



# **CANADIAN MEMORIAL UNITED CHURCH & Centre for Peace**

## **JOINT NEEDS ASSESSMENT COMMITTEE REPORT**

***Who we are***

**We are called by God to be an open-hearted, open-minded community,  
teaching and practising evolutionary Christian spirituality.**

**December 11, 2011**

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

We are called by God to be an open-hearted, open-minded community, teaching and practising evolutionary Christian spirituality.

### ***What we do***

- Invite and welcome spiritual seekers of all backgrounds
- Nurture loving community
- Respond compassionately to the suffering in all life
- Support each other to evolve spiritually
- Communicate evolutionary Christian spirituality to the world
- Celebrate the sacred mystery of life

### ***We are committed to***

- ***Discernment***  
We open to sacred Wisdom in our decision-making.
- ***Authenticity***  
We cultivate authentic, loving relationships.
- ***Diversity***  
We embrace ecological, personal, cultural, and religious diversity.
- ***Peace and Justice***  
We promote peace and justice for ourselves, in our relationships, in our world, and with all creation.
- ***Sustainability***  
We strive to live ecologically and spiritually sustainable lives.
- ***Creativity***  
We manifest Spirit through innovation and creative expression.
- ***Generosity***  
We give abundantly of ourselves.
- ***Joy***  
We cultivate joy in our relationship with Spirit and each other.

**Canadian Memorial United Church**  
**Joint Needs Assessment Committee Report**  
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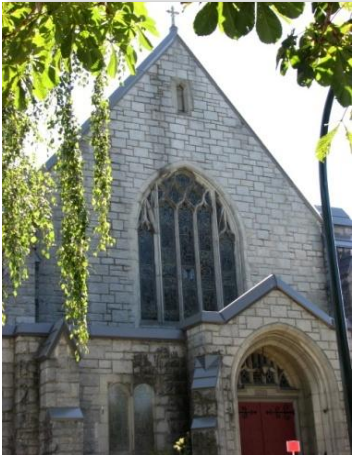
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# CANADIAN MEMORIAL UNITED CHURCH & Centre for Peace

## JOINT NEEDS ASSESSMENT COMMITTEE REPORT

### SUMMARY

The year 2012 will mark a significant transition for Canadian Memorial United Church as its ministry model evolves to accommodate changes in ministerial personnel, serve our congregation's vision and set the course for our future growth.



Three of Canadian Memorial's four ministers are requesting a change of call:

Dana Luccock, our Minister of Children, Youth and Families, a half-time position, resigns as of December 31, 2011. We will hire an Interim Children's Church leader to fill the position until June 30, 2012.

Bruce Sanguin, our Minister of Word and Sacrament, a full-time position, has requested a change in the terms of his call as of July 1, 2012.

(Appendix A: Bruce's letter)

Susan Du Moulin, Minister of Pastoral Care, a half-time position, will retire as of September 30, 2012.

We are thankful for the continued service of Neil Weisensel, Minister of Music, who will return to us in May 2012 after a combined sabbatical and vacation leave.

Therefore, to serve our congregation's vision of "... teaching and practising evolutionary Christian spirituality," the JNAC proposes a new ministry model, one designed to meet our ongoing needs, maximize the spiritual gifts and energies of Bruce Sanguin, and grow our congregation.

**We propose that Bruce Sanguin be called as our Minister of Spiritual Practice, a half-time position, in a co-leadership role with an ordained or diaconal Minister of Spiritual Care, a full-time position.**

**To the latter position would report a Minister of Children and Families, a half-time position.**

The JNAC proposes that, as **Minister of Spiritual Practice**, Bruce would lead 20 worship services over the course of the year, almost 40 percent of the Sundays. Otherwise, he would devote his talents to developing and teaching courses, training lay leaders, conducting webinars and ultimately developing a self-supporting Academy of Evolutionary Christianity. In effect, Bruce would enact the mandate to which Canadian Memorial commissioned him in 2009 - becoming an ambassador of evolutionary Christian spirituality, taking its message beyond Canadian Memorial to the wider world, particularly the "spiritual but not religious" in Vancouver.

## SUMMARY *(Continued)*

The JNAC proposes that our new **Minister of Spiritual Care** become the “warm heart” of Canadian Memorial. S/he would lead 32 worship services over the course of the year (slightly more than 60 percent of services), tend to the spiritual needs of the congregation, oversee the work of the Minister of Children and Families, develop relationships with our children and their parents, oversee the Connection Circles, welcome newcomers, and conduct weddings and funerals.

Although the Minister of Spiritual Care would report to the Board as ministry representative and initially be tasked with administration, the JNAC recommends s/he contract an organizational consultant to undertake a complete review of the operations of the Centre for Peace with a view to hiring an Executive Director. If implemented, the position of Executive Director could handle the day-to-day operations of the Centre for Peace, oversee all finances and coordinate the functions of the Church and Centre. In due course, the portfolio of the Executive Director would incorporate the Academy for Evolutionary Christianity.

In the position of **Minister of Children and Families**, the JNAC proposes a role enhancement. As in the current position, the Minister of Children and Families would coordinate all children’s programming, teach in Children’s Church, develop youth programs and liaise with other churches. The JNAC proposes s/he also tend to the spiritual needs of our children and their families under the direction of and in collaboration with the Minister of Spiritual Care. This represents an evolution of the current position, acknowledging the special needs of the families in our congregation and their potential to grow our church.

In reaching these recommendations, we on the JNA Committee believe we have seen the future that’s waiting to emerge through Canadian Memorial. We acknowledge with gratitude the continued inspiration of our visionary lead minister, Bruce Sanguin, and honour his response to Spirit’s call.

Having re-committed ourselves as a congregation to our vision, mission and values, we will continue to live into our understanding and practice of evolutionary Christianity. We build for the future.



## SEEDS OF CHANGE

### Reason for a Joint Needs Assessment

In mid-2011 Dana Luccock gave notice that she would be leaving her half-time position as Minister of Children, Youth and Families to pursue her music career. Having assumed the role in 2008 from a volunteer who had retired, Dana has overseen the significant growth and diversification of Children's Church. She leaves us at the end of 2011, the position to be filled on an interim basis until June 30, 2012.

It has long been known that Susan Du Moulin, Minister of Pastoral Care, plans to retire from her half-time position when she turns 70 in September 2012. Originally engaged in 1998 to minister to senior members of the congregation, she has overseen the development of a comprehensive congregational care network of ministry teams on which some 60 members serve, many on more than one team.

In light of the imminent departures of these two half-time ministry personnel and foreseeing the need for a JNAC process, Bruce Sanguin advised the congregation at our June 2011 meeting of his request for a change of call to allow him more time to preach and teach. As a result, notice was given to Presbytery of the need for a JNAC process.

(Appendix A: Bruce Sanguin's letter)

### Congregational readiness - summary

Canadian Memorial's most recent JNAC process culminated in June 2008 with the recommendation to hire Dana Luccock as a part-time Children's Church Minister. The current JNAC has reviewed that report as a starting place for this one.

In September 2008, the Board undertook the *Imagine Canadian Memorial* visioning process to define who we are, what we do and what we are committed to. This became the framework for our mission, vision and values statements, which were adopted at a congregational meeting in June 2009. These statements guide our initiatives and express our desire to teach and practise an evolutionary Christian spirituality.

Among them is the mandate "to communicate evolutionary Christian spirituality to the world." As Bruce Sanguin's *The Emerging Church*, based largely on our experience at Canadian Memorial, had generated a significant number of speaking engagement requests, we also endorsed at the June 2009 congregational meeting Bruce's spending time away from us to introduce evolutionary spirituality to the wider church and world.

From March to June 2010, Canadian Memorial undertook a capital campaign, asking the congregation to commit financial resources to move our visioning process from *Imagining to Emergence*. The resulting pledges and donations, when added to the existing Roof Fund, totalled over \$875,000, designated for the following:

- Staffing our vision (target goal: \$250,000)
- Replenishing the New Ministry Fund (target goal: \$100,000)
- Restoring and renewing our sacred space (target goal: \$553,000)

(Appendix B: Website link to Capital Campaign booklet)

## 2011 JNAC

### Member selection

Over the summer of 2011, a JNAC selection team of Linda Denham, Toni Pieroni, Marian Robson and Mike Talbot met to vet the names of people who could represent the broadest cross-section of the congregation.

Their criteria for selection included participants' affirmation of evolutionary Christian spirituality as described in the capital campaign booklet; that they be actively engaged in the life of the church, team players and creative thinkers; that they be available for attending meetings and doing "homework"; that they have no conflict of interest; and that they have the ability to listen, consult, discern, gather and analyze data and write clearly.

Those approached by the Selection Team who agreed to serve as members of the 2011 JNAC are as follows:

- Kellie Lawson, co-chair - Chair of Ministry and Personnel Committee, liaison for Bruce Sanguin
- Ann Golinsky, co-chair - Board member
- Colleen Cruickshank, secretary – M+P member, liaison for Neil Weisense; lay coordinator for *Living Your Spiritual Gifts*
- Nicole Bradbury – parent, member of Stewardship Team
- Larry Butler – Canadian Memorial attendee, co-facilitator of *Couplehood as a Spiritual Path*
- Trevor Malkinson – student at VST, leader for Newcomers' lunch
- Edith Matthews – senior and long-time member of the congregation
- Derek Nanson - Canadian Memorial attendee
- Russ Quinn – Chair of Board, member of Stewardship, Trustee, Finance, Capital Campaign Chair
- Manfred Stenzel – Chair of Finance

### From Vancouver Burrard Presbytery

- Rev. Beth Hayward – Minister of Trinity United Church, Vancouver
- Rev. David Ewart – Retired

### Our process

Thanks to the 2008-2009 *Imagine* process, its resulting vision/mission/values statements, the "big conversation" of the 2010 capital campaign and our congregation's general openness to change, the JNA Committee decided at the outset that much of its foundational work had already been accomplished. Further detail of these foundational building blocks is provided later in this report.

What remained was to check our assumptions and sift through all we read and heard to envision the ministry model that would best serve Canadian Memorial for the future. From September 20 to December 11, the JNAC met for two hours weekly to consider, interview, listen, study, debate and prepare this report.

Our process included these elements:

- At the October 2<sup>nd</sup> congregational meeting, Kellie Lawson reported on the Committee's progress, and the congregation voted overwhelmingly to endorse the following motion:

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**WHEREAS Canadian Memorial's Vision is:**

*Who we are:*

We are called by God to be an open-hearted, open-minded community, teaching and practising evolutionary Christian spirituality.

**WHEREAS Canadian Memorial's Mission is:**

*What we do*

- Invite and welcome spiritual seekers of all backgrounds
- Nurture loving community
- Respond compassionately to the suffering in all life
- Support each other to evolve spiritually
- Communicate evolutionary Christian spirituality to the world
- Celebrate the sacred mystery of life

**WHEREAS Canadian Memorial's Values are:**

*We are committed to*

- **Discernment:** We open to sacred Wisdom in our decision-making.
- **Authenticity:** We cultivate authentic, loving relationships.
- **Diversity:** We embrace ecological, personal, cultural, and religious diversity.
- **Peace and Justice:** We promote peace and justice for ourselves, in our relationships, in our world, and with all creation.
- **Sustainability:** We strive to live ecologically and spiritually sustainable lives.
- **Creativity:** We manifest Spirit through innovation and creative expression.
- **Generosity:** We give abundantly of ourselves.
- **Joy:** We cultivate joy in our relationship with Spirit and each other.

**BE IT RESOLVED** that the Joint Needs Assessment Committee be directed to use these statements as terms of reference for its study and report on the Ministry Personnel needs of Canadian Memorial United Church.

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- The congregation came together for three Fireside Chats facilitated by Toni Pieroni (October 9 and 30, November 13) in which more than 90 people participated, a few attending more than once. The purpose of these chats was for people to share with one another their thoughts and feelings about the changes ahead, as well as their concerns and hopes. A summary of the Chats was posted on the JNAC bulletin board and the CMUC website and copied to the JNA Committee.  
(Appendix C: JNAC webpage & links to congregational updates)
- We did the following individually, in small groups and as a committee:
  - Interviewed our four ministers, meeting twice with lead minister Bruce Sanguin

- Reviewed written feedback from key staff members: our Coordinator of Lay Ministries, Coordinator of Hospitality and Membership, and our Office Administrator
- Reviewed written feedback from two members of the congregation who provided insights based on their multiple volunteer and ministry roles at CMUC
- Met one-on-one with six individuals of the congregation
- Received written or verbal feedback from 10 families and met with four sets of parents
- Facilitated a visioning process of pastoral care team leaders
- Reviewed the Environics Report of October 17, 2011
- Met twice with Ministry & Personnel to appraise them of progress and request feedback
- Posted updates in the church bulletin, on the website and made four announcements during worship services.

(Appendix C: JNAC webpage & links to congregational updates)

#### **What we heard: Highlights from staff and congregation**

- Bruce's desire is for a change in the terms of his Call vs. a change in Pastoral Charge. He was not considering an exit from Canadian Memorial but, instead, shifting his role/function with CMUC and Presbytery. He has "a deep desire to further the Vision." In fact, by changing the terms of his Call, he expects the congregation would "get more of" him. He'd love to teach here, but his role leaves no time to fulfil the vision "...of teaching ... evolutionary Christian spirituality."
- Bruce would have specific functions within the church: teaching theology and evolutionary Christian practices. As such he sees himself exerting more influence within the church . . . The challenge would be "finding people who are not threatened" by the model.
- This congregation is rooted in Bruce's leadership, and our community is like the strong trunk of an oak tree growing branches full of possibilities.
- We are at that moment of in between – like a trapeze artist letting go of one swing just before catching the next. God is doing a new thing.
- I see a significant difficulty with the number of different duties that the current minister must do.
- I'm concerned the new minister will get all the boring administrative stuff.
- What would make this role attractive to a new person?
- I feel trepidation about how to integrate Bruce into the church so that he doesn't outshine the new people.

- I see we can divide the existing positions up to suit a new person. We want a minister, not a management team. We're a *Christian* church!
- I'm concerned about the finances - what can we afford?
- I liked when Jeff was here and when we heard from other ministers during Bruce's sabbatical. We need this preaching to mesh with our culture.
- I see this pitfall: If everyone loves Bruce, the new minister will feel it and feel less valued. We need to welcome the new minister warmly! Depending on how we handle this pitfall, things will either implode or get better. The new person must be his own individual, dynamic, and have depth of Spirit.
- In a traditional church model, the bond between the new [incoming] and former [outgoing] minister has been fraught. It'll be tricky finding a new minister, but we need a different kind of minister.
- I'm upbeat about this. This change of call will stimulate us to grow. I'm glad Bruce will be here to teach and preach. We need someone else to deal with the 59 other chores.
- From the beginning, this felt like a great opportunity. I don't know what the change will bring, but I trust the process.
- We have the opportunity to do something, to be something. We already stand out from other United Churches, and we have an opportunity to continue in that role. It was incredible to read the article about Bruce in *The Observer*. I wonder if it's easier for long-time congregants to deal with this change than it is for those who came here because of Bruce. This is an opportunity for change.
- I see the possibility of an associate second minister. I'm concerned that there'll be groups of people clinging either to the new minister or to Bruce. I'd like a minister more like Jeff and want to see different styles of liturgy in our services. We know the traditional ways no longer work.
- I see the possibility of lay leadership combined with the Spiritual Gifts process. What gifts need to be expressed in Canadian Memorial's ministry? What mix of staff and lay volunteers? I hope JNAC will look at the total mix of ministry and leadership development for the synergy that can be created.
- I see this as a caring community . . . I find Canadian Memorial nourishing and see people ministering to each other all the time
- I run a company and had to replace a key person, knowing I'd never get her set of skills in a new person. To my surprise, I have a better scenario because the new hire has a broader range of skills. So I'm not concerned about replacing Bruce. The new minister may not have a problem with being front and centre. We could end up with two very powerful people.
- My original draw to Canadian Memorial was the music, with Neil as the hook. I get shivers thinking about my experience, my second positive moment, listening to Bruce's sermon. Afterward, I tapped the shoulder of a conservative-looking gentleman sitting nearby and said, "Wow, what a barn-burner!" He replied, "You should have been here last week!" My third experience is with what people in this church are like.
- My thinking is that arts organizations work best if the artistic function is separated from the administrative function; in terms of Canadian Memorial, that's if the spiritual direction is separate from the administrative function.

- I'm concerned about the financial implications.
- In the last JNAC process we saw three circles - of adults, elders and children – with Spirit at the centre.

### **Guiding Principles**

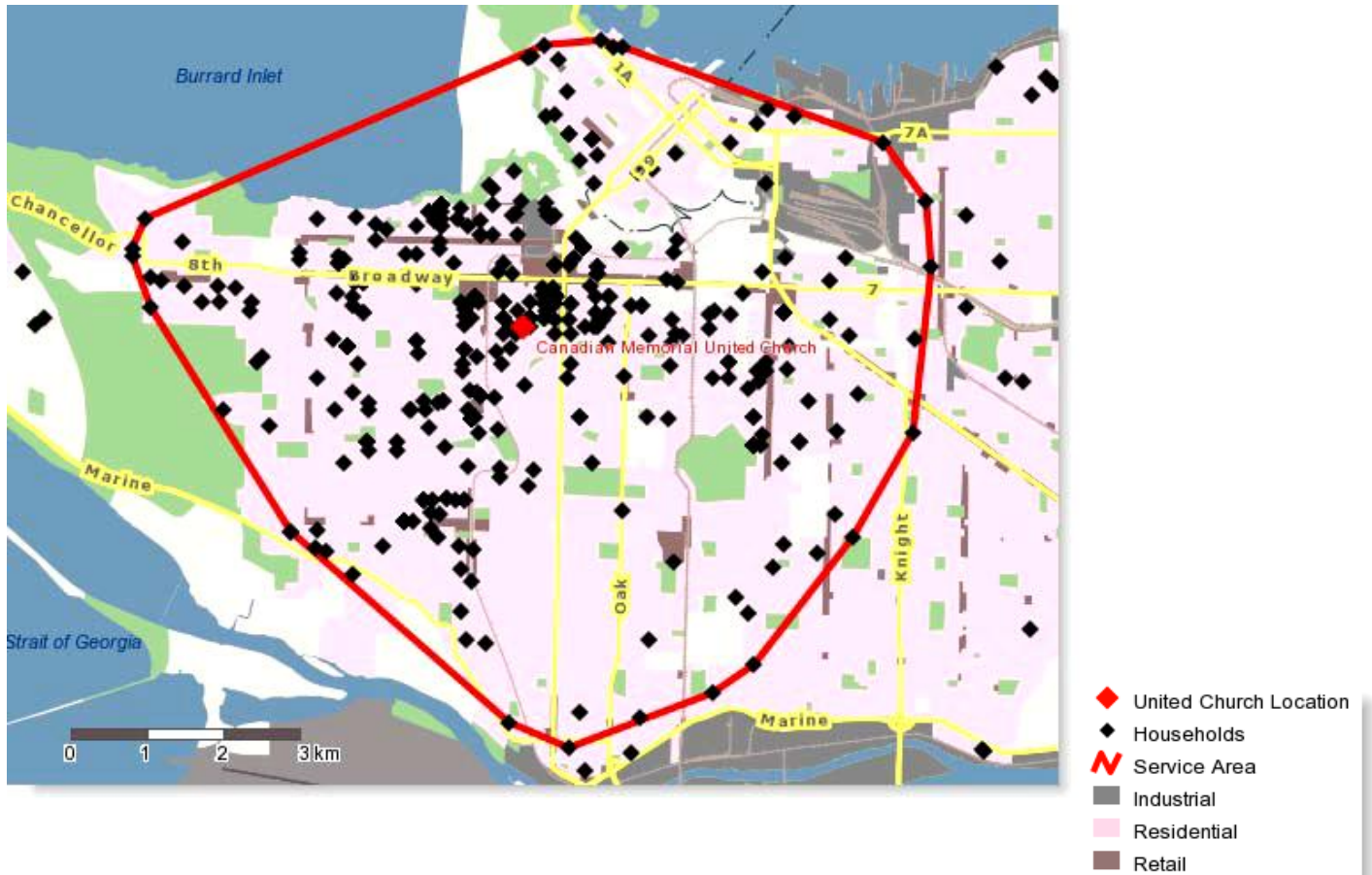
Based on what we heard from the congregation, these guiding principles emerged in the JNAC's creating a new model of ministry:

- To root ourselves in the vision, mission and values of an evolutionary Christian spirituality
- To ensure Bruce's continued involvement in Canadian Memorial's leadership
- To move from *imagining* a new way of doing church to *emerging* as a new way of doing church
- To find the creative balance where doing the work and leading the vision come together
- To ensure that this congregation experiences both the mind of Christ and the heart of Christ
- To be intentional about training lay members to lead
- To create a structure where all leaders shine with their unique gifts
- To create synergy
- To build on strengths and compensate for the weaknesses in our current operating model
- To vision something bigger than where we are now and to plan to have those resources available to grow as we grow
- To ensure that ministry personnel realize they are in part responsible for Canadian Memorial's financial sustainability - by attracting new members, being comfortable talking about financial matters, finding new revenue streams and not being afraid to ask for money

## COMMUNITY, CULTURE AND RESOURCES

### Service area

Canadian Memorial's "service area," the area that contains the residences of 75% of the CMUC congregation, extends to UBC on the west, includes the West End on the north, Knight Street on the east, and SW Marine Drive on the south. It has a population of 384,310 in 190,598 households.



The predominant religion is Christian (48.2%), with 5.9% declaring themselves as members of the United Church. Based on the population of the service area, the data suggests that there are in excess of 22,000 United Church members in the CMUC service area. Approximately 39.7% of residents declare that they have no religious affiliations.

The area has a significant number of first-generation immigrants (47.1%), with China (8.9%), Hong Kong (3.4%), and the Philippines (3.1%) being the most common place of origin.

Residents are predominately single people living in rented apartments or single detached homes. The 25 to 44 year-old cohort makes up 45.2% of the households with a strong skew to the younger side of the category.

The service area population is well educated, with 67.7% having postsecondary qualifications. It tends to be middle to upper income.

Overall, the CMUC congregational profile tends to conform to the demographics of the service area.

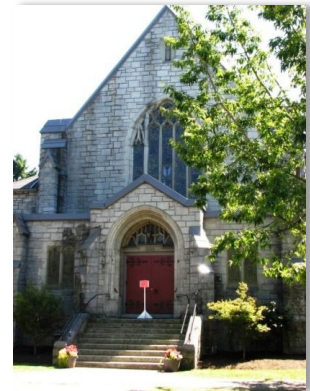
The Environics Report of October 17, 2011 identifies characteristics that are typical of Canadian Memorial's service area and its congregation. Among the characteristics are the following:

- Open to change
- Adaptability to complexity in life
- Flexible definition of family
- Builds relationships with other traditions
- Respects personal freedom and choices
- Rejection of authority
- Valuing an ecological lifestyle
- Supporting cultural fusion
- Social learning
- Having a deep sense of social responsibility

Interestingly, one of the weakest characteristics of the Canadian Memorial service area is *Religiosity*, defined as "placing a great importance on having an affiliation with an organized religious faith or on religious beliefs and rituals."

### Heritage

Canadian Memorial has a long tradition in the community, born from a solemn promise the Rev. Col. George Fallis made while presiding as padre at the memorials of fallen soldiers in France during World War I: he would honour the soldiers' sacrifice by building a memorial to peace. In 1920 he came to serve a small congregation in Vancouver that shared his vision, and together they fulfilled that promise.



Memorial Hall was built in 1923 at the corner of 16<sup>th</sup> Avenue West and Burrard Street. A community centre with indoor pool and gymnasium, the latter was transformed for Sunday worship for the next five years. In 1928 the Memorial Chapel was built, our present-day sanctuary. It was dedicated on November 9, and regular services commenced on November 11, ten years to the day after the 1918 Armistice.

Our heritage lives in this lofty sanctuary, in its priceless stained glass windows and Books of Remembrance. Every Remembrance Day since 1928, for 83 consecutive years, we have celebrated Canadian Memorial's legacy with a concert that fills most of the sanctuary's 400 seats.

More than seventy years after the Memorial Hall was opened, the congregation decided to sell the hall and use the funds to build, in 1997, a Centre for Peace with modern offices, meeting rooms, library, kitchen facilities and a Great Hall for community use.



This is how we evolve - by carrying forward the best from the past, integrating it with the present and opening ourselves to the future, drawn on by Spirit.

## **Worship and culture**

Canadian Memorial is an inclusive church that supports a radical exploration of Christianity and nurtures our transformative personal spiritual journeys.

We teach evolutionary Christianity, an integrative vision of the Christian faith that honours traditional Biblical and modern worldviews, and conservative and liberal points of view, by seeing them through an all-inclusive evolutionary lens. It sees the entire history of the evolving universe as Spirit-infused while integrating and embracing modern scientific thought. From this perspective, we reflect on the story of Christ and practise our faith toward the goal of conscious spiritual evolution.

In keeping with our vision, we are creating a shared evolutionary culture that adheres to personal principles such as the wholehearted intention to transform, the commitment to engage, being open-minded, speaking from the deepest and most authentic parts of the Self, deep listening, risk taking, living a life of constant resolution and being an example for everyone we meet.

Sunday morning worship services use an integrated liturgy of word, music and prayer. The services are supported and enhanced by a vibrant music program led by Minister of Music Neil Weisensel, who leads the 20-person Chancel Choir and the 4-person Worship Band. Services often feature in-house and guest soloists and musicians. Neil and his wife, Rachel Landrecht, frequently compose new pieces for the choir, most often based on the writings of Bruce Sanguin. Neil is responsible for mounting the annual Remembrance Day concert, a resounding tribute to Canadian Memorial's heritage.

Lay members assist with pre-service routines, choir practices and filing/organizing music. They act as readers and prayer leaders in both the Sunday services and the monthly Sunday evening Taizé service. When our lead minister was on sabbatical in early 2011, a number of lay members preached, among them four who are students at Vancouver School of Theology, some in discernment for ministry.

Our Minister of Word and Sacrament, Reverend Bruce Sanguin, has served Canadian Memorial since July 1996. He is the author of four books:

- *The Emerging Church: A Model for Change & A Map for Renewal*, which provides insight into Canadian Memorial's direction and focus
- *Darwin, Divinity and the Dance of the Cosmos: An Ecological Christianity*
- *Summoning the Whirlwind: Unconventional Sermons for a Relevant Christian Faith*
- *If Darwin Prayed: Prayers for Evolutionary Mystics*

## **Lay ministry**

Canadian Memorial strongly encourages lay ministry along two foundational principles: *gift-based ministry*, which is service offered from our most authentic Self and Spirit-energized capacities; and *ministry anywhere, anytime, by anybody*. In support of lay ministry, we offer *Living Your Spiritual Gifts*, a five-stage self-enquiry program to assist people in discovering their spiritual gifts and discerning their ministries at Canadian Memorial and beyond.

The *Living Your Spiritual Gifts* program culminates in a commissioning ritual at a Sunday worship service in which participants declare their gifts and intended ministries.

Two lay leaders currently play key roles at Canadian Memorial, for which they receive honoraria:

The *Coordinator of Hospitality & Membership*, Mary Lou Whittaker, coordinates a weekly Women's Circle and coordinates teams:

- That greet and take collection at worship services, serve communion, serve coffee/tea in the Centre for Peace after services (and often lunch on occasions when the congregation stays for church business), staff the Welcome table, giving newcomers copies of *If Darwin Prayed* as a no-strings-attached gesture of welcome
- That prepare and serve lunch every second month for newcomers or those who feel like newcomers in our congregation, and assist at special events (potluck Christmas lunch, summer picnic, selling tickets at dances, concerts, etc.)

The *Coordinator of Lay Ministries*, Anita Kilberg, serves as point of contact for Connection Circles (more below), connects congregants to lay ministry teams, coordinates flowers for the chancel, and personally coordinates the *In from the Cold* program.

- *In from the Cold* is an outreach ministry to some 250 homeless and marginalized people in the Downtown Eastside. Each month Anita coordinates the efforts and resources of Canadian Memorial members who prepare and serve a hearty dinner at the First United Church shelter in the Downtown Eastside.

Other lay ministry teams coordinate the roster of lay readers, the library and the gardening.

Lay ministry is also the basis of *Connection Circles* – weekly in-home gatherings of 9-12 people who meet for a semester, during the day or evening, to explore their evolutionary journeys, engage with others in spiritual practice and reflection, and deepen their experience of the Canadian Memorial culture. The 2011 fall semester offered seven Connection Circles, each hosted by and facilitated by members of the congregation, meeting to focus on and discuss Bruce's weekly sermons.

Another significant outreach ministry developed and coordinated by a Canadian Memorial lay person is *StreetMeals*, which supports the work of three Vancouver agencies serving street-involved youth in downtown Vancouver with food, clothing and other necessities. Each month the *StreetMeals* team leader coordinates volunteers in preparing season-appropriate lunches, and at Christmas they create gift bags of toiletries and personal care items. Since 2008, *StreetMeals* has provided financial assistance to select youth who return to college or university in a program leading them to a career in youth services.

## **Pastoral care**

The imminent retirement of Minister of Pastoral Care, Susan Du Moulin, who serves the congregation on a half-time basis, has led the JNAC to look carefully at the extensive network of care offered by CMUC ministry teams formalized under Susan's direction and the somewhat low profile that "pastoral care" has at Canadian Memorial – except among its recipients.

Some of the teams minister to senior congregants: Offering transportation to church, monthly worship services in a nearby care home, hearing devices at worship services, making visits and telephone calls to those unable to attend services, and maintaining the Over Ninety Club bulletin board.

Other teams minister to the congregation at large: Creating greeting cards with congregants' photos and art, writing cards (bereavement, children's birthdays), delivering flowers, offering healing touch or Reiki, providing pastoral care with companion animals, knitting shawls for those who are ill or in need of comfort, and praying for members of the congregation.

Susan coordinates the Heart & Soul program, meeting each month with some 20 seniors for a bag lunch, spiritual reflection, gentle exercise and stimulating program. She also offers a Blue Christmas service for those who are struggling or grieving, presides at memorial and committal services, conducts in-home communions and makes over 100 pastoral care visits each year.

Twice a year Susan conducts the *Living Your Spiritual Gifts* program previously referenced and, in a private capacity, leads an eight-month Centerpoint spiritual pilgrimage program (for members of our and other congregations) that culminates in a silent retreat weekend.

## **Children, youth and families**

The departure of part-time Minister of Children, Youth and Families, Dana Luccock, also occasions a JNAC review of the kind of spiritual care Canadian Memorial families wish for their children and the amount of support the Minister receives.

At present some 15-20 children attend Canadian Memorial on any given Sunday, drawn from a roster of about 50 children registered in Children's Church. Assisting the Minister are two young women paid for their services, a teen volunteer and a few dedicated adults.

Collectively, they staff:

- A *Nursery* in the church vestry for infants (0-24 months), where parents can either leave their babies or stay and listen to the service through speakers
- *Preschool program* for children 2-3 years old in the Centre for Peace, a program of stories, songs, crafts and free play
- *Children's Church* for children 4-12 years old):
  - A *preschool/kindergarten* class in the Youth Room, Centre for Peace
  - A *primary* class (Grades 1-2) in the foyer outside the Youth Room
  - A *junior* class (Grades 3-7) in the Library, Centre for Peace

On the third Sunday of the month, children and youth return from Children's Church to the worship service to take communion with their families.

Over the course of the year the congregation is treated to a variety of events featuring the children:

- Occasional performances of the children's handbell choir and the children's choir
- An annual Christmas pageant
- A Shrove Sunday Pancake Lunch
- An all-ages service featuring the children
- A church sleepover event for preteen girls (e.g., a play/movie night, sleepover)
- An all-ages family event off-site (picnic, hike) designed for the parents to meet, mingle and develop closer ties to the Children's Church program.
- In the fall of 2011, a monthly dinner series was launched for Children's Church parents to meet with a guest facilitator while the children participate in a Spirit-centred evening program.

### **Christian education and spiritual development**

Canadian Memorial offers a wide range of programs throughout the year, published in a booklet called *Circles and Community Events*. A sampling of these programs includes:

- Weekly programs like the drop-in Tuesday afternoon Bible Study led by our ministers to discuss the upcoming week's scripture readings from an evolutionary perspective, the meditation group, the Chancel Choir, and the Centerpoint spiritual pilgrimage program
- Monthly programs like the Maple Group, Women's Circle, Couples' Circle, Heart & Soul, afternoon services at South Granville Park Lodge, Taizé
- Semester programs like the Connection Circles, weekly in-home gatherings of up to 12 people who meet for a specific period of time to reflect on the weekly sermons
- Workshops – to practise couplehood as a spiritual path, write psalms, explore Integral Life Practices, study mystics or inspirational books, see photography as meditation, or develop confidence to read the scripture as Lay Reader or to read the Prayers of the Community
- Talks by noted speakers - Barbara Marx Hubbard, Thomas Hübl, for example

Canadian Memorial Church is a spiritual community committed to learning, creating, evolving and transforming. Please visit our website at [www.canadianmemorial.org](http://www.canadianmemorial.org)

### **Church governance**

Unchanged since 2008, the governance structure of Canadian Memorial is on the Carver Model; that is, policy governance. The Board focuses on the spiritual direction of the church and sets policy for its operations but does not usually deal with day-to-day activities. The Minister acts as ministry representative in all areas except Ministry and Personnel and reports to the Board on compliance with the policy.

The Board is responsible to the congregation and reports to it three times a year at congregational meetings. New members are elected to the Board annually.

### **JNAC's foundational building blocks**

- **The *Imagine Canadian Memorial* process**, referred to earlier in this report, described in this excerpt from the June 28, 2009 congregation meeting:

“The Imagine Process started at the Board Retreat last September. There were three different retreats in which very careful notes were taken. In the end there was feedback from the whole congregation. It was an exemplary and careful process. It was suggested that we look at it from who we are, what we do, and what we are committed to. This became our framework for our proposed purpose and values statement.”

This will guide our major initiatives over the next five years and is included in the Board Policy Manual, policies 100 (Global Ministry Policy) and 110 (Core Values).

- **The Feasibility Study conducted by consultant Rob Waller, of Waller & Associates** in November 19, 2009. Prior to Canadian Memorial's embarking on its March 2010 capital campaign, the consultant interviewed 32 people/couples, and 46 households completed and returned questionnaires. In this excerpt from the Executive Summary the consultant reported:

*Reputation of the Congregation and Support for the Roof Repairs, Renovations to the Sanctuary and a Plan for Sustaining the Congregation's Growth*

- 97% of the interviewees rated their personal perception of the congregation as 'excellent' or 'good'. CMUC is a community of strong-minded, capable people and leaders ready to embrace all the current and future ministry challenges, transitions and opportunities.
- People remarked that Canadian Memorial is a profoundly gracious, inclusive, caring community of diverse, highly-respected, intellectually-oriented, spiritually mature leaders with a strong desire to be liberal, relevant and engaged in the promise and capacity to make a tremendous difference in the life of the church and in reaching out to serve their community.
- Interviewees described their personal reactions to the exciting, demanding and challenging process of a congregation intentionally moving forward faithfully with 'the pull' of an emerging mission, vision and values, especially over the past three years.
- Many interviewees recognize that Canadian Memorial is on the 'leading edge' of church development.
- Interviewees recognize that it is Bruce's leadership, the faith and strengths of a caring community, the competent leaders and the draw of a relevant worship experience and a compelling vision that holds the congregation together. For some the congregation is 'at risk' while for others it is breaking through to desperately needed new ground.
- Interviewees recognize that there is excellent potential for growing the congregation dramatically. They also perceive that the retention of newcomers is not well organized.

- There is a well-grounded mutual respect and trust that lies at the heart of congregational life and the decision making processes that are guiding its future.
- Canadian Memorial’s core strengths are identified as the people, the minister, the staff, the high standard of music, caring community, lay leadership, worship, the church buildings, the theological honesty, the evolutionary Christian teaching and practice.
- **The *Capital Campaign*** that began in March 2010 entailed visits by 46 “Visitors” and 7 “Team Leaders” to over 150 people in our congregation to engage in the “big conversation” about what was emerging at Canadian Memorial. At each visit, Visitors distributed the capital campaign booklet and completed a report.

(Appendix B: Website link to Capital Campaign booklet)

Here is a summary excerpted from the Feedback Report drawn from congregational feedback, as presented by Marian Robson and Sophia Ducey on November 15, 2010:

*Evolutionary Christian Spirituality, Bible, and Education*

- There seems to be the beginnings of understanding of Evolutionary Christian Spirituality.
- Although some people are still confused, most feel it is necessary for the growth of church.
- Some felt challenged during the Sunday services, but most who commented on the challenge appreciated it.
- There appears to be a high degree of desire to create opportunities to “learn” more – to explore the principles of Evolutionary Christian Spirituality through education and discussion.
- Both from the visioning sessions and from the various interviews and visits, it is recommended that an education program be developed that enhances people’s ability to understand and integrate Evolutionary Christian Spirituality.

*Staffing*

- Overall, people are very impressed with the staff and would like to figure out ways to fund more membership, congregational/pastoral care, children’s church, and support for Bruce.
- Some questions arose about the efficiency of the current staffing model.
- Throughout the various feedback and sessions, it appears there is recognition of the need for a full analysis of staffing to ensure the best fit for all staff in the positions in which they serve and determining the balance of what can be done by volunteers vs. what requires a staff person.

*Capital campaign feedback*

- Lots of enthusiasm about the “Big Conversation”
- People generally liked the visits, especially because they felt included.

## Canadian Memorial statistics

### Number of members as of October 12, 2011

	<u>Active</u>	<u>Rarely Attending</u>	<u>Not Attending</u>	<u>Total</u>
Professing	184	19	14	217
Participating	<u>178</u>	<u>6</u>	<u>4</u>	<u>188</u>
	<b>362</b>	<b>25</b>	<b>18</b>	<b>405</b>

	<u>2010/2011</u>	<u>2009/2010</u>
Baptisms	16	4
Weddings		
Canadian Memorial	34	24
Japanese	<u>4</u>	<u>11</u>
Total weddings	<b>38</b>	<b>35</b>
Member deaths	7	7

### Contribution information

	<u>PAR</u>	<u>Envelope # excluding PAR</u>	<u>Total</u>
Number of families	77	120	197
Annualized contributions	\$146,616	\$139,266	\$285,882
Average per week per family	<b>\$36.62</b>	<b>\$22.32</b>	<b>\$27.91</b>

**Notes:**  
 PAR is based on the September 2011 PAR statement.  
 The number of families giving, excluding PAR and the related giving, is based on the 12-month period from October 17, 2010 to October 12, 2011.

### Annual worship attendance, 2006 to 2011 fiscal years

	<u>2010/2011</u>	<u>2009/2010</u>	<u>2008/2009</u>	<u>2007/2008</u>	<u>2006/2007</u>
<b>Total</b>	<b>9,436</b>	<b>9,508</b>	<b>9,618</b>	<b>9,364</b>	<b>8,925</b>
Choir	789	844	884	858	663
Children	904	772	713	655	614
Net	7,743	7,892	8,021	7,851	7,648

**Weekly average worship attendance, 2006 to 2011 fiscal years**

	<u>2010/2011</u>	<u>2009/2010</u>	<u>2008/2009</u>	<u>2007/2008</u>	<u>2006/2007</u>
<b>Total</b>	<b>181</b>	<b>183</b>	<b>185</b>	<b>180</b>	<b>172</b>
Choir	15	16	17	17	13
Children	17	15	14	13	12
Net	149	152	154	151	147

**Newcomers' Lunch average attendance**

	<u>2011</u>	<u>2010</u>	<u>2009</u>
Per lunch	9	10	11
Annual total	<b>36</b>	<b>52</b>	<b>32</b>

**Resource summary**

**Buildings**

Canadian Memorial United Church is housed in a historic sanctuary built in 1918, which seats approximately 400.

<http://www.canadianmemorial.org/facility/sanctuary>

Diagonally across the back lane from the church is the Centre for Peace, constructed in 1997.

<http://www.canadianmemorial.org/facility/centre-for-peace>

At ground level at the Centre for Peace are two ministers' offices, the Church Office and the Great Hall.



In the lower level is the Youth Room and storage.

On the upper level are the Library, Meditation Room and Fireside Room.

The Centre is rented to Mission Partners, groups that share Canadian Memorial's vision, mission and values. These rentals generate significant building revenue.

## **Employees**

CMUC currently has a number of paid staff, including:

- Minister of Sacrament (full-time)
- Minister of Pastoral Care (half-time)
- Minister of Music (five-eighths time)
- Minister of Children, Youth and Families (half-time)
- Office Manager (full-time)
- Coordinator of Hospitality and Membership (lay leader paid by honorarium)
- Coordinator of Lay Ministries (lay leader paid by honorarium)
- Wedding Coordinator (part-time)
- Custodian (full-time)
- Nursery Attendant (part-time)
- Several office support staff (part-time)

### **Total salary and benefit costs for the fiscal year 2010/2011:**

\$398,909, representing 92% of all fiscal revenues (\$435,781)

An increase by 7% from the fiscal year 2009/2010 (\$377,089 on \$445,808 revenues)

## **Income and Financial Resources**

A detailed report of Canadian Memorial's financial situation is available from our annual audit report for the fiscal year 2010/11.

### **Total fiscal revenue in 2010/11**

- \$435,781, which is \$10,027 less than the fiscal year 2009/10

### **Member contributions**

- \$248,209 for fiscal 2010/11, a decrease of \$17,062 or 6.9% from fiscal 2009/10
- 2010/11 contributions are 58% of total CMUC fiscal revenue and have decreased by 6.8% from fiscal 2009/10

### **Building and other revenue**

- \$187,572 for fiscal 2010/11, an increase of \$7,035 or 3.8% from fiscal 2009/10

### **Manse Fund**

- \$497,872 as of June 2011, an increase of \$21,415 from fiscal 2009/10 due to an increase in share market value.
- The income from this fund is used for Ministers' Housing Allowances. At this time, the income and dividend income does not fully cover existing housing allowances. Ministry Housing allowance for the fiscal year 2010/11 was \$40,000, only \$27,000 of which was taken from the fund; the remainder was paid from Church operations.

**Legacy Fund**

- \$985,163 as of June 2011, an increase of \$373,944 from fiscal 2009/10 due to significant bequests and increase in share value.
- Income from the Legacy Fund is available annually for church projects. Capital is available by a 2/3 vote of the congregation. During the 2010/11 fiscal year, \$84,000 was taken from the fund to balance the 2010/11 fiscal year.

**Capital Campaign**

- \$265,448 as of June 2011, an increase of \$171,544 from fiscal 2009/10 due to givings from the Canadian Memorial congregation. Pledges to the Campaign end in 2013.
- These funds are available annually for projects as approved by the trustees of the Capital Campaign.

**Budget 2011/12**

- In its 2011/12 budget, the congregation of Canadian Memorial approved a ministerial team of four people: a full-time lead minister, a half-time pastoral care minister, a half-time children and families' minister and a five-eighths time music minister.

**Lay ministry**

Many members of Canadian Memorial's congregation are generous in providing loving service to this spiritual community, as detailed previously.

**MINISTRY PERSONNEL MODEL**

**Organizational chart**

**Please see separate pdf.**

**MINISTRY PERSONNEL MODEL**  
**Organizational chart with key responsibilities**

**Please see separate pdf.**

## MINISTER OF SPIRITUAL CARE

The Minister of Spiritual Care embodies Canadian Memorial's vision and mission, especially in modelling an open-hearted, open-minded community; inviting and welcoming spiritual seekers; nurturing loving community; and supporting our congregation as we evolve spiritually.

The Minister of Spiritual Care collaborates in a collegial relationship with the Minister of Spiritual Practice and the Minister of Music to lead about 60% of Canadian Memorial's worship services. The incumbent cares for Canadian Memorial's spiritual, administrative and financial health: creates congregational connections, leads spiritual care teams, sets the direction for the Children's Church program, leads the administrative functions of Canadian Memorial and the Centre for Peace, and oversees key staff.

### Reporting

Accountable to the Board of Canadian Memorial through the Ministry and Personnel Committee and to Vancouver Burrard Presbytery

### Duties/functions

*Reports to the Board and leads the church's administration (6 hours/week)*

- Serves as ministerial representative on the Board
- Convenes biweekly staff meetings
- Leads the administration of the Church and Centre for Peace. If, after contracting a consultant to conduct an organizational review, it is deemed there is a role and finances for an Executive Director, administrative responsibilities may be divested to the Executive Director.

*Leads 60% of each year's worship services (9.5 hours/week)*

- Collaborates with the Minister of Spiritual Practice to decide on a mutually agreeable worship schedule
- Designs, plans and coordinates services
- Preaches and is responsible for the ministry of the sacrament

*Leads the spiritual care ministry (15.5 hours/week)*

- Promotes *Living Your Spiritual Gifts* with staff and congregation
- Conducts wedding services, baptisms and funerals/memorials
- Leads and restructures, where necessary, existing lay ministries to enhance their efficiency
- Offers personal counselling as needed
- Organizes and participates in visits to congregational seniors
- Organizes and makes visits to the sick and dying to pray and share communion

*Oversees the work of the Minister of Children & Families (1.5 hours/week)*

- Provides direction and support to the Minister of Children and Families in planning age-appropriate curriculum, music and arts programming themed to evolutionary Christianity
- When not presiding, visits Children's Church to foster staff inclusion and develop relationships with the children

*Oversees the work of key staff (2.5 hours/week)*

- Office Manager or, when the role is established, the Executive Director
- Coordinator of Lay Ministries
- Coordinator of Hospitality & Membership

*Grows Canadian Memorial's congregation and contributes to its financial viability (2 hours/week)*

- Creates a welcoming environment for newcomers
- Fosters connections among the congregation
- Articulates to congregants the degree of financial support needed for the church to grow and thrive

*Participates in the Church (1 hour/week on average)*

- Attends Presbytery meetings

*Participates in congregational life (2 hours/week)*

- Attends congregational meetings
- Attends congregational events
- Attends Newcomers' luncheons

#### **Expected outcomes/accountabilities**

- Facility in teaching and preaching evolutionary Christian spirituality
- The integration of the whole body of Canadian Memorial
- The growth and retention of Canadian Memorial's congregation
- The nurturance and development of spiritual care ministries
- The creation of a sustainable financial model for Canadian Memorial
- The establishment of a functional administrative model for Canadian Memorial

#### **Skills/attributes**

##### *Qualifications*

Ordained or Diaconal minister

##### *Experience*

- Proven ability to grow congregational attendance from 175 members to over 300
- Experience with or desire to learn social media as a tool for sharing information
- Intermediate Microsoft Office skills (Word, Outlook, Excel, PowerPoint)
- Knowledge of his/her spiritual gifts

##### *Communications skills*

Dynamic/inspiring speaker and writer, effective listener, clear thinker and communicator of ideas and information; articulate in explaining feelings and emotions

### *Intellectual skills*

Excellent capacity for theological reflection; researches, analyzes; identifies patterns, problems, causes; conceives novel solutions and approaches; champions change and innovation

### *Interpersonal skills*

Warm, accessible, non-intimidating; builds rapport readily; establishes and maintains effective relationships; sensitive to others' views and concerns, compassionate; a problem-solver; a leader, inspires people; coaches and develops others

### *Organizational skills*

Coordinates people and processes, manages group efforts, resolves conflicts, manages resources and finances, business-savvy, budgets, sets priorities and balances competing needs, improves on existing procedures through innovation, strategic thinker, creative thinker

### *Personal skills*

Manages time, networks, takes initiative, committed to learning and self development

### *Attributes*

Personable, extraverted, collegial, collaborative, comfortable with talking about finances and financial need, believes in and supports evolutionary Christian spirituality, models integrity and trust

## **Terms to be offered**

- Full time (40 hours per week)
- Accountable to the Board of Canadian Memorial through the Ministry & Personnel Committee and to Vancouver Burrard Presbytery
- Salary will be in accordance with the United Church of Canada Annual Salary Allowance Schedule for 2012/13 <http://www.united-church.ca/files/minstaff/pastoral/salary/2012schedule.pdf>
- Benefits include pension, group insurance, EAP, CPP, EI and sick leave
- A housing allowance of \$29,658 (3% increase from 2011/12 for the former Minister of Word & Sacrament) in accordance with comparable housing guidelines
- Travel allowance of \$0.41 per kilometre to a maximum of \$3,700
- Book allowance of \$600 per year
- Life-long learning allowance of \$1,200 per year
- Vacation of 1 month
- Study leave of 3 weeks
- Sabbatical of 3 months offered after 5 years of service

## MINISTER OF SPIRITUAL PRACTICE

The Minister of Spiritual Practice embodies Canadian Memorial's vision and mission, especially in teaching and practising evolutionary Christian spirituality, supporting our congregation as we evolve spiritually, and communicating evolutionary Christian spirituality to the world.

The Minister of Spiritual Practice collaborates in a collegial relationship with the Minister of Spiritual Care and the Minister of Music to lead about 40% of Canadian Memorial's worship services. The incumbent furthers the development, understanding and practice of evolutionary Christianity: creates and teaches evolutionary Christian spirituality programs for our congregation and the broader community, represents Canadian Memorial with the media and larger world, and works toward the establishment of an academy of evolutionary Christian spirituality.

### Reporting

Accountable to the Board of Canadian Memorial through the Ministry and Personnel Committee and to Vancouver Burrard Presbytery

- Reports to Ministry & Personnel on performance and personnel issues
- Reports to the Board quarterly on the development of an Academy for evolutionary Christian spirituality

### Duties/functions

*Leads 40% of each year's worship services (approximately 9.5 hours/week)*

- Collaborates with the Minister of Spiritual Care to decide on a mutually agreeable worship schedule
- Designs, plans and coordinates services
- Preaches and is responsible for the ministry of sacraments

*Develops and teaches evolutionary Christian spirituality (approximately 6 hours/week)*

- Develops and teaches programs
- Develops courses for and trains lay leaders
- Develops and conducts webinars

*Researches the viability of establishing an Academy for Evolutionary Christian Spirituality*

- Develops a business plan
- Leads/works with others to establish and run the Academy
- Keeps the Board and Minister of Spiritual Care apprised of progress toward this goal

*Enhances Canadian Memorial's profile, helps grow its congregation and contributes to its financial viability (1 hour/week)*

- Undertakes speaking engagements outside Canadian Memorial
- Conducts media interviews
- Plans evolutionary spirituality events, hosts guest speakers

*Participates in the Church (approximately 1 hour/week)*

- Participates in biweekly staff meetings
- Attends Presbytery meetings

*Participates in congregational life (approximately 2.5 hours/week):*

- Attends congregational meetings
- Attends congregational events
- Meets with members of the congregation as needed

### **Expected outcomes/accountabilities**

- Creation and implementation of a curriculum in evolutionary Christian spirituality for Canadian Memorial
- Growth in number of leaders trained in evolutionary Christian spirituality within Canadian Memorial and beyond
- Establishment of Canadian Memorial as a hub for evolutionary Christian spirituality

### **Skills/attributes**

#### *Qualifications*

Ordained or Diaconal minister

#### *Experience*

- Proven ability to grow congregational attendance
- Experience teaching people of all ages
- Experience with or desire to learn social media as a tool for sharing information
- Intermediate Microsoft Office skills (Word, Outlook, Excel, PowerPoint)
- Knowledge of his/her spiritual gifts

#### *Communications skills*

Dynamic/inspiring speaker and writer, effective listener, clear thinker and communicator of ideas and information, articulate in explaining feelings and emotions

#### *Intellectual skills*

Excellent capacity for theological reflection; researches, analyzes; identifies patterns, problems, causes; conceives novel solutions and approaches; champions change and innovation; plans; strategic thinker, creative thinker

#### *Interpersonal skills*

Provokes thought, motivates; leads by example; establishes and maintains effective relationships; sensitive to others' views and concerns, compassionate; problem-solver; inspires people, a leader; coaches & develops others; leads by example

*Personal skills*

Manages time, manages resources, networks, takes initiative, committed to learning and self development

*Attributes*

Believes in and supports evolutionary Christian spirituality, collegial, collaborative, influences others, models integrity and trust

**Terms to be offered**

- Half time, 20 hours per week
- Salary of \$26,996
- Benefits include pension, group insurance, EAP, CPP, EI and sick leave
- A housing allowance of \$14,830 (3% increase from 2011/12 for the former Minister of Sacrament and Word) in accordance with comparable housing guidelines
- Travel allowance of \$0.41 per kilometre up to a maximum of \$3,700
- Book allowance of \$600 per year
- Life-long learning allowance of \$1,200 per year
- Vacation allowance of 5 weeks
- Study leave of 3 weeks
- Sabbatical of 3 months will be offered after 5 years of service

## MINISTER OF CHILDREN AND FAMILIES

The Minister of Children and Families embodies Canadian Memorial's vision and mission, especially in leading us to be an open-hearted, open-minded community; inviting and welcoming spiritual seekers; nurturing loving community; and supporting our children as they evolve spiritually.

The Minister of Children & Families is responsible for the programs for children and youth at Canadian Memorial and for supporting the Minister of Spiritual Care in the care of children, youth and parents. The incumbent collaborates with the Minister of Spiritual Care and the Minister of Spiritual Practice to develop an evolutionary Christian curriculum for children and youth.

### Reporting

- Reports to Ministry & Personnel on performance and personnel issues
- Works under the direction of the Minister of Spiritual Care with regard to all aspects of his/her mandate

### Duties/functions

#### *Leads Children's Church (approximately 10 hours/week)*

- In collaboration with the Minister of Spiritual Care and the Minister of Spiritual Practice, plans age-appropriate curriculum, music and arts programming themed to evolutionary Christian spirituality
- Recruits parents and members of Canadian Memorial to participate in Children's Church programming
- Supervises the Children's Church leaders, caregivers and volunteers
- Leads one of the Children's Church classes

#### *Supports families (approximately 7 hours/week)*

- Provides spiritual care to children
- Develops youth programs as required
- Plans regular family events
- Supports parents in practising evolutionary Christianity with their children

#### *Participates in the wider Church (approximately 2 hours/week)*

- Participates in biweekly staff meetings
- Liaises with Children's Church leaders at other United Churches
- Liaises with the Vancouver Youth & Young Adult Ministry

#### *Participates in congregational life (approximately 1 hour/week)*

- Attends congregational meetings
- Attends congregational events
- Attends Newcomers' luncheons

## **Skills/attributes**

### *Qualifications*

- Formal teaching qualifications, Early Childhood Education training
- Experience/history in the United Church of Canada

### *Experience*

- Experience teaching young children of various ages
- Biblical literacy
- Experience in creativity, music and art
- Intermediate Microsoft Office skills (Word, Outlook, Excel, PowerPoint)
- Knows his/her spiritual gifts

### *Communications skills*

Speaks clearly and engagingly, effective listener, clear thinker and communicator of ideas and information, articulate in explaining feelings and emotions

### *Interpersonal skills*

Warm, accessible, non-intimidating; builds rapport readily; establishes and maintains effective relationships; sensitive to others' views and concerns, compassionate; problem-solver; leader, inspires people; coaches, develops others

### *Organizational skills*

Coordinates children and procedures, manages group efforts, resolves conflicts, manages resources, budgets, sets priorities and balances competing needs, improves on existing procedures through innovation

### *Personal skills*

Manages time, manages resources, networks, takes initiative, committed to learning and self development

### *Attributes*

Enjoys children; lively, energetic; collaborative; open mind and heart to all forms of spirituality; believes in and supports evolutionary Christian spirituality

## **Expected outcomes/accountabilities**

- Facility in teaching and preaching evolutionary Christian spirituality
- The establishment and introduction of an evolutionary Christian spirituality curriculum for children and youth at Canadian Memorial
- The growth of the children's and youth congregations
- The development a 3-5 year plan for the future of the Children and Families ministry

**Terms to be offered**

- Half time, 20 hours per week
- Accountable to the Board of Canadian Memorial through the Ministry & Personnel Committee
- Salary will be commensurate with experience and qualifications
- Benefits include pension, group insurance, EAP, CPP, EI and sick leave
- Book allowance of \$300 per year
- Life-long learning allowance of \$300 per year
- Vacation allowance of 3 weeks
- Study leave of 2 weeks

## **APPENDIX A: Bruce's letter requesting a change in terms of his call**

Dear friends,

After a long process of careful discernment it has become clear to me that it is time for a change.

I am asking Canadian Memorial to consider changing the terms of my call starting July 1, 2012. A change in "terms of the call" is different from a change in pastoral relations — which would mean that I am leaving to accept a call from another congregation. This is not the case.

It is also different from a resignation. Rather, I am asking you to consider changing my job description to a part-time position, the terms of which I will detail below. Whether or not you agree to this change is completely up to you as a congregation.

Again, what this means is that we have a full year, from now until July 2012, under the current terms of my existing call.

### **Why the Change?**

I feel called to focus on "contemplative scholarship", to have the time to read, pray, write and teach, particularly in the area of evolutionary Christian spirituality. Over the past two years, you have been generous in your encouragement of me to take your mission to the wider world. This represents a rare degree of trust. However, while on sabbatical it became clear that, for me, it was unsustainable trying to write, teach, travel, and be a full-time minister of Canadian Memorial. I also felt that, notwithstanding your generosity, it wasn't fair to you.

### **My proposal:**

1. What I am proposing is that I assume a part-time teaching ministry at CMUC focused on developing curriculum related to evolutionary spirituality and teach courses and possibly preach occasionally. Effectively, this would ensure that this focus at CMUC would have a solid foundation for the future. This would mean that I would assume part-time responsibilities.
2. Canadian Memorial will be entering into a process of discernment around staffing needs for the future. Technically, this is called a Joint Needs Assessment Committee. Susan will be retiring next summer. Knowing this, and knowing the shift that was happening within me, I thought it only fair to make my intentions clear. It did not seem responsible to delay the announcement of my decision.
3. As this relates to my position, the Joint Needs Assessment team would make a recommendation based on their work. Again, it is important to emphasize that whether or not you want me to continue part-time is completely up to you. In either case, I will not be continuing as your full-time, lead minister.

I have given myself heart and soul to this ministry over the past 15 years. Looking back, accepting the call to do ministry with you over this time period, was indeed Spirit inspired. Together we have given birth to something special here. We have evolved. We have deepened. We have been the body and Spirit of Christ to the best of our ability. We truly have laid the foundation for the continued emergence of something very special. Together we received the proud legacy of previous generations of CMUC members and built upon it. There is every reason for confidence that this community will continue to evolve.

You have strong leadership. Russ has been a rock over the time of his tenure. And will continue to exercise leadership, with my support, through this process of discerning the future staffing needs of Canadian Memorial.

A tenet of evolutionary spirituality is that a change in life conditions is a provocation to discover and develop new capacities. I truly believe that this is a great opportunity for you to discover new depths and dimensions of your calling. It can be a very exciting time.

Please be assured that my decision was the result of a call of Spirit, and had nothing to do in any way with being dissatisfied at Canadian Memorial. I have only love in my heart for all of you. If you discern that it is wise and possible for me to play a role, albeit more focused, in your continued evolution as a congregation then I look forward to continuing serving you and your mission.

I welcome your questions.

**Bruce**

## APPENDIX B: Website link to Capital Campaign booklet

<http://www.canadianmemorial.org/PDF/Capital%20Campaign%20Booklet.pdf>

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## APPENDIX C: JNAC webpage & links to congregational updates

The JNAC web page, <http://www.canadianmemorial.org/news/joint-needs-assessment-committee>, currently reads as follows:

The Joint Needs Assessment Committee is wrapping up its study and report, which will be formally presented at a congregational meeting on January 8, 2012. The report is expected to be available for consideration on Sunday, December 18. Please find links to previous JNAC updates below.

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[JNAC Update - Dec 4 Bulletin](#)

[JNAC Update - Nov 16 Bulletin](#)

[JNAC Update - Nov 5 Bulletin](#)

[JNAC Update - Oct 23 Bulletin](#)

[JNAC Update - Oct 16 Bulletin](#)

[JNAC Update - Oct 9 Bulletin](#)

[JNAC Update - Oct 2 Bulletin](#)

[JNAC update report Congregational meeting October 2, 2011](#)

[1st Fireside Chat - Oct 9 2011](#)

[2nd Fireside Chat - Oct 30 2011](#)

[3rd Fireside Chat - Nov 13 2011](#)

[JNAC Committee Members](#)

[Bruce's Announcement to Canadian Memorial \(June 2011\)](#)