per week? 30 If yes, is this  paid  volunteer?

\*\*\*\*\*

## PART E: ABOUT OUR FINANCES

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

- Abundant             Adequate             Not meeting expenses but optimistic  
 We are not meeting expenses. We rely on bequests and reserves to fund operating budget.  
 Other

Emmanuel operates on a balanced budget with roughly equal expenses and revenues. For years incurring deficits, the amounts are on the order of 1% of the total budget.

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

Congregational Givings \_\_\_\_\_ Congregational Fundraising Activities \_\_\_\_\_  
 Rental of building/services \_\_\_\_\_ Bequests, Reserves, Investments \_\_\_\_\_  
 Other (please briefly describe): \_\_\_\_\_

Total revenue in 2015 was \$435,649.

- Envelopes and Loose Collection 89%
- Fundraising Projects 3%
- Take Time to be Wholey 2%
- Parking 2%
- Net Investment Income 2%
- Space Sharing 1%
- Tax Rebates 1%

In 2015, the annual budget for the General Fund was \$376,000 and contributions to the General Fund totalled \$386,627, approximately 103% of the annual budget.

Is there a Finance Committee?     Yes                       No

### **Financial statistics:**

**How many weekly offering envelopes do you issue?** 125  
**How many people are on Pre-Authorized Remittance (PAR)?** 100  
**How many active givers are there?** Approximately 225  
**What is the annual income of the Pastoral Charge?** \$435, 649 (2015 revenue)  
**What amount of money is directed toward the Mission and Service Fund?** \$54,500, included as a line item in the annual budget. Additional funds may also be directed by individual donation.

### **What are your fundraisers?**

In 2015, total proceeds from fundraising activities was \$38,017.

Fundraising activities are divided into three groups.

- For the General Fund (\$13,225 net in 2015) – Parking, concerts, the November Bazaar, a Dinner Theatre, Just Gifts
- Mission Trips and Mission Funds (\$13,561 net in 2015) – Turkey Dinner, Reception, Concerts, Jazz Vespers, Pie Sales and Papusa Sales, and the Christmas Market

- Revitalization (\$11,050 net in 2015) – Simplify Your Celebrations, Quilting, Slide Conversions, Speaker Series, Golf Tournament, Shantymen’s Dinner, Christmas Readings.

**What amount is paid for the minister’s salary?**

In 2015, total salaries, allowances and staff expenses for the Ordained Minister (full time) and the Designated Lay Minister (three quarters time) totalled \$144,917.

**What was the total travel allowance given last year?**     \$ 4,174 (for two ministers)

**How much of money raised goes for building maintenance?**

- The expenses made by the Property and Grounds Committee in 2015 were \$77,013

**Church building maintenance and repair:**

**Who does the repairs?**

- The Property and Grounds Committee is responsible for maintenance, repair, upkeep and cleaning of all Church buildings.
- Maintenance is done when possible by members of the P and G Committee, and is contracted out when needed.
- Cleaning services, lawn care, and snow removal are contracted out.

**Are major repairs required?**                      Yes                      No

**List in priority with estimated costs:**

- The Chair, Property and Grounds, does not identify any major repairs at the present time.

**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

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

The principal sources of revenue are donations by members and adherents, fundraising events, and a small amount for space rentals by outside groups for occasional meetings.

\*\*\*\*\*

## PART F: 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

### 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:

This information may be found on the annual Statistics Forms which are filled in by the pastoral charge or from past copies of the United Church Yearbook (Volume 1).

If copies of the annual United Church Yearbook (Volume 1) are not available in your church office, please contact your Presbytery Office or the Conference Office for this information.

	Line # in UCC Yearbook	Current Year	One Year Ago	Two Years Ago	Three Years Ago	Four Years Ago
Households Under Pastoral Care	Line # 3	348	338	333	313	309
Financially Supporting Households	Line # 6	223	223	273	257	226
Attendance at Sunday Worship	Line # 20	178	191	189	206	185
Regular Givers	Line # 18	230	230	281	264	229
Operation of Pastoral Charge (\$)	Line # 40	510,753	433,524	401,490	406,992	394,188

The Estimated Operational Income and Expenditures for the past year, the current year and for the next three years have been estimated by the Envelope Secretary and approved by the Finance Committee as follows:

The estimates below were calculated in May 2016. Information on the compensation for the Supply Ministers between September 2016 and July 2017 inclusive was not available at that time. Incorporating this information would increase the estimated budget surplus in 2016 and 2017 and reduce the projected deficits in 2018 and 2019.

Year	Income	Expenditure	Difference (+ or -)
2015	\$ 435,649	\$ 435,994	\$ - 345
2016	\$ 422,460	\$ 418,061	\$ 4,399
2017	\$ 417,229	\$ 415,434	\$ 1,794
2018	\$ 425,334	\$ 443,991	\$ - 18,667
2019	\$ 433,596	\$ 449,781	\$ - 16,185

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

In addition to our annual operating budget, Emmanuel has several segregated funds which have been allocated for specific purposes. These include an Amalgamation Fund, a Capital Fund, memorial funds, an Outreach Discretionary Fund and mission funds, among others. The monies in these funds provide support for a wide range of Emmanuel's activities, now and in the future.

**THE UNITED CHURCH OF CANADA  
 SYNODE MONTREAL AND OTTAWA CONFERENCE**



**PROFILE 2: LIVING MINISTRY PROFILE**

**Living Ministry Profile: An Annual Re-Affirmation**

**General questions for the whole congregation at their Annual General Meeting**

*The congregational leadership (minister, council, committees, etc.) should take the opportunity to discuss these questions beforehand. Based on their reflections, ministry personnel and local leadership may then facilitate a wider discussion with the whole congregation at the Annual General Meeting or another convenient time..*

**Referring to the Joint Needs Assessment profile before you, please reflect on the following questions:**

**1. Does the description of our physical community (town, city, region) still adequately reflect who we are? In what ways has our community changed?**

Emmanuel United Church is located on Smyth Road in the Elmvale Acres District of Ottawa, five km south-east of Canada's Parliament buildings. The neighbourhood is considered mainly middle class and consists largely of single family homes built in the 1950s and 1960s but also has pockets of low income housing, such as Russell Heights and the apartments on Russell Road, which are located at the eastern edge of the community.

The area is well served by good elementary and high schools. Hillcrest High is located across the street and Vincent Massey Elementary one block east. The schools have playing fields and community parks; sports facilities and arenas are easily found in the surrounding area. The schools now have ethnically diverse populations and include children of new immigrants.

Several community centres offer a variety of activities for all age groups. A shopping mall is located about 1 km east of the church.

A short distance to the west is the Children's Hospital of Eastern Ontario (CHEO) and the General Campus of the Ottawa Hospital while the Perley and Rideau Veterans' Health Centre, the Oak Park Residence, and the Alta Vista Manor Retirement Residence are within a few blocks.

There are several other Christian churches in the area around Emmanuel - United, Presbyterian, Anglican, Baptist, Lutheran, Mennonite and Catholic – as well as a synagogue and a mosque.

In addition to attracting people from the community in the vicinity of the Church, roughly one third of the congregation attends Emmanuel from their homes in residential communities across the city of Ottawa. More than a third of the congregation lives more than five km from the Church.

## **2. Do our facilities continue to meet the needs of our congregation and wider community?**

Emmanuel's buildings are well-suited and equipped to meet the needs of the congregation and wider community and consist of two distinct linked parts, the Sanctuary and the Christian Education Building.

The Sanctuary was opened in 1984 consisting of a large open worship space and an adjoining Lounge. The seating capacity of the combined Sanctuary and Lounge is 300. The space can be used for both regular worship services, with seating provided by portable linked chairs, and also for events which require open space after the chairs have been removed.

The Sanctuary is a spirit-filled place of worship, with an excellent pipe organ, grand piano and sound system. Our congregation highly values the privilege of having an open, modern and comfortable place of worship.

The Sanctuary is frequently used for events oriented to the community. These include the annual Bazaar in November, dances, and other events. The Sanctuary is rented each spring by the Kiwanis Music Festival for their annual music competition.

The Christian Education Building provides excellent facilities and equipment to meet the needs of the congregation now and into the future. These include rooms for Sunday School classes, a fully-equipped kitchen, meeting spaces, and a Library. The building was fully revitalized in a major project to create an energy efficient, attractive space for the use of the congregation and community. The CE Building was LEED Certified in October 2011.

In addition to the congregation's use of the building, a variety of community groups make use of the meeting rooms and facilities. These include the Alzheimer's Society, Al Anon, and the Ottawa Model Railroad Association.

## **3. How has our congregational demographics changed over the past year?**

Our demographics have not changed significantly over the past year. We continue to have approximately 570 members and adherents, ranging in age from 1 to 90+, with approximately 60% over the age of 50. Average Sunday worship attendance is 140 to 180 people; average Sunday School attendance is approximately 15-20 children and youth.

## **4. In the past 12 months, how has our congregation responded to the outreach needs within our community, both regionally and globally?**

The Emmanuel congregation is actively engaged within the local community. Most of this activity is managed through the Social Action Committee (SAC), the Emmanuel Refugee Support Group (ERSG) and the Global Partners Committee.

Through SAC, the congregation supports the Russell Heights Community House and Rideau-Rockcliffe Community Resource Centre through annual donations and food bank

contributions. We provide an annual contribution to the **Heron Emergency Food Centre** and **Centre 507**, support the **Multifaith Housing Initiative** through an annual membership, an annual donation, volunteer support and additional support and donations to the current building initiative, and support the **Ottawa Mennonite Refugee Association** through the sale of grocery cards and an annual donation.

SAC works hard to bring awareness of social justice issues to the congregation, in particular where they relate to those initiatives undertaken by the broader United Church of Canada. Consistent with its many activities to support understanding and implementation of the UCC's **Seven Pillars of Food Sovereignty**, for example, Emmanuel recently joined **Food Secure Canada** (a pan-Canadian alliance working to advance food security and food sovereignty). Emmanuel has created an active local food ministry, complete with a productive Sunday School garden space, local food coordinators, and a full slate of supportive activities (ie – local food cooking classes; a series of natural gardening workshops; a local food focus whenever and wherever we prepare meals in community – whether canoeing, camping, or in the very busy Emmanuel kitchen).

Emmanuel is actively engaged with **Habitat for Humanity** – supporting both local builds and participating in periodic national and global missions to areas outside Ottawa. During 2015, a small member of dedicated Emmanuel volunteers participated in two local Habitat builds. A team of youth and young adults also assisted in a build taking place in Slidell, Louisiana. This was Emmanuel's 8<sup>th</sup> build with East Tammany Habitat for Humanity. In other years Emmanuel has also taken a turn to provide lunch to volunteers working on Ottawa builds.

Emmanuel's first support and sponsorship of refugees occurred in 1979. Through ERSG, Emmanuel sponsored a refugee woman from the Congo a few years ago and a family from the Congo in 2015 who are all now active members of the church family. Emmanuel has also provided non-financial assistance to an Ottawa family in their successful bid to sponsor family members from Syria. The scope of this activity is broadening, as Emmanuel's administrative expertise is sought and provided to other local community refugee support efforts. ERSG is involved in collaboration with a local community group to raise funds and initiate a joint sponsorship of a second Syrian family.

Once a month, Emmanuel youth serve as volunteers in the kitchen at the **Ottawa Mission**.

Emmanuel has well established relationships with two Global Partners, both of which are formalized by Covenant Agreements. We have been in partnership with Iglesia Bautista Emmanuel (IBE) in San Salvador for almost 30 years. During that time over 100 members of Emmanuel Ottawa have traveled to El Salvador to participate in Mission Learning trips, house builds, vacation Bible schools, as election observers and most recently in 2016 as a participant in a Peace Conference.

Our second partnership, with the Chipembi congregation of the United Church of Zambia, is three and a half years old. A number of people from Emmanuel have traveled there to share in and support their ministry, including a group in March 2016. August 2016 will be the third



summer that young adults from Emmanuel will go to support local youth in leading “Camp Chipembi”, a vacation Bible School for 100 children in the Chipembi area.

In addition, we have occasionally sponsored “reverse pilgrimages”, where leaders from IBE and Chipembi have come to Ottawa to learn about our Ministry here.

**5. In what ways have we assisted our congregational leadership in responding to the mission of the congregation within the community of faith and beyond?**

We try to respect and encourage a healthy work/life balance for our ministerial staff. Our Lay Minister took a three month sabbatical in the fall of 2015 and our Ordained Minister took a three month sabbatical in the spring of 2014. Both ministers take study leave time throughout the year to read and recharge.

Our ministers and a youth music group leader attended a conference in September 2015 at the Montreat Conference center in North Carolina to learn ideas for how Advent and Lenten texts can live through the interplay of music, liturgy, visual art, and preaching. Our budget includes a small amount for continuing education and books. Our minister has attended events held by the Madawaska Institute.

Although no one was available this year, we try to send youth leaders to Princeton Theological Seminary in the spring for a youth leadership course. We also send interested hike leaders to the Lake Placid area for a hike leadership course. Three members from Emmanuel attended a workshop on leading mission trips in 2015; other members have taken the workshop previously.

We support the Camp Awesome program which provides employment and development opportunities for teens.

Members of our Ministry and Personnel Team attend information sessions from the United Church to ensure that we follow best practices for supporting our staff. We have developed a draft health and safety policy and a harassment policy. The Health committee coordinated CPR and AED training in November.

The members of our Pastoral Care Team have all taken a pastoral care course. Our office administrator has also taken a pastoral care course.

Our budget includes a small amount for our Leader of Music Ministry to purchase leadership materials or attend a workshop.

We offer our Treasurer, Bookkeeper and Envelope Secretary a small honorarium in appreciation of the huge amount of volunteer work that they do.

**6. In what ways have we assisted one another within the congregation on our individual spiritual faith journey?**

We assist each other in our spiritual journeys through worship, music, study, community building and outreach.

We value thought provoking sermons which address current issues and concerns, and children's stories given both by ministerial staff and lay leaders. Special worship services during advent and lent provide a chance to step out of everyday life for a few moments to focus on the significance of these seasons and provide support for those struggling with the season.

Lay leadership in many aspects of worship at Emmanuel provides the opportunity for the growth of leaders. We work to include youth participation in many aspects of regular services. Additionally, there is a youth service once or twice a year.

At different times during the year, individuals of all ages are invited to give testimonials on an aspect of their faith journey.

We circulate a prayer request list during Sunday services; these prayer requests are incorporated in the prayers of the people later in the service. We have a prayer box which is checked each week; a prayer team incorporates those prayers in their daily prayer. Once a month there is a prayer corner in the sanctuary after the service.

Music is an important element of our worship; we enjoy singing together and listening to inspirational music from our senior choir, junior choir, handbell choir, youth band and adult singing group. Being part of a choir provides fellowship and community for the members of each of our choirs.

We work to establish and maintain supportive relationships through our many programs. Our keeping in Touch Committee works to actively welcome newcomers and works to keep in contact with congregants, such as by reaching out to university and college students studying away from home.

Our active Pastoral Care Team works with the ministers to provide pastoral care. In addition to regular pastoral visits, team activities include monthly worship services at a community seniors' residence. One of the many things that they do is to deliver prayer shawls created by Emmanuel knitters and lap quilts made by our quilting group. These items provide an ongoing spiritual presence and a warm connection with the Emmanuel community for people who can no longer attend worship.

The lives of both refugees and the people supporting them are enhanced by our Refugee Support program.

We have a children's Sunday School, which aims to help children and youth learn our biblical history and relate it to modern life. Mentors and ministerial staff provide support and study opportunities for our confirmands.

Camp programs such as Camp Awesome, canoe camping, hiking weekends, family camp provide fun and a chance for outdoor worship and personal learning. A food sovereignty education program has given an opportunity for young adults to learn about the issues surrounding food sovereignty and to share their learning with the congregation.

Youth programs such as working at the Ottawa Mission one afternoon a month give youth a chance to experience social responsibility.

We welcome questioning believers. In adult discussion and study groups such as the Thursday morning study group, Teleos and the monthly book club, we discuss ideas and think about our personal beliefs.

The meditation group meets weekly to share in meditation practice.

At Emmanuel, we embrace the practice of pilgrimage as a way of drawing us more deeply into the mystery and meaning of our lives; hoping to see the world with new eyes. Our practice of pilgrimage started over 20 years ago and allows members to grow through participation in study and learning trips and building and service trips. In the last year we have had local nature pilgrimages and service and learning pilgrimages to places such as Haida Gwaii, New Orleans, El Salvador, Cuba, and Zambia. Emmanuel Café events allow those who have gone on pilgrimages to share what they saw and learned.

### **7. Are there new initiatives that have been undertaken -- or need to be undertaken -- to remain faithful to our call within this town/city/region and our world?**

Recent additions to Emmanuel's program offerings include a local food / food sovereignty program supportive of the United Church of Canada's Seven Pillars of Food Sovereignty and local day pilgrimages to explore and celebrate individual spirituality. We are also exploring becoming an Affirming congregation. These activities are linked to and supportive of Emmanuel's vision.

Moving forward, there is a need to better serve, attract and retain young adults and young families. That might mean worship at times other than Sunday mornings, better use of social media and other modern technologies. An essential starting point would be to ask young families what they are looking for from their faith community.

Congregational interest was expressed in the responses to the 2016 JNAC Questionnaire for expanding programs in the following areas:

- Active programming for working parents, couples, men (young and old), young adults. Specific suggestions include an Alpha course or social movie nights;

- Additional programming for seniors (for example social visits to seniors or a seniors' buddy system);
- Additional intergenerational programming;
- Additional faith-based programming (bible studies, increased number of affordable, shorter term pilgrimages);
- Active participation with the local community (for example after school programs, local outreach / youth activities, introduction of a neighbourhood playgroup);
- Work with Canada's aboriginal community and with Habitat for Humanity in Canada.

It is worth noting that, although there were suggestions for programming changes and additions, a number of survey respondents expressed concern about how busy we already are as a congregation. This concern leads to both fears of volunteer burnout, and an awareness that – while Emmanuel needs to do outreach – it also needs to have a spiritual, quiet centre that fills us and feeds into our work to make it meaningful and rich.

### **8. Are we as a congregation continuing to meet the needs of this town/city/region relating to pastoral care, spirituality and self-care, within the community of faith and the wider community?**

#### **Pastoral Care**

The mission of Emmanuel's Pastoral Care Team is to reach out to members of the congregation and the community in times of need and crisis: to visit people in their homes, hospitals, seniors' residences and long-term care facilities; to offer a presence and a compassionate shoulder; to listen; to offer prayers of support; and, to assist with funeral and memorial services.

Specialized ministries of the Pastoral Care Team include:

- Prayer Shawl ministry - prayer shawls and lap blankets are knitted by volunteers as they offer up prayers of support. These are distributed to the sick and shut-ins in the Emmanuel community;
- Card ministry - cards are mailed out from the Pastoral Care Team to recognize bereavements, illness, and milestone birthdays/anniversaries;
- Worship outreach - worship services are organized in the Alta Vista Manor and the Perley and Rideau Veterans Centre on a periodic basis. Approximately twice a year the Team brings communion to congregants who cannot participate in regular worship;
- Intentional prayer - a prayer box is available in the church narthex, and opportunities for personal prayer are provided once a month following regular Sunday morning worship services;
- Women's Gathering Circle - a monthly opportunity is provided for the women of Alta Vista Manor to gather and share in scripture readings, prayer and social interaction;
- Funeral coordination - ushering and receptions are provided to bereaved families.

Privacy and confidentiality are of the utmost importance. All members of the Pastoral Care Team have completed the 10-week Ottawa Pastoral Care Training Program, and often attend other specialized and refresher training programs.

To keep up with the pastoral care needs of the congregation, and following a recommendation made in the 2014 report of the Proceeds Allocation Committee, consideration is being given to hiring a paid Pastoral Care Provider. The hiring process was put on hold during this transition time.

Our Keeping in Touch Committee provides care packages to students who are away at university or college, contacts newcomers, and reaches out to congregants who haven't attended for some time. The Committee also hosts an annual Newcomers Lunch.

### **Spirituality**

- We provide spiritual development and support in a variety of ways (i.e. – meaningful worship and music, theological discussion groups, seasonal study sessions and special midweek services during Lent and Advent, Emmanuel Café, Christian Meditation, and local and international pilgrimages);
- We provide opportunities for lay people to express their faith by participating actively in leading worship, contributing to the music, and giving testimonies.

### **Self-Care**

A number of our programs are designed to support and sustain the Emmanuel community. Some examples are: coffee and conversation following Sunday worship, exercise classes followed by lunch for seniors, activities to welcome new members, TGIW (Thank God it's Wednesday and I'm at Church - a program combining dinner and learning), Men's Club breakfasts, and afternoon coffee and conversation with the Minister.

### **9. Are we faithful in our use of our resources: financial (\$), talents (people) and physical (building)? Do our stewardship goals assist us in meeting the needs of the life and work of our congregation?**

Emmanuel sees prudent and transparent financial management as key parts of our stewardship responsibilities.

The Stewardship campaign each fall is organized around a faith-based theme using resource materials developed by Emmanuel. Stewardship messages are presented by the Minister, the stewardship team and by individuals offering testimonials on their faith journeys and their life at Emmanuel on three or four Sundays in November. The campaign is focused on contributions for two dimensions of stewardship - continued financial support for the operating budget of the Church, and second, the contribution of "time and talent" to support the ongoing work of the Church. The "time and talent" offers are made available to the standing committees and ad hoc groups in a binder to assist in identifying people who are interested and willing to volunteer for activities and programs.

Annual budgets are prepared by the Finance Committee in consultation with each of the standing committees after taking careful account of the anticipated amount of income and expenses for the year ahead. The annual budget for the year ahead is presented to the congregation for approval in February at the Annual Meeting.

Emmanuel has a healthy financial picture as a result of generous givings and carefully managed expenses. The annual financial reports typically indicate a balance between revenues and expenses, including a significant M and S contribution each year (\$54,500 in 2015) which is budgeted in the General Fund and augmented by additional individual donations.

Amalgamation with Wesley United occurred in 2013. The sale of the Wesley church property in 2014 provided the amalgamated Emmanuel community with approximately \$1 million which has been allocated to support various aspects of the life of the congregation. Recommendations for the allocation of these funds were carefully prepared by a Proceeds Allocation Committee in 2014 in consultation with the amalgamated congregation and subsequently approved by Emmanuel's Council.

Ongoing care and maintenance of the Church's buildings and grounds is the responsibility of the Property and Grounds Committee. The P and G Committee assesses the needs for repair and maintenance on an ongoing basis and includes recommendations for the financial resources to address the needs in the annual Capital Budget.

**10. In what ways do your financial/budget projections for the coming years need to be updated? Are they still accurate?**

The annual budget is reviewed each year based on input from the standing committees of the Church. Revisions are made as needed.

Projections of annual income and expenses for 2017, 2018 and 2019 have been made by the Finance Committee. These projections are based on trends in givings, trends in attendance at Sunday services, and the trends in the demographics of the congregation. This analysis indicates a continued healthy financial picture for the congregation for the years ahead.

**11. Does our worship meet the diverse needs of the whole people of God?**

We enjoy challenging, thought-provoking and engaging sermons which have context and messages relevant to today's society.

Prayer is an important part of our worship; a prayer request clipboard is circulated for prayers to be included in the Prayers of the People.

Music is also an important part of our worship and we have a strong music ministry with several choirs. We use a variety of hymns and music, from traditional to modern music.

Lay people of all ages have an active role in the leadership of worship services.

We have an inclusive welcoming statement which is read aloud at the beginning of each worship service.

Children participate in the first part of the service, leaving for Sunday School after the children's story. They also usher once a month.

Possible areas for improvement include expanding worship formats to incorporate more drama, projected images, poetry and possibly movement and dance.

We could consider offering worship opportunities at alternate times to better accommodate some people's schedules.

## 12. What does it mean for us to be a part of the United Church of Canada?

Being a member of the United Church of Canada fits with Emmanuel's wish to be part of a national church organization that includes the liturgies of baptism and communion; supports a broad range of worship practices; encourages respectful discussion and learning; is a leader in social justice issues; encourages congregations to be open and welcoming communities; encourages and supports local community outreach and global outreach, and which encourages and supports lay leadership, both in worship and governance.

**After reflecting on all these questions**, are there things that need to be changed/updated in our Living Ministry Profile?  
*(Formerly referred to as a JNAC Report)*

**Following your Congregation's Annual General Meeting**, please send a short summary of the discussion of these questions to the Conference Office with a copy of your current Annual Report.

### **Specific questions for discussion and use within the Ministry & Personnel Committee:**

Regarding the *Ministry Personnel Position Description*:

- a) Does our existing Position Description adequately reflect the reality of our ministerial needs?
- b) Are the specific "Terms of Call" still appropriate? Do they need to be updated? *(Please refer to call or appointment for specific terms of call or appointment)*

**THE UNITED CHURCH OF CANADA  
SYNODE MONTREAL AND OTTAWA CONFERENCE**



**PROFILE 3: POSITION DESCRIPTION(S)**

**Minister of Worship and Pastoral Care – Full Time**

**Ministry Designation:** Ordained

The minister of worship and pastoral care is a member of the ministerial team and is primarily responsible for worship and pastoral care.

**Minister of Christian Development – 3/4 Time**

**Ministry Designation:** any of Ordained, Diaconal, Designated Lay Minister

The minister of Christian Development is a member of the ministerial team and is primarily responsible for Christian Development activities at Emmanuel.

**Accountability and Support:**

The Ordained Minister and Christian Development Minister are accountable to Ottawa Presbytery and accountable to Emmanuel Pastoral Charge through Emmanuel's Ministry and Personnel Committee.

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

The ministers work to assist the congregation in realizing its Vision and Goals.

	<b>Minister of Worship and Pastoral Care</b>	<b>Minister of Christian Development</b>
<b>Worship</b>	<p><b>35%</b></p> <ul style="list-style-type: none"> <li>a) With the other team minister, plan worship themes for the church year.</li> <li>b) In collaboration with the other team minister and the Worship Committee, plan, co-ordinate and conduct worship services which may include the involvement of lay people, youth, guest speakers and varied music.</li> <li>c) Work collaboratively with the Worship Committee and the Leader of Music Ministry by providing the worship themes to guide the integration between liturgy, preaching and music;</li> <li>d) Conduct weddings and funerals, baptisms and the sacrament of communion.</li> </ul>	<p><b>20%</b></p> <ul style="list-style-type: none"> <li>a) With the other team minister, plan worship themes for the church year.</li> <li>b) In collaboration with other staff, plan and participate in the leadership of worship services, including leading the children's story on a frequent basis and co-ordinating others to lead the children's story when needed.</li> <li>c) In collaboration with the other team minister and other staff, develop youth and intergenerational worship services.</li> </ul>



<b>Pastoral Care</b>	<b>25%</b> <ul style="list-style-type: none"> <li>a) Provide pastoral care to members of the congregation at the church, in homes, hospitals, senior residences and nursing homes as well as by phone;</li> <li>b) Is a member of the pastoral care team;</li> <li>c) Provide emergency support and make referrals to other resources as needed.</li> </ul>	<b>10%</b> <ul style="list-style-type: none"> <li>a) Provide pastoral care for youth and families as required</li> <li>b) Provide emergency support and make referrals to other resources as needed.</li> </ul>
<b>Christian Development</b>	<b>10%</b> <ul style="list-style-type: none"> <li>a) Assist the Christian Development Minister in the development and support of Christian development activities.</li> <li>b) Provide resources and support for Christian development activities such as bible studies, and discussion groups.</li> <li>c) Support the congregation in pilgrimage initiatives for all ages.</li> <li>d) Support the congregation in development of programs for young families.</li> </ul>	<b>45%</b> <ol style="list-style-type: none"> <li>1. Develop and co-ordinate youth programs by: <ul style="list-style-type: none"> <li>a) Working with adult and youth volunteers to develop youth programs;</li> <li>b) Encouraging participation in Presbytery youth events;</li> <li>c) Promoting youth involvement in outreach projects;</li> <li>d) Developing special activities and events, and engaging youth to participate in the planning process.</li> </ul> </li> <li>2. Be a resource person for the Sunday School by: <ul style="list-style-type: none"> <li>a) Sharing in the teaching of the High School age Sunday School class;</li> <li>b) Supporting other Sunday School teachers in the delivery of Sunday morning programs;</li> <li>c) Collaborating with Sunday School teachers and other volunteers to select and order curriculum materials, equipment and supplies for the Sunday School;</li> <li>d) Working with volunteers to support a vacation bible camp (Camp Awesome) at Emmanuel.</li> </ul> </li> <li>3. Be a resource person for the Christian Development Committee by: <ul style="list-style-type: none"> <li>a) Identifying congregational needs, people's gifts and collaborating</li> </ul> </li> </ol>

		<p>with volunteers in the development of Christian Education and spiritual development programs;</p> <p>b) Facilitating the organization of intergenerational events, fellowship learning groups and study groups for youth and adults;</p> <p>c) Facilitating leadership development and community building programs for youth;</p> <p>d) Considering the interest and abilities of Emmanuel youth and others when developing programs;</p> <p>e) Facilitating development of programs for young families;</p> <p>f) Taking advantage of our connections with global partners to provide opportunities for congregational learning about issues faced by our global partners.</p> <p>g) Helping to identify and facilitate pilgrimage opportunities.</p> <p>h) Helping to plan and coordinate fundraising events to support Christian Development initiatives.</p>
<b>Administration and Leadership</b>	<p><b>15%</b></p> <p>a) Provide support to the Church staff regarding day-to-day operations of the Church;</p> <p>b) Participate in weekly meetings with other church staff;</p> <p>c) Nurture, support and strengthen lay leadership in the congregation;</p> <p>d) Serve as Ex Officio non-voting member of Agenda Planning, Council, and Executive of Council and participate in other Emmanuel committees as needed and as time permits.</p>	<p><b>10%</b></p> <p>a) Provide support to the Church staff regarding day-to-day operations of the Church;</p> <p>b) Participate in weekly meetings with other church staff;</p> <p>c) Nurture, support and strengthen lay leadership in the congregation, particularly in youth.</p> <p>d) Serve as Ex Officio non-voting member of Council, Executive of Council.</p> <p>e) Attend Christian Development Committee meetings. Other Emmanuel committee meetings may be attended as required and as time permits.</p>
<b>Wider Church and Ecumenical Involvement</b>	<p><b>5%</b></p> <p>a) Maintain relationships with other local United Churches and participate in Presbytery and Conference as needed.</p> <p>b) Encourage Emmanuel to participate in multifaith relationships.</p>	<p><b>5%</b></p> <p>a) Contribute to and participate in Presbytery youth (YAYA) events.</p> <p>b) Maintain relationships with other local United Churches and participate in Presbytery and Conference as needed.</p>

		c) Encourage Emmanuel to participate in multifaith relationships.
<b>Professional Development</b> <i>(in addition to annual Study Leave of three weeks)</i>	<b>5%</b> a) Participate in professional development opportunities; b) Maintain a knowledge of current developments in theology and share insights with the congregation.	<b>5%</b> a) Participate in professional development opportunities. b) Keep current in the field of Christian Development.
<b>Outreach</b>	<b>5%</b> a) Support Emmanuel’s vision of an inclusive, welcoming community; b) Help members of the congregation to put their faith into action by providing a dynamic example and by inspiring the congregation to reach out into the world; c) Encourage local, national and global outreach by supporting the work of the Social Action Committee and the Global Partners Committee as they support and promote awareness of Emmanuel’s partners and other needs.	

### Profile 3a: Pastoral Care Worker

Emmanuel United is considering hiring a Pastoral Care Worker in the future to contribute to the pastoral care ministry at Emmanuel. This person would augment the visitation capacity of the Pastoral Care Team and the ministers, serve as a member of the Pastoral Care Team and support its members in their work, and work with the Ministers to address acute needs.

This initiative was one which was proposed to the Proceeds Allocation committee as Emmanuel looked at how best to use the proceeds from the sale of the Wesley church building following the amalgamation of Wesley and Emmanuel. The Proceeds Allocation report included:

*Recommendation 6: That \$30,000 annually be allocated from the Amalgamation Fund to support hiring of a pastoral care worker, for the years 2015 through 2020.*

In early 2015, the M&P committee carried out detailed consultations into the need for a pastoral care provider at Emmanuel and the desirable features of the position. The consultation report was presented at the October 2015 Council meeting, at which time Emmanuel’s Council asked the M&P committee to develop a possible job description.

This initiative has been put on hold during this transition time. The draft job description below is a proposal to be considered at the time that Emmanuel decides to proceed with this initiative.

This position could be filled by any of an ordained minister, diaconal minister, designated lay minister or a non-ministry person.

The position would be 15 hours/week with 90% of time spent visiting and 10% of time for pastoral care meetings with either the ministerial team or the Pastoral Care Team.

**Pastoral Care Provider’s Responsibilities:**

- Regular visiting of the elderly and seniors in their own homes and in seniors’ residences.
- Praying, talking, encouraging, and supporting people with needs.
- Referring situations involving spiritual needs and acute needs to the Ministers.
- Providing information regarding health care services, housing services, and other support services.

**Relationship with Pastoral Care Team:**

- The Pastoral Care Provider will be a member of the Pastoral Care Team, and will contribute information, advice and recommendations regarding pastoral care at Emmanuel.

**Relationship with Ministers:**

- The Pastoral Care Provider will meet regularly with the ministerial team and will provide information, advice and recommendations regarding pastoral care at Emmanuel.
- For cases involving acute needs, the Pastoral Care Provider will bring those needs to the attention of the Ministers, and will work closely with the Ministry Team to address these needs.

**Relationship with Congregation:**

- The Pastoral Care Provider will keep connected with the life of the Emmanuel community.

**Personal Attributes**

- In order to provide the services outlined above, the Pastoral Care Provider will be:
  - sensitive and empathetic to the concerns and needs of others;
  - able to earn trust;
  - a good conversationalist and listener;
  - an effective communicator;
  - an excellent team player; and,
  - able to keep confidences.
- Experience as a member of a Christian faith community is needed.
- Training and experience in the field of social work would be an asset.

**THE UNITED CHURCH OF CANADA  
 MONTREAL AND OTTAWA CONFERENCE**



**PROFILE 4: SKILLS, KNOWLEDGE AND EXPERIENCE**

What leadership skills, knowledge, experience and personal characteristics in a minister would help your congregation move into your vision of what you believe God is calling you to be?

Using the information on *Profile 3: Priorities for Ministry and the Position Description*, list the attributes desired in a prospective minister. (i.e. *special skills or knowledge, personal attributes and experience, theological perspective, views of pastoral care or outreach, etc.*) Use an additional page if necessary.

	<b>Minister of Worship and Pastoral Care</b>	<b>Minister of Christian Development</b>
<b>Skills</b>	a) Excellent preaching ability through Biblically-inspired sermons which address today's issues. Able to give imaginative, contemporary expression of a progressive theology, consistent with United Church faith and practice.	a) Creativity, particularly in the areas of leadership of youth groups, developing Christian education materials and activities, and mentoring volunteers. b) Experience in fundraising and understanding of project financial administration.
	c) Ability to share an understanding of the Bible, including not only the context in which it was written but also relating it to contemporary living. d) Pastoral care skills with people of all ages and various ethnic and social backgrounds. e) Excellent listening, oral and written communication skills. f) Excellent organizational and time management skills. g) Good working knowledge of office software and comfortable with using social media and technology. h) Ability to make everyone feel welcome.	
<b>Knowledge</b>	a) Knowledge and understanding of scripture, current theological teaching and writing. b) Knowledge and understanding of United Church policies and procedures.	
<b>Personal Attributes</b>	a) Lives and encourages a life of faith in action; b) Supports a progressive and inclusive theology; c) Demonstrates openness and fairness; d) Shows an ability and willingness to work collegially with others; e) Displays humor, genuine compassion and empathy;	

	<p>f) Approachable by children, young people, adults and seniors;  g) Willingness to use both traditional and contemporary forms of worship, including music, drama, and intergenerational participation;  h) Willingness to include the use of other languages in parts of worship;  i) Ability to sustain energy levels needed to address the ongoing challenges of serving a dynamic congregation.</p>	
<b>Experience</b>	<p>a) Ministry experience in at least one urban congregation as an ordained minister, with a minimum of ten years of relevant experience.</p>	<p>a) Professional training and experience related to Christian development of people of all ages, particularly children and youth.</p>
	<p>b) Experience in providing pastoral care to people of all age groups and ethnic and social backgrounds.  c) Experience working successfully within a Ministry Team is an asset.</p>	

**THE UNITED CHURCH OF CANADA  
 SYNODE MONTREAL AND OTTAWA CONFERENCE**



**PROFILE 5: WHAT WE CAN OFFER**

1. Emmanuel United is in COL Group 4. We can pay candidates in Category A-F, plus a supplement based on the candidates' skills and experience. Salaries will be prorated for part-time ministry.
2. We provide a Continuing Education and Learning allowance of \$1500 per year.
3. We provide Continuing Education and Learning leave of three weeks per pastoral year (where the pastoral year is July 1 through June 30).
4. A phone allowance of \$100 per month is provided.
5. Work related travel is compensated per km.
6. One month of vacation per pastoral year including 5 Sundays is provided.
7. Sabbatical leave is provided in accordance with United Church of Canada policy.
8. Administrative support is provided by a part time office administrator (30 hours/week).
9. Support for music leadership is provided by a part time Leader of Music Ministry (10 hours/week).
10. Technical Equipment and support includes:
  - a. internet in private offices and wireless internet throughout the church building;
  - b. experienced volunteer computer support;
  - c. built in projection system in the upstairs church hall, portable projector in the sanctuary;
  - d. sanctuary sound board operator during services;
  - e. photocopier and printer;
  - f. church website with webmaster and assistant webmaster.
11. Emmanuel will cover all reasonable moving expenses in accordance with UCC policy supported by receipts and based on three (3) quotes.
12. The Ministry and Personnel Committee works to ensure that the necessary staff supports are in place.

**THE UNITED CHURCH OF CANADA  
 SYNODE MONTREAL AND OTTAWA CONFERENCE**



**PROFILE 6: PASTORAL CHARGE – TELLING OUR STORY**

**Name of Pastoral Charge:** Emmanuel United Church

**Address of Pastoral Charge:** 691 Smyth Road, Ottawa, Ontario

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

*This description will be included in the General Council's "Nation Vacancy List".*

Emmanuel United is a welcoming, vibrant and caring community. Our Sunday morning worship begins with an inclusive welcoming statement which is read responsively. We value meaningful worship services with a strong music program, progressive theology and sermons which relate the scripture to today's issues.

Emmanuel is located 15 minutes from downtown Ottawa in a suburban neighbourhood built in the 1950s with schools and a shopping center nearby. Our building includes a sanctuary built in 1984 and a Christian Education Building built in the 1960s and completely renovated between 2009 and 2011. The average Sunday morning worship service attendance is 170 people ranging in age from 1 to 90+, though predominately over 50 years of age. We have an active Sunday School program which includes an outdoor garden program in the summer. In addition to our ministerial staff we have a ¾ time Office Administrator and a ¼ time Leader of Music Ministry.

We offer a wide range of social, spiritual and physical programs for different ages and interests. Our Pastoral Care Team is very active. We have youth involvement in worship and programs, strong lay involvement in all aspects of Emmanuel life and a tradition of nurturing leadership. We provide meaningful opportunities for local and global outreach. We have a long history of pilgrimages, which build community as well as support spiritual development. We have well established partnerships with two congregations, one in El Salvador and one in Zambia, both guided by Covenant Agreements.

Our dream is to continue to be a strong, vibrant, and welcoming congregation, with an active ministry to young families, children and youth, as well as adults and seniors; offering many opportunities for spiritual development, fellowship and local, national and global outreach.

We are looking for two people - a full time Minister of Worship and Pastoral Care and a three-quarter time minister of Christian Development - to work collaboratively to lead us in worship, pastoral care and Christian development as we work towards that dream.



**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 [eucsearch2016@emmanuelunited.ca](mailto:eucsearch2016@emmanuelunited.ca)

**Closing Date:** January 15, 2017

Emmanuel's **Living Ministry Profile** is available on our website <http://emmanuelunited.ca>

Our **Mission Statement** is:

Emmanuel United Church -- God With Us -- the body of Christ made visible,  
 a welcoming, inclusive, compassionate, worshiping community, scattered and gathered,  
 with a tradition of faithfulness,  
 reaping the harvest from seeds of the past, yet questioning and seeking to evolve. A  
 member congregation of the United Church of Canada,  
 ecumenical and diverse in nature.

***It is our mission:***

- \* to worship God as revealed in Jesus the Christ;  
 celebrating, and witnessing to, God's presence and love.
- \* to seek education, growth and spiritual development;  
 as individuals and as a community.
- \* to be an instrument of God's grace through God's Holy Spirit  
 ministering to each other and the world around us;  
 bringing hope and pastoral care;  
 serving, nurturing, empowering and challenging, ourselves and others;  
 calling for justice in our community and in the world.
- \* to be stewards  
 of God's gifts to us  
 and of creation.

***We are called:***

- \* to journey in the loving, inspiring presence of God in faith, that we may grow,  
 may change, may reach out, may revitalize and may dream;
- \* to dare to see the world as God wants it and to work for that vision.

### Profiles 1-6: Approved by the Board/Council of:

Emmanuel United Church	Ottawa
_____ Name of Pastoral Charge	_____ Name of Presbytery
Al Uhryniw	
_____ Name/Signature of Chair of Board/Council	_____ Date
Doreen Squires	
_____ Name/Signature of Secretary of Board/Council	_____ Date
_____ Name/Signature of Presbytery Representative to JNAC	_____ Date