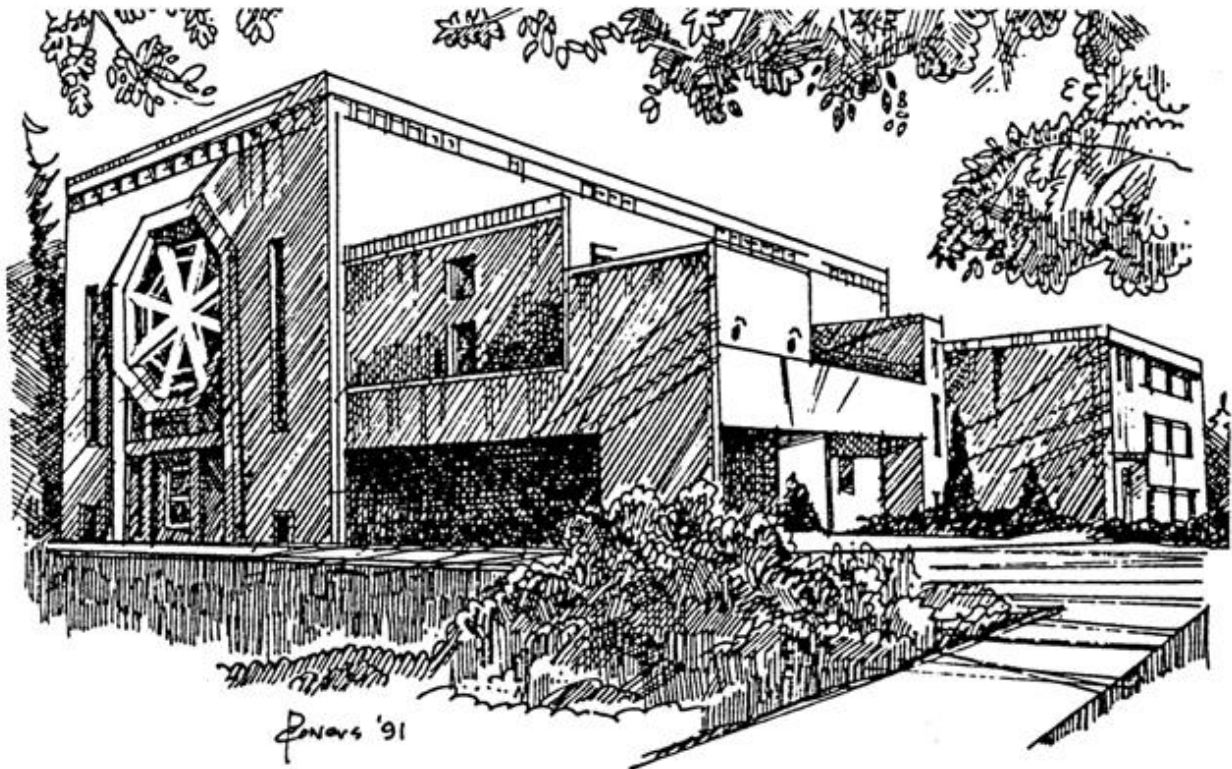


Joint Needs Assessment Committee (JNAC)
2009 Report
Knox-Metropolitan United Church



April 23, 2009

Table of Contents

1. Introduction.....	1
1.1. Mandate of the committee	1
1.2. Committee members	1
1.3. Action taken to date	1
1.3.1. Full-time transitional minister appointed	1
1.3.2. Consultations	1
1.4. Recommendations.....	2
2. Our community	3
2.1. Our city	3
2.1.1. Location and geography	3
2.1.2. History	3
2.1.3. Parkland and environment.....	4
2.1.4. Climate	4
2.1.5. Demographics.....	5
2.1.6. Economy.....	7
2.1.7. Poverty	7
2.1.8. Transportation	7
2.1.9. Education.....	8
2.1.10. Culture and recreation	8
2.2. Our neighbourhood.....	9
2.3. Our church	12
2.3.1. History	12
2.3.2. Strengths and opportunities	12
2.3.3. Congregational life.....	13
3. Our ministry	14
3.1. Mission statement	14
3.2. Staffing needs	14
3.3. Support strategy for one minister—change management	15
4. Our resources	17
4.1. People	17
4.2. Staff.....	17
4.3. Building	17
4.4. Finances	17
Appendix	20

1. Introduction

1.1. Mandate of the committee

The Joint Needs Assessment Committee (JNAC) received approval on March 11, 2008 from the Executive of Edmonton Presbytery to assess the ministerial needs at Knox-Metropolitan United Church following the request for a change in pastoral relations from our Minister, Lloyd Lovatt, effective July 1, 2008. In the fall of 2008, our other Minister, Lynda Gow, announced her intention to retire effective July 1, 2009.

According to the United Church Handbook for Joint Needs Assessment Committees, “the purpose of the Joint Needs Assessment Committee is to consider and review the ministry and mission of your pastoral charge and your relationship with the community you serve. The JNAC then considers how these affect the ministry personnel needs of your pastoral charge.”

Section 052(c) of the United Church Manual states that the JNAC is to study and report on the ministry personnel needs of the pastoral charge through an open and participatory process of information gathering and analysis. This process concludes with the presentation of a report to the Church Board for its approval. This report includes summaries to describe:

- i. The community of the Pastoral Charge
- ii. The ministry of the Pastoral Charge
- iii. The resources of the Pastoral Charge
- iv. The position descriptions addressed by any recommendations
- v. The skills and knowledge required of Ministry Personnel
- vi. The terms that may be offered to implement any recommendations.

1.2. Committee members

Garth Bogart (Presbytery Representative)
Don Brodie
Garrett Epp
Gail Feltham (Committee Chair)
Janice Higa
Steve Hoskin
Anne Laird (Presbytery Representative)
Cathy Martin
Katharine Moore (Committee Secretary)
Shirley Wright (Garneau United Church observer)

1.3. Action taken to date

1.3.1. Full-time transitional minister appointed

The JNAC recognized the immediate need to fill the vacancy left by Lloyd Lovatt on a temporary basis until our long-term staff requirements could be determined. The JNAC interviewed two candidates for the position. On August 14, 2008, the Board approved a recommendation from the JNAC that Reverend Steven Johann be appointed as a full-time transitional minister for two years beginning September 15, 2008.

1.3.2. Consultations

The JNAC began meeting in May 2008 and has been informed by the previous JNAC report completed in January 2007, consultations with the congregation and staff, and formal decision-making by the congregation at several key points.

The Ministers, Lloyd Lovatt and Lynda Gow, provided information on ideas and possible directions for future ministry including combined ministry with Garneau, what areas of church life are working well, where there are opportunities for improvements, how they each allocate their time and their assessment of priorities for staff time. Steven Johann, the transitional minister hired in the fall of 2008, provided input on the time and priorities for the ministerial staff.

A number of open meetings were held after church to discuss the needs of the congregation:

- June 8, 2008 – This congregational discussion was held to discuss congregational priorities, ministerial skills required and possible staffing models. The priorities and skills identified in the previous JNAC were used as the starting point for this discussion and generally there was agreement with those previously identified priorities and ministerial skill sets. The ministry team was envisaged by those at the meeting as a team that includes the Church Ministers, Youth Leader, Music Director and Administrator. At this discussion, several broad staffing models were presented for discussion including the current staffing model as well as models with reduced staff or shared staff with another church. Generally, the input received suggested that a reduced or shared staffing model should be further explored.
- June 29, 2008 – This congregational meeting was called to approve the appointment of a transitional minister for a period starting no later than October 1, 2008 and to explore possible partnership possibilities with Garneau United Church with respect to that position.
- November 23, 2008 – Two JNAC representatives met with the youth in the Church School to discuss the direction of the church and to seek their feedback on some possible staffing variations particularly as how they would relate to the youth.
- November 30, 2008 – This congregational meeting was held to discuss alternative staffing models with the congregation in more detail than the June 8 discussion. The JNAC presented three staffing models to the congregation for discussion: status quo, one and a half minister model, and a one-minister model. The models illustrated where and how current roles would change, and what programs would require further support from the congregation if staff numbers were reduced.
- February 1, 2009 – This congregational meeting was called to receive an interim report from the JNAC. A recommendation that the ministerial staffing be reduced to one full-time minister effective July 1, 2009 was approved at the meeting. This interim step was taken to provide direction for the Board and congregation in the development and approval of the 2009 budget.

1.4. Recommendations

The Joint Needs Assessment Committee recommends that:

1. Knox-Metropolitan United Church reduce its staffing complement by one full-time minister, effective July 1, 2009. This recommendation was approved at a congregational meeting held on February 1, 2009.
2. A temporary support team for the minister be created to work from July 2009 for twelve months.
3. The Board provide oversight and monitor progress of the new staffing model (see Section 3.3).
4. Presbytery approve a change to the terms of the existing pastoral relationship with Reverend Steven Johann to align with the revised position description which is included in this report.
5. Presbytery declare a vacancy for one full-time minister effective September 15, 2010.
6. The JNAC be disbanded.

2. Our community

2.1. Our city

The material about Edmonton is based on <http://en.wikipedia.org/wiki/Edmonton>, accessed January 20, 2009.

2.1.1. Location and geography

Edmonton is located on the North Saskatchewan River in the central region of the province, an area with some of the most fertile farmland on the prairies. It is the second largest city in Alberta (after Calgary), with a population of 752,412 (2008), and is the hub of Canada's sixth-largest census metropolitan area, 1,081,300, making it the northernmost North American city with a metropolitan population over one million. The city covers an area of 683 km² (264 sq mi).

Edmonton is located near the geographical centre of the province, at an elevation of 668 m (2,190 ft). The terrain in and around Edmonton is generally flat to gently rolling, with ravines and deep river valleys, such as the North Saskatchewan River valley.

The North Saskatchewan River bisects the city and originates at the Columbia Icefield in Jasper National Park. It empties via the Saskatchewan River, Lake Winnipeg, and the Nelson River into Hudson Bay. It runs through the city from the southwest to the northeast and is fed by numerous creeks throughout the city, such as Mill Creek and Whitemud Creek. This creates numerous ravines, many of which have been incorporated into urban parkland. Edmonton is situated at the boundary between prairie to the south and boreal forest to the north, in a transitional area known as aspen parkland. However, the aspen parkland in and around Edmonton has long since been heavily altered by farming and other human activities.

2.1.2. History

The first inhabitants settled in the area that is now Edmonton around 3,000 BCE and perhaps as early as 10,000 BCE.

By 1795, Fort Edmonton was established on the north bank of the North Saskatchewan River, as a major trading post for the Hudson's Bay Company. It was named after Edmonton, London. In the late 19th century, the highly fertile soils surrounding Edmonton, together with the arrival of the railway at South Edmonton in 1891, attracted settlers and established Edmonton as a major regional commercial and agricultural centre.

Incorporated as a city in 1904 with a population of 8,350, Edmonton became the capital of Alberta when the province joined Confederation a year later, on September 1, 1905.

In 1912, Edmonton amalgamated with the city of Strathcona, south of the North Saskatchewan River where the Knox and Metropolitan churches were located.

The first major oil discovery in Alberta was made on February 13, 1947 near the town of Leduc, south of Edmonton. Additional oil reserves were discovered in the late 1940s and the 1950s near the town of Redwater. Because most of Alberta's oil reserves were concentrated in central and northern Alberta, Edmonton became home to most of Alberta's oil industry.

The subsequent oil boom gave Edmonton new status as the "Oil Capital of Canada", and during the 1950s, the city increased in population from 149,000 to 269,000. After a relatively calm but still prosperous period in the 1960s, the city's growth took on renewed vigour concomitant with high world oil prices, triggered by the 1973 oil crisis and the 1979 Iranian Revolution. The oil boom of the 1970s and 1980s ended abruptly with the sharp decline in oil prices on the international market and the introduction of the National Energy Program in 1981. That same year, the population had reached 521,000. Although the National Energy Program was later withdrawn by the federal government in the

mid-1980s, the collapse of world oil prices in 1986 and massive government cutbacks kept the city from making a full economic recovery until the late 1990s.

In 1981, West Edmonton Mall, the world's largest at the time, opened. Still the biggest in North America, the mall is one of Alberta's most-visited tourist attractions, and contains an indoor amusement park, a large indoor waterpark, a skating rink, a New Orleans-themed bar district, and a luxury hotel, in addition to over 800 shops and services.

On July 31, 1987, a devastating tornado (ranked F4 on the Fujita scale) hit the city and killed 27 people. Then-mayor Laurence Decore cited the community's response to the tornado as evidence that Edmonton was a "city of champions," which later became the city's official slogan.

The city entered its current period of economic recovery and prosperity by the late 1990s, aided by a strong recovery in oil prices and further economic diversification. This economic prosperity is bringing in large numbers of workers from all over Canada and the world. While oil production and refining remains the basis of many jobs in Edmonton, the city's economy has managed to diversify significantly. The downtown area is still undergoing a renaissance of its own, with further new projects underway or about to become reality and more people choosing to live in or near the downtown core (although suburban sprawl is still growing significantly). The new Art Gallery of Alberta is under construction in the downtown core. The first new office tower in 18 years (EPCOR Tower Station Lands) is being built while many high-rise condos are still under construction in the downtown.

2.1.3. Parkland and environment

Edmonton's river valley constitutes the longest stretch of connected urban parkland in North America, and Edmonton has the highest per capita area of parkland of any Canadian city. The public river valley parks provide a unique urban escape area, with park styles ranging from fully serviced urban parks to campsite-like facilities with few amenities. This main "Ribbon of Green" is supplemented by numerous neighbourhood parks located throughout the city, to give a total of 111 square kilometres (27,400 acres) of parkland. Within the 7,400 ha (18,000 acres), 25 km (16 mi)-long river valley park system, there are eleven lakes, fourteen ravines, and twenty-two major parks, and most of the city has excellent bike and walking trail connections. These trails are also part of the 235 km (146 mile) Waskashegan walking trail.

Edmonton's streets (including those near Knox-Metropolitan) and parklands are home to one of the largest remaining concentrations of healthy American elm trees in the world unaffected by Dutch elm disease, which has wiped out vast numbers of such trees in eastern North America.

Several golf courses, both public and private, are also located in the river valley; the long summer daylight hours of this northern city provide for extended play from early morning well into the evening. Golf courses and the park system become winter recreation areas, and cross-country skiing and skating are popular during the winter. Four downhill ski slopes are located in the river valley as well, two within the city and two immediately outside.

2.1.4. Climate

Edmonton has a northern continental climate, with extreme seasonal temperatures, although the city has milder winters than either Regina or Winnipeg, both located at more southerly latitudes. It has warm summers and cold winters, with the average daily temperatures ranging from -11.7 °C (10.9 °F) in January to 17.5 °C (63.5 °F) in July. Annually, temperatures exceed 30 °C (86 °F) on an average of four to five days (but can occur often, anytime from late May to early September) and fall below -20 °C (-4.0 °F) on an average of 28 days. The highest temperature recorded in Edmonton was 34.7 °C (94.5 °F), on August 18, 2008. The coldest temperature ever recorded at city centre was -40.6 °C (-41 °F) on January 26, 1972. Typically, summer lasts from late June until late August, and the humidity is

seldom uncomfortably high. Winter lasts from November to March, and varies greatly in length and severity. Spring and autumn are both short and highly variable.

Edmonton has a fairly dry climate. On average, Edmonton receives 365.7 mm (14.4 in) of rain and 123.5 cm (48.6 in) of snow per annum for a total precipitation of 476.9 mm (18.8 in). Precipitation is heaviest in the late spring, summer, and early autumn. The wettest month is July, while the driest months are February, March, October, and November. In July, the mean precipitation is 91.7 mm (3.61 in). Summer thunderstorms can be frequent and occasionally severe enough to produce large hail, damaging winds, funnel clouds, and even tornadoes. However, tornadoes near Edmonton are far weaker and short-lived compared to their counterparts farther south. Tornadoes as powerful as the F4 tornado that struck Edmonton on July 31, 1987, killing 27, are very rare.

Weather averages for Edmonton City Centre (Blatchford Field) Airport 

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year
Average high °C	-7.3	-3.6	2.1	11.3	17.6	21	22.8	22.1	16.8	10.9	0	-5.4	9
Average low °C	-16	-13.1	-7.3	-0.3	5.7	10	12.1	11.1	5.8	0.3	-8.2	-13.9	-1.2
Precipitation mm	22.5	14.6	16.6	26	49	87.1	91.7	69	43.7	17.9	17.9	20.9	476.9
Average high °F	19	26	36	52	64	70	73	72	62	52	32	22	48
Average low °F	3	8	19	31	42	50	54	52	42	33	17	7	30
Precipitation inches	0.89	0.57	0.65	1.02	1.93	3.43	3.61	2.72	1.72	0.7	0.7	0.82	18.78

Source: Environment Canada August 2008

At the summer solstice, Edmonton receives seventeen hours and six minutes of daylight, with twilight extending well beyond that. Edmonton receives 2,299 hours of sunshine per year making it one of Canada's sunniest cities.

2.1.5. Demographics

According to the mid-2006 census, there were 730,372 residents within the city of Edmonton proper, compared to 3,290,350 for all of Alberta. The total population of the Census Metropolitan Area (CMA) was 1,034,945. In 2008, a municipal census showed the city had a population of 752,412.

In the five years between 2001 and 2006, the population of the city of Edmonton proper grew by 9.6%, compared with an increase of 10.4% for the Edmonton CMA and 10.6% for Alberta as a whole. The population density of the city of Edmonton proper averaged 1,067.2 people per square kilometer (2,764/sq mi).

In mid-2006, 11.9% of Edmonton's population were of retirement age (65 and over for males and females) compared with 13.7% in Canada. The median age was 35.3 years of age, compared to 37.6 years of age for all of Canada. Also, according to the 2006 census, 50.5% of the population within the city of Edmonton proper were female, while 49.5% were male. Children under five accounted for approximately 5.6% of the resident population of Edmonton. This compares with 6.2% in Alberta, and almost 5.3% for Canada overall.

In 2006, people of European ethnicities formed the largest cluster of ethnic groups in Edmonton, mostly of English, Scottish, German, Irish, Ukrainian, and French origin. According to the 2006 census, the city of Edmonton was 71.8% White and 5.3% Aboriginal, while visible minorities accounted for 22.9% of the population.

Visible minorities	Population	Percent
Total visible minorities	165,465	22.9
Chinese	45,305	6.3
South Asian	38,225	5.3
Black	20,000	3.1
Filipino	18,245	2.5
Arab	11,205	1.6
Southeast Asian	10,635	1.5
Latin American	8,650	1.2
Multiple visible minorities	4,940	0.7
Korean	3,440	0.5
West Asian	2,690	0.4
Japanese	1,845	0.3
Other visible minority	1,255	0.2

Religion	Population	Percent
Protestant	204,770	31.2%
Catholic	193,110	29.4%
No religion	160,150	24.4%
Other Christian	25,815	3.9%
Islam	18,790	2.9%
Christian Orthodox	17,275	2.6%
Buddhist	13,640	2.1%
Sikh	9,235	1.4%
Hindu	7,525	1.1%
Other	2,345	0.3%

The first mosque established in North America, the Al-Rashid Mosque, is situated in Edmonton.

2.1.6. Economy

As the northern anchor of the Calgary-Edmonton corridor, Edmonton is the major economic centre for northern and central Alberta and a major centre for the oil and gas industry, earning it the nickname "Oil Capital of Canada" in the 1940s. Supply and service industries support the ongoing resource extraction, while research develops new technologies and supports expanded value-added processing of Alberta's massive oil, gas, and oil sands reserves. Alberta's oil sands reserves are reported to be the second largest oil reserves in the world, after Saudi Arabia.

Despite the apparent focus on oil and gas, Edmonton's economy is diverse. Major industrial sectors include a strong technology sector anchored by major employers such as IBM, Telus, Intuit Canada, Canadian Western Bank, BioWare, Matrikon, General Electric, PCL Construction and Stantec Inc.

Much of the growth in technology sectors is due to Edmonton's reputation as one of Canada's premier research and education centres. Research initiatives are anchored by educational institutions such as the University of Alberta, as well as government initiatives underway at the Alberta Research Council and Edmonton Research Park. Recently, the National Institute for Nanotechnology was constructed on the University of Alberta campus.

2.1.7. Poverty

In 2008, there were 3079 people who were homeless in Edmonton which is an increase of 18 percent over the 2006 homeless count of 2618. In 2008, there were 133 families counted, encompassing 207 children up to the age of 16 years and 143 caregivers 17 years of age and older. (Source: Homeless Count – 2008, Homeward Trust Edmonton)

Approximately 1 in 10 children in Alberta live below the Low Income Cut Off (LICO). This number increases to 1 in 3 if the child is in a lone parent family. In Edmonton, children who live below LICO and their families on average have a greater depth of poverty when compared to the provincial or national average. Most families (78%) living below LICO have at least one parent who is employed. (Source: We Can Do Better – Edmonton Social Planning Council – November 2008)

2.1.8. Transportation

Edmonton is a major transportation gateway to northern Alberta and northern Canada. There are two airports serving the city, Edmonton City Centre (Blatchford Field) Airport and Edmonton International Airport, the latter being the larger. Edmonton International Airport has passengers flying to destinations in the United States, Europe, Mexico, and the Caribbean, along with charters to Japan. Edmonton City Centre Airport is a general aviation facility (since air services consolidation in 1995) and the only airport located within the city limits; it is home to a variety of aviation companies with key markets in northern Alberta.

Interurban passenger rail service is operated by VIA Rail to Jasper National Park, Saskatchewan, and British Columbia. Edmonton serves as a major transportation hub for Canadian National Railway, whose North American operations management centre is located at their Edmonton offices. A major intermodal facility handles incoming freight from the port of Prince Rupert in British Columbia.

The Edmonton Transit System is the city's main public transit agency, operating the Edmonton Light Rail Transit (LRT) line as well as a large fleet of buses. Scheduled LRT began on April 23, 1978, with five extensions of the single line completed since to include the Alberta government centre and the University of Alberta. The original Edmonton line is considered to be the first "modern" light rail line in North America (i.e., built from scratch, rather than being an upgrade of an old system). It introduced the use of German-designed rolling stock that subsequently became the standard light rail vehicle of the United States. Currently, the City of Edmonton is working on the South LRT Extension, which will see trains traveling to Century Park (located at 23 Avenue and 111 Street) by 2010.

2.1.9. Education

Edmonton has become one of Canada's major educational centres, with more than 60,000 full time postsecondary students spread over several institutions and campuses.

The University of Alberta main campus is situated on the south side of Edmonton's river valley within three blocks of Knox-Metropolitan. About 35,000 students are served in more than 200 undergraduate programs and 170 graduate programs. The main campus consists of more than ninety buildings, with buildings dating back to the University's establishment in 1908. The United Church college, St. Stephen's College, was established on the campus in 1908 and is within walking distance of Knox-Metropolitan.

Other Edmonton post-secondary institutions include the Northern Alberta Institute of Technology (NAIT), with 48,500 students enrolled in 190 technical, vocational, and apprenticeship programs; MacEwan College, which enrolls 40,791 students in programs offering career diplomas, university transfers, and bachelor's degrees; NorQuest College, with 11,300 students, specializing in short courses in skills and academic upgrading; Concordia University College of Alberta; King's University College and the Edmonton campus of the University of Lethbridge.

Edmonton has three publicly funded school boards (districts) that provide kindergarten and grades 1-12. The vast majority of students attend schools in the two large English language boards: Edmonton Public Schools, and the separate Edmonton Catholic School District. Also, since 1994, the Francophone minority community has had their own school board based in Edmonton, the North-Central Francophone School Authority, which includes surrounding communities.

2.1.10. Culture and recreation

The **Francis Winspear Centre for Music** was opened in 1997, described as one of the most acoustically perfect concert halls in Canada, it is home to the **Edmonton Symphony Orchestra**. It seats 1,932 patrons and houses the \$3-million Davis Concert Organ, the largest concert organ in Canada.

Nearby is the **Citadel Theatre**, one of the largest theatre complexes in Canada, with five halls each specializing in different kinds of productions.

On the University of Alberta main campus is the 2,534-seat **Northern Alberta Jubilee Auditorium**, which recently went through a year of heavy renovations carried out as part of the province's centennial celebrations. Both it and its southern twin in Calgary were constructed in 1955 for the province's silver jubilee and host concerts, musicals, and ballets. The **Edmonton Opera** and **Alberta Ballet** use the Jubilee.

Knox-Metropolitan is on the edge of the trendy, historical Old Strathcona area. Old Strathcona is home to the Theatre District, which holds the **TransAlta Arts Barns** (headquarters of the Edmonton International Fringe Festival), **The Walterdale Playhouse**, **Catalyst Theatre**, and the **Varscona Theatre**.

Royal Alberta Museum houses over 10 million objects in its collection. The museum showcases the culture and practices of the first nations peoples of the region.

The **Telus World of Science** contains five permanent galleries, plus one for temporary exhibits, an IMAX theatre, a planetarium, an observatory, and an amateur radio station.

The Valley Zoo is located in the river valley to the west of the city centre.

The **Art Gallery of Alberta** is the city's largest single gallery. The collection has over 5,000 pieces of art. The old art gallery was demolished in July 2007 to make way for construction of a new facility estimated to cost over \$88-million. The new structure will be completed in 2009. Independent galleries can be found throughout the city, especially along the 124th Street/Jasper Avenue corridor.

Fort Edmonton Park, Canada's largest living history museum, is located in the river valley. Edmonton's heritage is displayed through historical buildings (many of which are originals moved to the park), costumed historical interpreters, and authentic artifacts. In totality, it covers the region's history from approximately 1795-1929 represented by Fort Edmonton, followed chronologically by 1885, 1905, and 1920 streets, and a recreation of a 1920s Midway. A steam train, streetcars, automobiles and horse drawn vehicles may be seen in operation (and utilized by the public) around the park.

Edmonton plays host to several large festivals each year, hence its local nickname, "The Festival City." Downtown Edmonton's Churchill Square hosts numerous festivals each summer. **The Works Art & Design Festival**, which takes place from late June to early July, showcases Canadian and international art and design from well-known award-winning artists as well as emerging and student artists. The **Edmonton International Street Performer's Festival** takes place in mid-July and showcases street performance artists from around the world.

Edmonton's main summer festival is **Capital EX** (formerly Klondike Days). Activities include chuckwagon races, carnival rides and fairways, music, trade shows, and daily fireworks. Since 1960, the **Sourdough Raft Races** have also been a popular event. Later in November, Edmonton plays host to the **Canadian Finals Rodeo and Farmfair**; this is a significant event in Canada's rodeo circuit and second only to the National Finals Rodeo in Las Vegas in prestige.

The **Edmonton International Fringe Festival**, which takes place in mid-August, is the largest fringe theatre festival in North America and second only to the Edinburgh Fringe Festival worldwide. In August, Edmonton is also host to the **Edmonton Folk Music Festival**, one of the most successful and popular folk music festivals in North America. Another major summer festival is the **Edmonton Heritage Festival**, which is an ethnocultural festival that takes place in Hawrelak Park on the Heritage Day long weekend in August.

Many other festivals exist, such as the **Free Will Shakespeare Festival**, the **Dragon Boat Festival**, the **Whyte Avenue Art Walk**, and the **Edmonton International Film Festival**.

Edmonton has a proud heritage of very successful sports teams. The primary professional sports teams are the **Edmonton Oilers** who play at **Rexall Place**, the **Edmonton Eskimos** who play at **Commonwealth Stadium**, and the **Edmonton Capitals** who play at **Telus Field**.

More detailed information about Edmonton can be obtained by visiting the City of Edmonton website at www.edmonton.ca and <http://www.movetoedmonton.com/>.

2.2. Our neighbourhood

Knox-Metropolitan United Church is located in the south central part of Edmonton known as Old Strathcona. It serves the Old Strathcona/Garneau area as well as several other neighbourhoods located mostly in southwest Edmonton. Old Strathcona has become a trendy area over the last several years with a mix of apartments, condominiums and character houses, and features numerous bars, restaurants and shops. The population density of the area has steadily increased as more and more people want to live in an area where many amenities are within walking distance.

In the fall of 2007, Knox-Metropolitan United Church agreed to participate in a pilot project with the national church and the marketing firm, Environics Canada. Based on census data and their own market research, Environics provided us with information on the demographics and social values held by people living in our service area of southwest Edmonton. The information provides an insight into the area we serve:

Demographic Summary: The Knox Metropolitan United Church service area has a population of 276,758 or 134,695 households. The population has been growing at an average annual rate of 1.11% since 2001. This rate is expected to slow down to 0.40% through 2017.

Religion: The predominant religion is Christian representing 67.0% of the population. 24.3% of residents declare themselves to be Roman Catholic while 10.7% declare themselves to be members of the United Church. Just over 26% declare that they have No Religion.

Ethnicity: Immigrants make up 25.2% of this service area. The remainder of the population is made up of 3rd generation or greater immigrants (those born in Canada to Canadian-born parents, 51.3%) and 2nd generation immigrants (those born in Canada to immigrant parents, 23.5%). Many of the area's immigrants settled in Canada between 1981 and 1990 (20.7%), stating their country of origin as China (10.9%), the United Kingdom (9.3%) or the Philippines (6.3%).

Visible Minority: At 16.2% the service area has a low level of visible minorities in comparison to Edmonton. Many of these visible minorities are Chinese (5.9%) or South Asian (2.2%). There is also a stronger than average proportion of Koreans and Japanese in this service area.

Mother Tongue: Most residents state that their mother tongue is English (74.2%). 21.6% claim their mother tongue to be an unofficial language. Of these unofficial languages, Chinese (4.8%), German (2.5%) and Ukrainian (2%) are most often claimed as a mother tongue.

Family Formation and Age of Maintainer: The households that reside in the area are predominantly comprised of one person. Houses are typically rented, single-detached houses with 32.1% of the households living in high-rise apartments. The area exemplifies a split neighbourhood, with above average numbers of younger and older household maintainers. 31% are under 35 years old, while 21% are 65 and over years old. The Emerging Spirit target group (25 to 44 years of age) makes up 39% of household maintainers.

Education and Occupations: Service area households exhibit high levels of education (strong numbers of residents with university education) while occupations are principally comprised of service sector and white collar.

Income: There is a moderate proportion of dual income households with approximately 62.6% of all females in the labour force. Average household incomes (\$71,767) are 10% below the Edmonton average.

Marital Status: Forty-four percent of the households are single (never married) while 35.9% are married.

Social Values: Based on census data and their market research, Environics identified the following as the most strongly held social values in our service area:

Social Value Trends with Highest Penetration in Knox-Metropolitan Service Area	% Penetration
Deconsumption	48.35
Canadian Identity	46.91
Skepticism Toward Big Business	38.63
Flexible Definition of Family	38.33
Technological Anxiety	38.17
Equality of the Sexes	37.58
Importance of Spontaneity in Daily Life	37.22
Strategic Consumption	35.11
Heterarchy	34.90
Skepticism Toward Small Business	34.71
Global Ecological Consciousness	34.27

Lifestyles: Environics’ analysis of the congregation based on postal codes found that out of the 66 lifestyle clusters possible, our membership comes from neighbourhoods characterized by the following ten clusters. The asterisk indicates clusters that are under represented within our membership for our area.

Lifestyle Cluster	% Knox-Met	% Community
Upscale educated professionals and their families	21.0	7.4
Young upper middle class urban singles	13.6	4.9
Well-off middle-aged suburban families	10.7	2.3
Young mid-scale urban singles *	10.7	12.5
Young lower middle-class urban singles and couples *	7.1	12.7
Middle class mix of young and old in cities and suburbs *	6.8	9.2
High achieving dual income households in exurbia	6.5	1.7
Middle-aged families in suburban comfort	6.5	3.2
Wealthy middle-aged urban households	3.6	1.8
Upper-middle class suburban families starting to empty nest *	3.6	4.5
Total	90.1	60.2

Knox-Metropolitan is under-represented in the following significant lifestyle clusters in our area:

Lifestyle Cluster	% Knox-Met	% Community
Young apartment-dwelling urban singles and couples	0.6	11.1
Low income young singles and single parents in urban areas	1.3	9.9
Low income seniors in urban high rises	2.6	4.7
Midscale suburban apartment-dwelling seniors	1.9	4.0
Total	6.4	29.7

2.3. Our church

2.3.1. History

Date	Event
1891	Presbyterian mission church worships in Strathcona House and the CPR station.
September 4, 1892	Wood frame church dedicated. Used by Methodists, Presbyterians and Baptists. Located on the north side of 83 Ave between 104 and 105 Streets. Currently a parking lot across from Acacia Hall.
1907	Knox Presbyterian Church built on the NE corner of 84 Ave and 104 St.
1908	Metropolitan Methodist Church built on same site as the wood frame church.
1925	United Church of Canada formed.
January 1, 1942	Fire destroys Metropolitan United Church building.
March 21, 1943	Present building dedicated featuring the octagon motif, an ancient Christian symbol for rebirth and regeneration.
November 1950	Church hall (gymnasium) dedicated.
1952	Casavant pipe organ dedicated.
September 27, 1959	Southern extension to church hall dedicated containing the kitchen, offices and meeting rooms.
Summer 1965	Chancel renovated. New organ pipes installed.
April 1, 1972	Knox and Metropolitan United Churches amalgamate.
Summer 1978	Entrance moved from west to south side to eliminate steep stairs. Elevator installed.
Summer 1993	Chancel renovated. The new chancel is lower, more open and provides more space for hand bells, drama and liturgical dance.
Winter 2003-4	A homeless shelter operated in the church basement as part of the Out of the Cold Project led by ten area churches.
Summer 2008	Part of the church basement and outdoor area was renovated and rented to a daycare operator

2.3.2. Strengths and opportunities

Knox-Metropolitan United Church has a number of strengths, including:

1. We are a community where individuals are genuinely welcomed, valued and accepted.
2. Diversity of all kinds is welcomed and celebrated.
3. The laity provide strong leadership in all areas of the life of the church, including leading worship.
4. The special needs of children and youth are recognized. Their presence is celebrated and programs provided for them.
5. Homebound members are valued and visited in their homes by both clergy and lay members. The Services for Special People bring these members to the church for communion and supper.
6. The importance of the music program is recognized and supported.

7. Challenging faith issues of our post-modern era are honestly discussed and explored.
8. Members are active in the community, contributing in a wide-variety of professions and as volunteers.
9. Our building is strategically located on a major artery into the downtown and passed by thousands of people every day. A children's daycare operates in the building and our meeting rooms are used by a variety of community groups, such as Amnesty International.
10. We communicate with the wider community through our sign, web site, newspaper ads and other programs.
11. We respond generously to the Mission & Service Fund and to special appeals, such as the refugee family now being sponsored.
12. Our members continue to contribute generously to the operation of the local church and we are committed to financing ourselves from our current income.
13. The Reserve Funds, derived from sales of property, surpluses and bequests, are available to see us through financial challenges.

2.3.3. Congregational life

Many people take part in congregational life by attending such events as the Men's Breakfast, the Women's Group and adult Christian education programs such as "Living the Questions" and "Eclipsing Empire". In addition to the Senior Choir, there is a handbell choir, Chancel Ringers, Gathering Choir, and a drama group, the 9th Street Players.

There are programs directed to seniors. Programs for youth are organized by a Youth Worker. Church school classes are held during the church service for children and youth from 4 to 18 years of age. A baby and toddler room is also available. Coffee is served after all services and congregational discussions and lunches are often held after the Sunday service.

The congregation participates in a special initiative to support the Sustainable East African Education and Development Society (SEEDS). In the past number of years, it has also worked with other congregations within Old Strathcona in outreach to the homeless.

Garneau United Church is located within four blocks of Knox-Metropolitan United Church. The two churches have their own unique ministries and we are sharing information and working together in various ways.

3. Our ministry

3.1. Mission statement

We are a vibrant, caring, and inclusive community of faith, rooted in the past, and responsive to the challenges for a changing church, society, and community.

Seeking God's justice, peace, and sense of belonging, we:

- worship God, who calls us into relationship with all creation;
- proclaim Jesus Christ in word, in deed, and in our care for self and each other;
- create opportunities for each person, and for the community as a whole, to grow and live in the Spirit.

Approved at the Annual Congregational Meeting February 10, 2008

3.2. Staffing needs

In consideration of the priorities for the congregation and the consultations undertaken by the JNAC, the following represent the staffing needs for the congregation (more detailed position descriptions are attached in the Appendix):

Order of Ministry Personnel (estimated 40 hours per week):

- Worship – prepare for and lead worship weekly (estimated 8 to 16 hours/week on average) with the following exceptions (equivalent to 13 Sundays away annually):
 - in months that have 5 Sundays the Minister need not be present at worship one Sunday in that month,
 - Life Long Learning absences,
 - Vacation, and
 - Conference Sunday
- Christian and Spiritual Development – oversee Christian education including supervision of Youth Worker, and liaison with Church School Coordinators and adult education leaders (estimated 4 hours/week)
- Pastoral Care – visit and coordinate with lay pastoral visitors (estimated 8 hours/week)
- Church committees – participate in Board Executive, Board, Worship Committee, staff meetings, and may attend other committee meetings as required (estimated 6 hours/week)
- Conduct baptisms, weddings, funerals, memorial services, and counseling sessions (estimated 3 hours/week)
- Service in Courts of the church (estimated 1 hour/week)
- Administration (estimated 2 hours/week)

Director of Music (estimated 20 hours per week)

- Coordinate all aspects of music at Knox-Metropolitan
- Coordinate worship music leadership and liaise with ministry staff, the Worship Committee and Music Committee
- Coordinate music leadership of volunteers
- Prepare annual music budget and present to the Worship Committee
- Oversee care of organ(s) and pianos

Youth Worker (12 hours per week from September to May)

- Teach church school to junior and/or senior high youth
- Lead and plan youth and young adult programs
- Provide pastoral care to youth as required

- Occasionally assist Ministerial staff in worship services
- Participate in Presbytery Youth work and training
- Maintain the inclusion and profile of youth in the life and work of the congregation

Administrator (estimated 28 hours per week)

- Provide reception services and coordinate facility bookings
- Coordinate general security and act as Security Clearance Coordinator
- Provide administrative coordination for special services (weddings, funerals, memorial services, etc)
- Perform accounting functions in conjunction with the Treasurer and deposit any funds received throughout the week
- Maintain records of contributions and issue income tax receipts as required throughout the year
- Maintain membership list
- Conduct other administrative duties including preparation of the weekly bulletin, annual report, mailing order of service and sermons to shut-ins, typing and photocopying

Custodian (estimated 24 hours per week)

- Care for building as specified in the schedule
- Oversee general maintenance of the physical facility
- Oversee preparations for worship services and any additional events
- Assist with annual spring cleaning
- Inspect building for deficiencies each day at work

3.3. Support strategy for one minister - change management

This staffing complement represents a reduction from two full-time ministers to one full-time minister. There are several areas in the life of the church that will need to be supported in order for the needs of the congregation to be met with this new staffing model.

The Board will have oversight responsibilities for the following five areas:

i) Pastoral Care: Lay leaders will provide the majority of pastoral care in the congregation. Two initiatives have begun: the organization of visiting volunteers, and review of the Coordinator of Congregational Life position. This work will be carried out in coordination with the minister.

ii) Christian and Spiritual Development: The Church School programming and curriculum will need nurturing. The Church School Coordinators will need to be identified and supported in increased responsibility for planning and recruitment. Laity will need to continue to offer adult programming. Efforts need to be made to ensure something is offered for all groups in the church. The Christian and Spiritual Development Committee needs more members to assist in leading these programs. Suggestions to increase membership include adding the Youth Worker, representatives from the men's and women's groups, the Library committee and Church School Coordinators.

iii) Worship: Thirteen Sundays a year will need to be coordinated by the Worship Committee in the Minister's absence. The Worship Committee will need to work closely with the Minister and Music Director to plan worship for these services.

iv) Committee Liaison: The minister will be copied on minutes from all committee meetings. Committee chairs will need to be more proactive consulting and communicating with the Minister. The Board bylaws should be reviewed to ensure alignment with the Minister's position description. The Board practices should be reviewed to improve committee reporting at the Board (possibly have the committee minutes circulated with the Board agenda materials). Further, the Board should examine its committee structure with reference to the mission statement.

v) Lay Leadership: Lay leaders will need ongoing support and education. Identification and nurturing of volunteers will need to be continued.

In addition, the committee recommends the following:

Minister Support: To assist the congregation and the minister in making the transition to the new, one-minister model, a Transition Team is required beyond the role of the Ministry & Personnel Committee. This temporary support structure is needed for 12 months from July 1, 2009. The Transition Team should include at least one member of the Board and one member from the M&P Committee. The Board must monitor the transition process and is ultimately responsible for the transition.

4. Our resources

4.1. People

Knox-Metropolitan United Church is an active, diverse congregation drawn from the area around the church and southwest Edmonton. In a survey conducted in April of 2006 in response to the question, “What do you think is the most important life giving characteristic of our church?”, the overwhelming response was the caring and inclusive nature of the congregation. A similar response has been obtained in other member surveys in recent years.

The Church Board consists of an executive committee of six people plus ministerial staff, Chairs of eight Standing Committees, eight members at large and four Presbytery Representatives. The committees are Christian and Spiritual Development, Communications, Congregational Life, Ministry and Personnel, Mission and Outreach, Property and Finance, Stewardship, and Worship. In total, there are 29 people on the Board.

4.2. Staff

Currently, there are two full-time Ministers. There are a number of part-time personnel including a Youth Worker, Music Director, Administrator, Custodian and lock up person.

4.3. Building

Knox-Metropolitan United Church has a large building in a prime location, centrally located on a busy main street. Thousands of commuters pass the building every day on their way to and from downtown Edmonton. Bus service to the church is excellent.

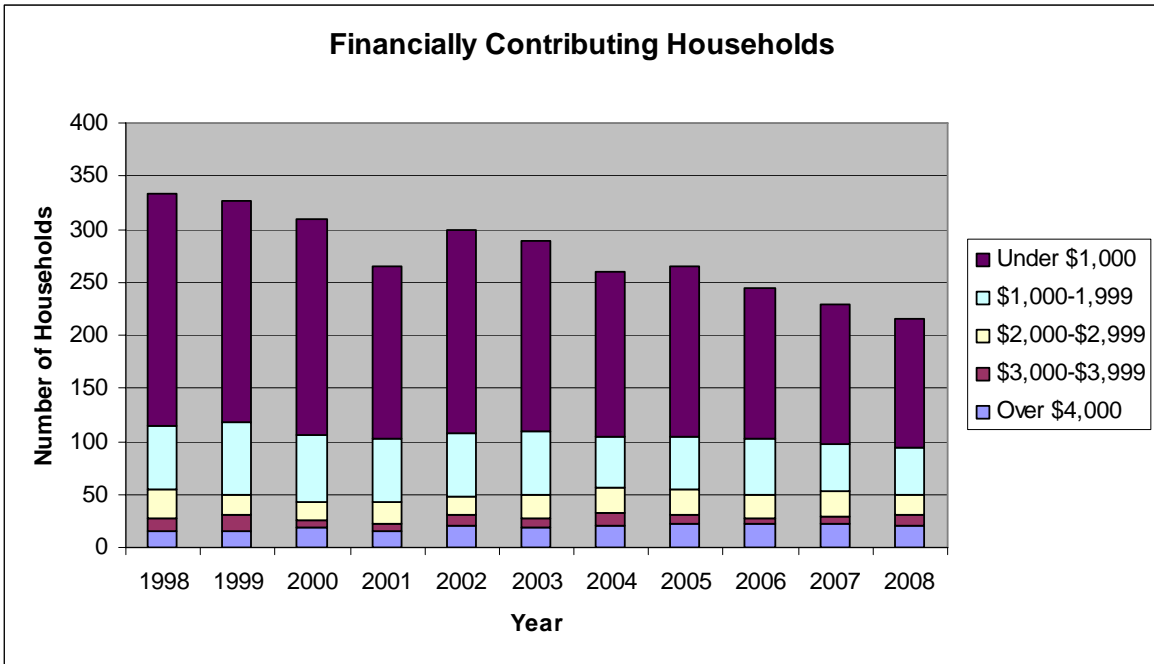
The building contains a narthex, sanctuary with balcony, gymnasium with stage and kitchen, assembly hall for church school, a large meeting room refurbished in 2008 with attached kitchenette, general office, custodian's supply room, library, photocopier/supply room, 8 washrooms, and about 15 meeting rooms/offices.

Nearby businesses have given us permission to use their parking facilities on Sunday morning but parking during the week can be a problem.

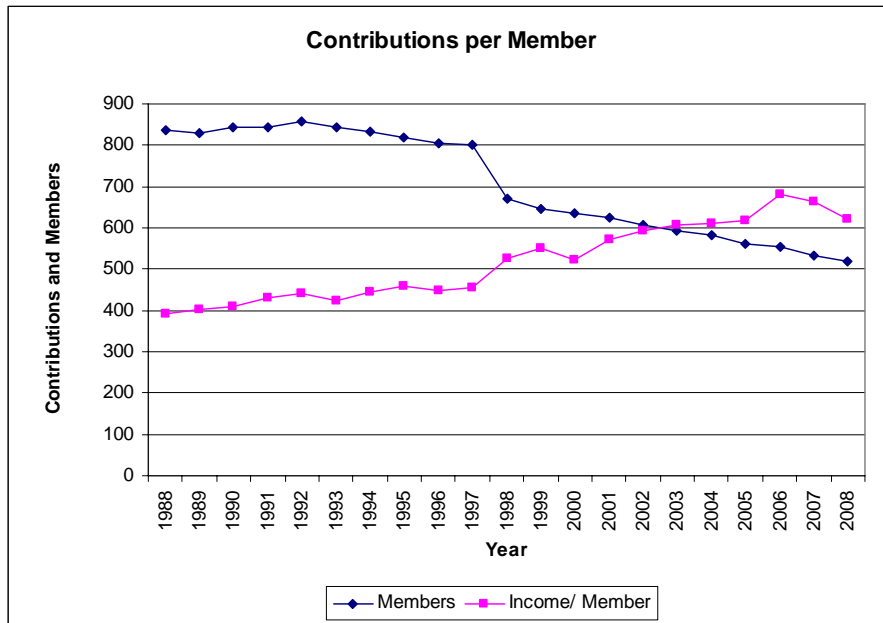
In the summer of 2008, the congregation began renting part of the church basement to a daycare operator.

4.4. Finances

According to records maintained by the church office, the number of financially contributing households has declined from 334 in 1998 to 215 in 2008, a decrease of 36%. The following charts indicate the decline in the number of households and the percentage of households contributing at various levels in recent years.

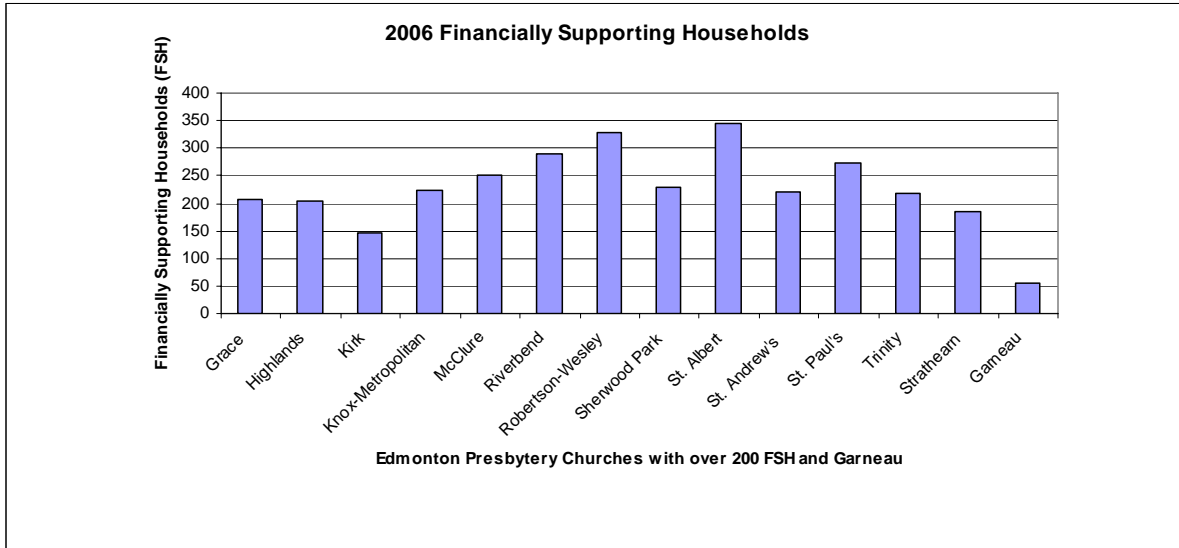


According to the Knox-Metropolitan United Church Annual Report, the number of members has been declining since 1992. The contributions per member have been increasing so that the income has not declined as sharply as membership. Income from contributors has been relatively stable in recent years, but dropped by 9% in 2008



Our income has not been sufficient to cover our increasing costs. The church incurred significant deficits in 2005, 2007, and 2008, totaling over \$80,000. These followed recurring deficits in the 1990s, which led to a reduction in staff in 1999. All these deficits were covered by reserve funds; currently, \$80,000 is available in our reserves, about half the amount available in 2004.

In 2006, at 223 financially supporting households, Knox-Metropolitan was the seventh largest church of the thirty in Edmonton Presbytery.



Appendix

Position descriptions are included here for the:

- Order of Ministry Personnel
- Director of Music
- Youth Worker
- Administrator
- Custodian

Order of Ministry Personnel

1. Worship – prepare for and lead worship weekly (estimated 8 to 16 hours/week on average) with the following exceptions (equivalent to 13 Sundays away annually):
 - in months that have 5 Sundays the Minister need not be present at worship one Sunday in that month,
 - Life Long Learning absences,
 - Vacation, and
 - Conference Sunday
2. Christian and Spiritual Development – oversee Christian education including supervision of Youth Worker, and liaison with Church School Coordinators and adult education leaders (estimated 4 hours/week)
3. Pastoral Care – visit and coordinate with lay pastoral visitors (estimated 8 hours/week)
4. Church committees – participate in Board Executive, Board, Worship Committee, staff meetings, and may attend other committee meetings as required (estimated 6 hours/week)
5. Conduct baptisms, weddings, funerals, memorial services, and counseling sessions (estimated 3 hours/week)
6. Service in Courts of the church (estimated 1 hour/week)
7. Administration (estimated 2 hours/week)

Estimated total: 40 hours per week.

Director of Music

1. Subject to the general theological direction of the ministers, the Director of Music shall be responsible for all aspects of music at Knox-Metropolitan United Church, and shall report to the Worship Committee. The Director of Music shall attend regular Worship Committee meetings, or communicate by other means as mutually agreeable, for the purpose of reporting the status of the church music program, of recommending, with the concurrence of the ministers, changes in the musical program, and of resolving any conflicts concerning the musical program.
2. The Director of Music shall undertake close and regular liaison with the Ministers to coordinate Service/ Music objectives, this liaison to include attendance at regular staff meetings or by other means as mutually agreeable with the Ministers and Director of Music.
3. Recognizing that substantial musical leadership is provided by volunteers, the Director of Music shall coordinate these activities, including liaison and support with the various volunteer leaders and with the ministers and other church staff. In addition to regular instrumental performance, the Director of Music shall undertake leadership and direction of the Senior Choir.

4. The Director of Music shall assist and collaborate with the Worship Committee in the preparation of a music budget for the approval of the Worship Committee and for inclusion in their annual budget submissions to the Board. Expenditures by the Director of Music from this music budget are subject to the prior approval of the Worship Committee.
5. The Director of Music shall provide music, if required, for all weddings and funerals in the church and shall receive the fee for service as set out in the fee schedule established by the Property and Finance Committee. If the Director consents to allow someone else to play for a wedding or funeral, the Director shall, notwithstanding, be paid the usual fee by the wedding party. An additional fee shall be paid by the wedding party if attendance of the Director is required at rehearsal or if rehearsals are required for a soloist. Should the Director of Music be unavailable, it is the responsibility of the Director of Music to provide a substitute.
6. The Director of Music may give private instruction on the church premises in piano, organ, theory and voice, provided that such instruction shall not interfere with the normal church activities. The use of church facilities shall be scheduled in advance through the church office. The use of these instruments shall not be granted to others without the consent of the Director of Music.
7. The Director of Music shall oversee the care of the church organ(s) and pianos, and make recommendations to the Worship Committee regarding maintenance and repair expenditures.
8. The Director of Music may recommend acquisition, rental, disposal or conversion of church musical assets to the Worship Committee and subject to this committee's prior approval, will have full authority to undertake the necessary transaction on behalf of the church.

Youth Worker

Principal duties include:

- Teaching Church School to Junior and/or Senior High Youth
- Providing leadership and planning of Church Youth and Young Adult Programs
- Providing pastoral care to Youth as required
- Occasionally assisting the Ministers in Church services
- Involvement in Presbytery Youth Work and Training
- Maintaining the inclusion and profile of Youth in the life and work at Knox-Metropolitan United Church

Administrator

The duties of this role are summarized into the following categories:

Reception

1. Addresses the wide range of inquiries from members of the congregation, affiliates and the public in an effective and welcoming manner. This includes ensuring phone and website messages are up to date and information is provided in a timely manner.
2. Maintains the security system of the church by:
 - maintaining a current knowledge of the operation of the system;
 - tracking the distribution of keys and security codes; and
 - implementing appropriate practices in order to maintain a high level of safety and security.
3. Acts in the role as security officer to facilitate the completion of Criminal Record Checks.

Facility Bookings

1. Ensures that the facility rental policies and processes are implemented when rental inquiries are received.
2. Ensures that these policies are well communicated to the key contact(s) for the rental organization,
3. Maintains a well-organized system of scheduling the use of the church building.

Administrative Duties

Processes the documents needed to conduct the mission of Knox-Metropolitan United Church including:

1. Supports the work of volunteers who assist with office and other tasks.
2. Prepares the weekly Sunday Worship Bulletins and Morning Glory;
3. Processes incoming and outgoing mail including congregational notices given through the mail;
4. Supports the maintenance and implementation of music licensing and copyright requirements;
5. Files committee reports as per Board policy;
6. Prepares other documents as required such as letters, the Annual Report and Board Orientation packages;
7. Maintains current lists of congregation members, shut ins, board members, and those over 90;
8. Monitors the office equipment (computers, photocopier, fax, postage machine, and informs members of the Property and Finance Committee of the need for maintenance, repair or replacement of equipment;
9. Maintains a list of access codes for the photocopier;
10. Maintains appropriate contact with Committee Chairs and members of the congregation to support the work of Knox-Metropolitan Church. This includes communicating appropriate information regarding those who are in hospital or require visits
11. Contacts Bissell regarding picking up donations; and
12. Tracks and files correspondence to and from the Church.

Weddings, Funerals, Baptisms

1. Accepts bookings for these events according to the policies of Knox-Metropolitan United Church and in coordination with the Ministry Staff Team, Music Director, Custodian and appropriate committee chairs.
2. Contacts appropriate agencies (e.g. Vital Statistics for Marriages, City By-law Enforcement for parking) in order to ensure the event is in compliance with regulations.
3. Supports the organization of these events through providing information and assistance as required.
4. Updates appropriate lists and registers impacted by these events.

Financial Responsibilities

1. Supports the counting of weekly offering by ensuring appropriate materials and documents are available to the counters.
2. Ensures accurate recording of incoming funds through recording information from Counters' summary sheets, PAR participants, etc.
3. Issues Income Tax statements and Official Receipts in mid-year and prior to February 28th respectively.
4. Issues and mails receipts at time of donation to those without envelope or PAR numbers.
5. Makes bank deposits as required.
6. Works collaboratively with the Treasurer to ensure appropriate accounting practices are implemented when recording all financial transaction.

Custodian

Duties and Responsibilities

1. The Custodian is responsible for the purchase of all necessary and required supplies to complete duties.
2. The Custodian shall communicate on a regular and on an as needed basis with the Chair of Property and Finance, or the designate as appointed by the Property and Finance Committee.
3. The Custodian shall oversee, in consultation with the Chair or designate, the general maintenance of the physical plant (i.e. heating, cooling, appliances, and other equipment) as training and expertise permits, and shall recommend to the Property and Finance Committee appropriate actions to be taken. The hiring of contractors or sub-contractors must receive prior approval of the Property and Finance Committee or consult with the Chair to ascertain whether or not full Committee approval must be given.
4. On Sundays, the Custodian, shall oversee the preparations for worship services and any additional events before and after the service(s) (e.g. opening and closing the building and heating).
5. The Custodian shall be available for all funerals, weddings, and other special events as may happen from time to time, and shall receive a fee as established by the Property and Finance Committee.
6. The Custodian shall be available to assist in the annual spring cleaning activities.
7. The Custodian shall instruct or assist the Property and Finance designate in the instruction of hired or volunteer help as vacation replacement, or as may be needed for other duties such as repair or maintenance of the physical plant.
8. The Custodian may attend meetings of the Property and Finance Committee and may participate in the discussions but shall not vote on any matters.
9. The Custodian shall attend staff meetings as arranged by all staff taking into consideration the Custodian's hours and days of work.
10. The Custodian may attend staff retreats if applicable and relevant to his/her duties and responsibilities, ensuring that such attendance shall not interfere with the performance of his/her duties and responsibilities. In any case, prior approval must be given by the Property and Finance Committee.
11. Other services and/or talents which the Custodian may provide will be appreciated providing they do not interfere with their general work, nor endanger the person or property.
12. The Custodian is expected to always take initiative in attending to his/her duties and responsibilities.
13. The Custodian shall inspect on a daily basis, the building for deficiencies such as burnt-out light bulbs and attend to them expeditiously.
14. The Custodian is expected to upgrade himself/herself in the matters of property management and maintenance, both for inside and outside duties.
15. In order to provide a safe environment for all, all matters relating to safety must be attended to immediately.