

January, 2019

St. Andrew's

United Church

WELCOMING, CARING, LEARNING, SHARING

A friendly, welcoming community for all to gather,
growing in faith, learning and helping others.

Our Plan

for

Our Faith Journey

for

the Next 10 Years

by

St. Andrew's Needs Assessment Group

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INTRODUCTION

After over 10 years of serving St. Andrew's United Church, our ministry team of 1-1/2 positions will be retiring on the following dates:

our full-time minister, Greg White, on June 30, 2019

our half-time minister, Laurie White, on June 30, 2021

Our search for our new ministry team will be following the requirements of the new call process that starts in 2019. In the meantime, we need to make decisions regarding our future direction and a successful transition to a new ministry team and identify any implications for the 2019 Budget. Accordingly, the St. Andrew's Needs Assessment Group was formed to assess our needs going forward and to make recommendations to the Board and the congregation regarding our faith journey for the next 10 years.

Our Group looked at the results of the last 10 years...a gain of 100 new people and a loss of 50 people due to death and relocation for a net addition of 50 members. In 10 years, we have become a healthy community of faith.

Our Group interviewed a youth representative, our current ministry team and three retired ministers (who are familiar with St. Andrew's). We participated in the St. Andrew's afternoon Future Visioning Session and conducted a congregational survey. Through these sources of information, much of the advice that we received indicated the need to remain on our current path. "If we know what works well for us, why would we not continue on this path?"

It is the Needs Assessment Group's recommendation that our church family continue on our current path as it really is all about the journey!

St. Andrew's has had some good ministers in the past, but we had not experienced this kind of a result. Our current ministry team did come to us with a plan...the same plan that worked well in their Stratford charge. Is it possible that many ministers do not have a plan? We do know that ministers are not trained on how to grow a congregation...it is up to them to acquire that knowledge on their own.

In order to continue on our path, the Needs Assessment Group identified the plan and how and why it works so well for us so that we can take ownership of it.

This plan is all about small group ministry. Small groups are opportunities to learn, to share a common interest and to get to know some of our fellow members better. We formed small groups to help us transition from a congregation to a church family. And we formed small groups for our outreach initiatives. All of the ideas came from us. We

selected the best ideas for implementation. We provided the leadership. Therefore, we do have a plan which can be ongoing, if our church family so decides, because the plan is not dependent upon our current ministry team in order to continue.

OUR PLAN

The “glory” days of full pews are now a distant memory. Who moved our cheese? Why is our iceberg melting? Well, we aren't the only ones asking these questions. Churches and volunteer membership organizations of all types continue to decline. It is not our fault. We have done nothing wrong. What has happened is that the world has changed. Canadians are simply not going to church like they used to...because our population has become more secular...meaning more worldly and less religious. In addition to this phenomenon, some millenials are spiritual, but not necessarily religious.

We are not alone. God was with us before when the pews were full, is with us now and will continue to be with us going forward.

Today, we are called upon to do church better...to do more than just attend on Sunday. At St. Andrew's, we use small group ministry to become more of a church family and to strive to make a difference in our community. We have learned that this approach works very well for us. We have been on this path for the past 10 years!

The twin challenges that all congregations face are:

A: How do we attract new members?

B: How do we retain the members that we already have?

Retaining members is an issue because every year some members drift away. We believe that, the more people feel that they belong to a church family, the less likely they are to drift away.

The ability of St. Andrew's to attract new members is dependent upon our strength of purpose. As a community of faith, our purpose is threefold:

Area 1: to worship

Area 2: to develop our faith and to learn

Area 3: to help others

To continue to attract new members, St. Andrew's needs to continuously be making external contacts and developing external relationships. Many will tell you that evangelism is the key to the future of the United Church. Some think that it is branding and marketing. Helping others is what works for us...making the world a better place

one good deed at a time. It fulfills Area 3 (to help others) of our purpose and assists us in making those vital outside connections. Over time, we have acquired a good reputation for striving to make a difference in our community. Word-of-mouth advertizing is taking place. Church shoppers decide to check out our website and visit us in person. As a part of being strong in the area of worship, we are welcoming and friendly. Shoppers are looking for different things such as a good message, good Sunday school program, good music, learning opportunities, etc. That is why it is important for us to do well in Areas 1 & 2 (worship & learning) of our purpose.

Sometimes a church will use their sign to invite new people to join them in their pews (“and don't forget to bring your wallets” is left off the sign). For the most part, we don't think this works because it doesn't answer the question of what do they have to offer for the church shopper that he/she is looking for. On the other hand, helping others (Area 3 of our purpose) appeals to many who may have the time and would love to get involved in making a difference in their community.

Our purpose can be compared to a three legged stool. The legs are our threefold purpose and the stool is St. Andrew's church family. When all three legs are strong, the stool will be stable and remain upright. The more we improve in all three areas of our purpose, the stronger our strength of purpose will be and the healthier St. Andrew's will become.

We are always looking for new opportunities to help others and build upon what we have already done. We try to identify a need in our community and see if it is possible to fill that need utilizing the time and talents of our members. If we get enough volunteers and a leader to form a small group to fill that need, then it is possible for us to help. The idea is to play to our strengths. For example, we have a good number of retired teachers, so the homework club was a natural fit for us...and a valuable benefit to the students, their teachers, their parents and our retired teachers.

After a long-term pastoral relationship, conventional thinking usually dictates a period of intentional interim or supply ministry before the start of a new pastoral relationship. In our particular case, we have the unique features of staggered retirements and a decision on our future direction: the need to continue on our current path with a well defined plan and a solid transition period plan. During the transition, our primary concern is: to not lose our momentum. In the unlikely event that our transition is unsuccessful, we can all agree that we would need a period of intentional interim ministry after Laurie retires.

NOTE: We understand that we must do things for all of the right reasons or they will not work. We help others because it is the right thing to do...it is the Christian way to lead our lives. Growth is not our motivation...it is simply a by-product of how well we improve the way that we do church in all three areas of our purpose.

OUR TRANSITION PERIOD PLAN

From the summer of 2019, when Greg retires, to the summer of 2021, when Laurie retires, we will have a transition period of 2 years as we transition from our current ministry team to our new ministry team. Our goal for this period is to develop a strong pastoral relationship with our new full-time minister by the time that Laurie retires.

Laurie will continue to support all children/youth Sunday morning programs, organize youth group programs, facilitate involvement of children and youth in Sunday morning worship and continue as a resource to CD committee.

Laurie sees her role as bridging and easing the way for the next full-time minister. While the roles of the 2 positions are outlined in this report, Laurie will be flexible and helpful, not getting in the way of whatever needs to be. For example, if the new minister wishes to lead the youth group, she will facilitate whatever needs to be done to help that happen. Laurie's role in worship leadership will likely change as our new minister needs to establish her/his pastoral relationship with us. For example, Laurie may no longer lead prayers.

Laurie will attempt to work half-time which is defined as 20 hours per week in accordance with her call. Laurie will be present every other Sunday (half-time). On "off" Sundays, she will prepare all materials for children's ministry. While she will be flexible in determining which Sundays she is off, Laurie will not be present on Thanksgiving Sunday, Christmas Eve and Easter Sunday.

We will closely monitor our transition progress with both our new minister and our leadership to ensure that our transition period goal is on track to being achieved.

We will provide specific opportunities for us to get know our next minister, such as a monthly gathering for coffee and conversation with the new minister. We recommend that all small groups extend an open invitation to the new minister. We recommend that some learning circles (short term small groups) be started and led by our new minister.

We recommend that we utilize the new United Fresh Start program which will assist us in growing a healthy pastoral relationship. A facilitator will lead the new minister and congregation in taking the 4 core modules plus any of the other 18 modules that may be beneficial for our pastoral relationship.

Take pride in our plan and own it!

OUR COMMUNITY PROFILE

Hamilton is a city of a little over half a million people located in the Golden Horseshoe at the western end of Lake Ontario halfway between Toronto and Niagara Falls with easy access by road and rail networks. It is the 3rd largest population centre in Ontario. Hamilton is divided by the Niagara Escarpment, a large forested ridge known locally as “the Mountain” with waterfalls, the Bruce Trail and conservation areas. Hamilton's motto is “the best place to raise a child and age successfully”.

Hamilton provides opportunities for higher education with McMaster University, Mohawk College and Redeemer University College. McMaster Innovation Park is a place where industry and academic leaders work side by side and help start-ups commercialize.

Healthcare is the largest employer with six unique research-driven hospitals and a cancer centre.

Hamilton has a large agricultural sector and is home to a growing food processing sector.

Hamilton has a growing young professional sector with professional development networks that focus on the next generation of entrepreneurs.

Hamilton is where the arts thrive...music, theatre, galleries, film industry, etc.

Hamilton has numerous parks and is home to the Royal Botanical Gardens.

For more information: hamilton.ca, tourismhamilton.com, thespec.com

POTENTIAL OPPORTUNITIES to HELP OTHERS IN HAMILTON:

- * Hamilton's median age is 41.5...the highest of Canada's 10 largest municipalities.
- * Those that are 65+ make up 17.3% of Hamilton's population. Within 20 years, one in four Canadians will be 65+.
- * About a quarter of the people living on the Mountain are visible minorities.
- * The home ownership rate in Hamilton is 68%.
- * The Hamilton Mountain poverty rate is 11%. Poor health outcomes are connected to poverty, low income & poor education.
- * Pan handling does occur, not just downtown, but on the Mountain too.
- * Hamilton has a high rate of single mom families. A gender wage gap does exist.

- * The majority of Hamilton food bank users are paying market rent & 37% of users are on a disability income. Food banks give out 3 to 5 days worth of food per visit. Of the 12,619 people who visited a food bank in March of 2018, 7,984 were adults & 4,635 were children.
- * Quality affordable housing is hard to come by on the Mountain.
- * People are being priced out of their communities & being forced to move. Seniors on lower fixed income are in danger of being displaced by higher rents.
- * Hamilton's social housing wait list sits at 6,860 households or 16,650 people (926 have homeless status) & continues to grow as rents are spiking in Hamilton. Wait times are 2.3 years across the board in 2017 and 11.4 months for those fleeing domestic violence. 45.4% of renter households pay unaffordable rents.
- * Some farms near Hamilton employ migrant farm workers & their needs should be identified. In some cases, there are also social justice issues.

OUR OUTREACH INITIATIVES to date include but are not limited to:

Homework Club: weekly at a local school.

Loonie Lunch: monthly in our hall.

Refugee Team : sponsored a Syrian family of 12 who arrived in Hamilton this spring.

Wesley Urban Ministries Supper: annually at WUM, downtown.

Wesley Urban Ministries: Sock & White Gift Sundays.

Donations of food (including Growing Garden) to Neighbour to Neighbour Food Bank.

Donations to local charities and the M & S Fund.

Youth Outreach Initiatives.

OUR CHURCH FAMILY PROFILE

St. Andrew's is a suburban community of faith with a membership of 248 (2017) with average Sunday attendance of 120 and average Sunday school attendance of 12. About 60% of us are age 65 and older and 40% are over 70.

We have a blended traditional/contemporary service. Images, videos, skits, etc. are used...this creativity and out of the box thinking makes our Sunday morning experience valuable, joyful and special.

OUR STRENGTHS:

Small Group Opportunities
Welcoming, Friendly & Caring People
Comfortable, Informal, Relaxed Atmosphere
Open to & Respectful of New Ideas
Our Diversity & Inclusiveness (sexual orientation, disabilities, faith, age, race)
Our Energy (ability & willingness to volunteer)
Our Good Fortune of Location (in an area having proven potential for growth)
Our Music
Sunday Message, Prayers, Tie-ins & Participation, Multi-Media Worship
Our Sunday School
Our Lay Worship Leaders
Our Outreach Initiatives
Our Relationships with Scouting & Guiding, City Kidz, Islamic Prayer Group
Our Commitment to being Inter-Generational: Children, Youth, Adults, Seniors
Our U.C.W.
Accessibility: Sanctuary, Hall & Washroom

OUR CHALLENGES:

Lack of a 10 year Financial Plan
Need for a Younger Demographic
Cost of Replacing both Boilers
Cost to Heat & Maintain Building
Slowly Declining Reserves
Need to Increase Building Fund (major repairs & maintenance)
Our Generational Gap (40's & 50's)
Different Generational Thinking
Website Improvement
Communication Improvement
Lack of Accessibility: Office & Meeting Rooms
Enough Parking

OUR ASPIRATIONS:

Attract more people
Develop more lay leadership
Do more outreach initiatives
Increase amount in Building Fund
Improve people's participation
Improve our hospitality
Improve recognition and appreciation of our members' many gifts
Start Learning Circles
Continue to develop our Future Vision

OUR MINISTRY PRIORITIES:

- 1: Small Group Ministry
- 2: Delivery of the Message + Worship
- 3: Children & Youth Ministry + Messy Church
- 4: Pastoral Care
- 5: Local Outreach
- 6: Lay Leadership Development
- 7: Global Outreach

OUR CORE VALUES:

Welcoming (friendly, inclusive & diverse)
Caring
Learning
Sharing (helping others)

OUR PURPOSE:

Area 1: to Worship
Area 2: to Develop Our Faith & to Learn
Area 3: to Help Others

FOCUS ON OUR MISSION:

St. Andrew's United Church is the welcoming and supportive spiritual home of a dynamic, interactive, inclusive Christian ministry reaching out to the West Mountain community and beyond.

OUR SMALL GROUPS:

Belles of St. Andrew's Fitness Group
Fabric Artists
Family History Group
Feast of Fiction
Friendly Visitors
Giving Hands
Homework Club
Knitting/Crochet Class
Loonie Lunch
Needs Assessment Group
Out to Lunch Bunch
Refugee Team
Retired Men's Breakfast
Social Club
Working Men's Breakfast
Yoga
Youth Group

LEARNING CIRCLES:

We propose that learning circles be started. They are short term small groups that are for an evening or a couple of evenings. They might appeal to those of us who are very busy and not able to make the time commitment for a regular small group. There would be a number of learning circles in the spring and in the fall. Some ideas are drumming, seasonal gardening, cooking classes, writing your own obituary, Vinyl Cafe stories, church topics, UC Fresh Start modules, etc. In order for this to happen, we will seek volunteers to lead some learning circles. What do you know that you would like to teach someone else?

OUR COMMITTEES:

Congregational Board
Buildings & Grounds
Financial Administration & Stewardship
Pastoral Care
Friendly Visitors
Christian Development
Outreach
Worship
Ministry & Personnel
Board of Trustees

OUR RESOURCES

Our committed, energetic, spiritual people are our most valuable resource and are very generous in the giving of their time, talent and treasure.

Our sanctuary and hall were built in the late 1950's and are well maintained by a dedicated volunteer group (Buildings & Grounds Committee). Our hall is air conditioned thanks to our friends with the Islamic Prayer Group. St. Andrew's is a community centre and is utilized by many groups including Scouts, Guides, Brownies, Beavers, a concert band, a choir, yoga classes, a fitness group, a wellness group, Good Shepherd and the Islamic Prayer Group. Our building is used as an election voting station. We have a garden to grow vegetables for Neighbour to Neighbour Food Bank.

We have financial reserves of about \$270,000 which are held and invested for us by the Trustees.

We are blessed with an abundance of resources...human, physical and spiritual.

OUR PROMISE:

To prospective ministry personnel who are seeking a new challenge to further develop their skills in ministry:

We, the members of St. Andrew's, promise to continue to:

- * be partners in ministry.
- * grow in our quest for learning, meaning and deepened spiritual expression.
- * reach out to the community around us and beyond to strive to make a difference.
- * provide a safe and respectful workplace.

POSITION DESCRIPTION

We are seeking a full-time order of ministry minister to be a part of a ministry team of 1-1/2 positions. Full-time is defined as an average of 40 hrs. per week. We are flexible in the split of hours between the 2 positions...it could be two 3/4-time positions.

The St. Andrew's team consists of 2 ordered ministers and 2 lay people, the music director and the office administrator. Cleaning is by contract with an outside company and is overseen by Buildings & Grounds Committee.

FULL-TIME POSITION: 40 hrs./wk.

Preaching + Worship.....	16 hrs./wk...	40%
Pastoral Care.....	8 hrs./wk...	20%
Faith Development + Learning.....	5 hrs./wk...	12.5%
Outreach.....	4 hrs./wk...	10%
Lay Leadership Development.....	3 hrs./wk...	7.5%
Administration.....	4 hrs./wk...	10%

HALF-TIME POSITION: 20 hrs./wk.

Sunday School Ministry...	8 hrs./wk...	40%
Youth Ministry.....	5 hrs./wk...	25%
Pastoral Care.....	2 hrs./wk...	10%
Outreach.....	2 hrs./wk...	10%
Messy Church.....	1hr./wk...	5%
Administration.....	2 hrs./wk...	10%

While the roles of the 2 positions are outlined above, there is flexibility for the two ministers to agree to divide these responsibilities according to their interests.

SKILLS PROFILE

We are seeking an ordered minister who feels called to work with St. Andrew's church family and has the following skills, experience and interests:

Team Ministry

Small Group Ministry

Leads by example

Inspiring delivery of the message that interprets scripture communicating its relevance

Lay leadership development

Able to minister to people in crisis

Employs an effective conflict resolution style

Able to maintain existing relationships & partnerships and develop new ones in our community & with other faith groups

Technological capability

PERSONAL ATTRIBUTES:

Appreciates the value of music

Relates well to all ages: children, youth, adults & seniors

Models self-awareness, empathy, caring & compassion

Good sense of humour

Enthusiastic

OUR SEARCH CRITERIA:

Our search committee will use the following criteria to search for our new minister:

- 1: Skills, interests and experience that satisfy the requirements of this report.
- 2: A really good fit for our church family.
- 3: A sense of call (that feeling, that we either get or don't get, that this minister is being called to work with us here at St. Andrew's).

TERMS

Salary: COL 3 UC minimum salary scale based on years of experience plus negotiated premium

Housing Allowance: COL 3 salary includes a housing allowance of \$16,042. As this is not adequate for our area, we offer to increase salary by \$3,000.

Communication Allowance: \$900 per year

Continuing Education Expense: \$1,415 per year

Travel Expense: \$0.42/km

Moving Expense: at cost as per UC guidelines, if required

Pension & Insurance Benefits: per UC guidelines

Vacation: one month (including 5 Sundays) per pastoral year (July 1 to June 30)

Study Leave: 3 weeks per year

Medical, Disability, Maternity, Parental, Bereavement Leaves: per UC guidelines

Sabbatical Leave: 3 month paid leave of absence after 5 years serving St. Andrew's

Office Support: 20 hrs. per week

* Salary, housing allowance top-up & continuing education expense are pro-rated for the part-time position.

RECOMMENDATIONS

1. That we continue on our current path by following our plan as outlined in this report.
2. That we approve our plan and our transition period plan and take ownership of them.
3. That we proceed with the requirements of the new call process in 2019 in order to call an ordered minister to start on Sept. 1, 2019 or as soon after as possible.
4. That we continue to develop our future vision.
5. That we provide specific opportunities to get to know our new minister, such as coffee and conversation.
6. That we start learning circles to supplement our small group opportunities.
7. That we utilize the UC Fresh Start program.
8. Our promise to our new ministry team.
9. That a small group be formed to make recommendations to the Board re: future planning for learning circles, future vision next steps, 10 yr. financial plan, etc.

2019 BUDGET IMPLICATIONS:

1. Path: positive effect
2. Plans: positive effect
3. Search for & Call a new minister: search expense budget of \$2,500
top-up for housing allowance of \$3,000
moving expense, if required, of \$?
4. Develop our Future Vision: \$?
5. Specific Opportunities: positive effect
6. Learning Circles: positive effect
7. UC Fresh Start: 2019...\$1,000 2020...\$1,500
8. Our Promise: positive effect
9. Future Planning Group: positive effect

St. ANDREW'S NEEDS ASSESSMENT GROUP

Janis Peters	Paul Holder
Wayne Atanas	Jennifer Bonner
Jennifer Harwood	Diane Cowley
Maggie Mills	Dee Dee Milner
Melda Clark	Tom Allin

We would like to thank everyone for providing their input to make this report possible.

APPENDIX A

ADDITIONAL POSITION DESCRIPTION

Development of the Pastoral Relationship:

The **goal of our transition period** is to develop a solid pastoral relationship with our new minister before Laurie retires. This will be a critical period of time during which our new minister and St. Andrew's will get to know each other well enough to gain the other's **trust**. We need to provide plenty of group opportunities for this to happen quickly. We will be utilizing United Fresh Start, learning circles, coffee and conversation with our new minister, etc. Once trust has been established, we will earn each other's **respect** over a further period of time...and well within the 2 year transition period.

Good communications between all parties is very important and is the responsibility of everyone...communication between our 2 ministers, between the Board and our committees, between the Board and our members, between M and P Committee and our 4 members of the staff team, between our ministry team and the Board, our committees, our staff and our members.

We recognize that **ministry is a partnership** between our ministry team and ourselves and we take this responsibility seriously as outlined in Our Promise on page 11 of this report.

Principal Areas of Responsibility & Associated Duties:

1. Administration:

We have a half-time paid office administrator.

2. Community Outreach & Social Justice:

Community outreach is central to our identity. We are striving to make a difference in our local community, as well as the wider world, by helping others. We try to identify needs within our community and think of ways that we might be able to help by using (mainly) our time and talent. If we aren't able to obtain a sufficient number of volunteers to form a small group and a lay leader to do this work, then we do not proceed. Sometimes social justice issues may be involved in our outreach.

3. Continuing Education:

Minister pursues personal, vocational and professional goals for continuing education in consultation with the M and P Committee.

4. Denomination & Communities:

Minister is actively involved in the life of Horseshoe Falls Regional Council and/or General Council.

We wish to maintain our current relationships with Scouting and Guiding, City Kidz, Wesley Urban Ministries, Neighbour to Neighbour Food Bank and the Islamic Prayer Group. We have been assisted by the YWCA and Civicplan in doing some initial future planning and that work is ongoing. We look forward to developing new partnerships within our community and with other faith groups.

5. Faith Formation & Christian Education:

Small group ministry, Learning circles (to start in the fall), Sunday School, Youth Group, Messy Church (currently 3 or 4 times per year)

6. Leadership

Team ministry at St. Andrew's is an equal partnership of 2 ministers. The main role of our M and P Committee is to provide support for all 4 members of our staff team. Our 6th priority is to develop lay leadership. We are seeking a minister who leads by example, who builds relationships and consensus and who delegates and shares leadership appropriately. We expect our ministry team to work consultatively and collaboratively with a team approach, inclusive of other staff and laity.

7. Pastoral Care:

Crisis visitations for people in need...members, adherents and others who seek it. St. Andrew's has a "Friendly Visitors" team. Life passages such as birth, marriage, childbearing, illness and death provide primary openings for new or deeper faith.

8. Self-care:

Sets goals for ongoing self-care by maintaining a healthy balance of one's own physical, emotional and spiritual well-being to include rest, recreation and professional development. Collaborates with the M and P Committee to meet goals. When one of the **statutory holidays** named below falls on a Sunday or on a day that our ministers normally have off, compensatory time off in lieu will be taken at the earliest opportunity by informing the M and P Committee. Statutory holidays are New Year's Day, Family Day, Good Friday, Easter, Victoria Day, Canada Day, August Civic Day, Labour Day, Thanksgiving, Christmas Day and Boxing Day.

St. Andrew's has a policy that formally recognizes that some weeks will require our ministers to work **overtime** (more than 40/20 hrs. per week for the full/half time positions) and our ministers are asked to bank their overtime hours and take them at a less busy time of the year by informing the M and P Committee.

9. Worship:

St. Andrew's has one contemporary-traditional blended worship on Sunday morning.

St. Andrew's is seeking an order of ministry (diaconal or ordained) minister. A driver's licence and access to a vehicle are required. Some technological capability (computer & audio/visual system for worship) is required.

Size Transition Considerations:

St. Andrew's has an average Sunday attendance of 120 and an average Sunday School attendance of 12. Our sanctuary can seat 300. Over the past ten years, we have welcomed 100 new members and lost 50 due to death and relocation. Our membership has risen steadily from a low of 204 ten years ago to 246 for 2018. We had 152 supporting households last year. Our annual revenue is sufficient to support a ministry team of 1-1/2 positions. **We are a large pastoral size church with some of the needs and wants of a program size church.** This means that we are an in-between church (between a pastoral church and a program church) and we need to take into account size transition considerations when defining our future expectations of and needs for the position descriptions of our next ministry team.

A pastoral size church has an average Sunday attendance of 50 to 150. It is small enough that it is unified around the person and role of the pastor. If the pastor is suited to the community of faith and has a good relationship with the Board, harmony and spiritual coherence can result. The membership enjoys and expects the pastor's personal touch. The pastoral size church is pastor-centered.

A program size church has an average Sunday attendance of 150 to 350. It is known for the quality and variety of its programs. Its larger and more diverse membership will contain a "critical mass" of people from several different age and interest groups...children, youth, couples and seniors for example. This substantial presence of varied populations stimulates creative ministry and provides entry points for new members from different demographic groups. Part- and full-time ministers are added to initiate or strengthen programs. Lay people become more involved in areas such as pastoral care, community outreach and leadership of small groups. At its best, the program size church's excellent processes for democratic participation create a sense of excitement, purpose and possibility. The program size church is group-centered (ministry team + lay leaders + committees).

The in-between church almost always encounters difficulty when it arrives at a step...the boundary between one size and the next...because the culture of the church is in flux. Although churches transitioning to a larger size want to offer "holy hospitality" to the people around them who are looking for connection with God and for the experience of faith community, there may well be passive barriers (such as no parking) to potential members. Acceptable personal space changes with the culture...pews that used to seat 5 can now only be counted as space for three. So the realistic seating capacity is 200. At the plateau point between sizes, invisible hindrances prevent the assimilation of new members and the full participation of those already on the rolls. A major challenge for a church at a size transition is discerning whether it has the

demographic potential, the human and financial capital and the real desire (what size are we called to be?) to make the changes necessary that the larger size will require. Expectations will need to change! In-between churches, that have been growing steadily, tend to hit an attendance plateau. Often there is a mismatch between the attendance trend and what is occurring in other measures of growth. While revenue continues to increase at St. Andrew's, average Sunday attendance has flat lined. While this is not an issue at present, this phenomenon should be examined in order to understand the causes.

Another size transition consideration is the **difference in church structure**. The **pastoral size** church is a multi-cell organism...a coalition of several overlapping family-friendship networks unified around the person and role of the pastor (**pastor-centered**, but, hopefully, mission focused and not clergy focused). The **program size** church is an organization that is **group-centered**. The variety and complexity of relationships requires conscious attention to matters of identity, purpose, structure, role of leaders and so on. Neither the members nor the pastor can intuitively grasp the wholeness of the system. Larger congregations are living systems held together by subtly balanced forces which we may only dimly perceive. People involved in implementing different programs must stay personally connected with leaders from other programs.

Congregational life during a size transition tends to be confusing and stressful. One pattern of interaction has run its course, but a new one has not yet emerged. Members are constantly bumping into boundary phenomena...experiences that disrupt previously reliable expectations. Leaders have a hard time planning because their tools for predicting and regulating the life of the system are no longer adequate.

In the **transition to program size**, clergy must shift a good deal of their time and attention away from the direct delivery of pastoral care and focus on the development of lay leadership. The program size church becomes too large for our ministers to do everything and keep track of everything. Our ministry team must be able to develop, delegate and share leadership appropriately. Good communication between everybody becomes essential.

Growing churches face a dilemma. They don't have enough households to support more ministry hours, but they will never gain those households without paying for additional ministry hours. In general, a church must staff somewhat ahead of the immediate need in order to keep growing. You are staffing for maintenance, if you are sticking with the ministry hours that you can currently afford. You are staffing for decline, if you are staffed with fewer ministry hours than what you can currently afford.

Demographic Considerations:

<u>Generations:</u>	<u>Year of Birth</u>	<u>Today's Age</u>	<u>Canada</u>	<u>St. A's</u>
Silent Generation (Traditionalists)	1925 to 1945	74 to 94	15%	33%
Baby Boomers ("Me" Generation)	1946 to 1964	55 to 73	30%	42%
Generation X (Baby Bust, Post Boomers, The Doer)	1965 to 1979	40 to 54	17%	10%
Generation Y (Millennials, BB Echo, Generation Next)	1980 to 1994	25 to 39	25%	5%
Generation Z (Centennials, Boomlets, Net Generation)	1995 to 2010	9 to 24	10%	7%
Alpha Generation (Glass Generation)	2011 to 2025	1 to 8	3%	3%

Silent Generation: 1925-1945

Children from this era grew up during lean times during the Great Depression, the Dust Bowl and World War II. They are radio babies. They were expected to be "seen and not heard" and adhered to the principle of "waste not, want not". They experienced hard times (attending the school of "hard knocks") while growing up...followed by times of prosperity. Education was a dream. General characteristics are strong work ethic, loyalty, respectful of authority, thrifty, conservative, reliable, conformity, cautious, practicality, committed and good team players. They possess strong one-on-one interpersonal skills. They can be tech-challenged and slow to adapt to change. They are task focused. They appreciate the personal touch. They are considered the wealthiest generation. Contributing to the common good and giving back are important. They are religious and generous givers to their church. They have an aversion to debt and a preference for delayed reward...they are savers and pay cash.

Baby Boomers: 1946 -1964

The birthrate ballooned after the end of World War II until about 1964 thanks to improving economic conditions and a related trend to larger families. Baby Boomers experienced the Civil Rights Movement, the Vietnam War, the Sexual Revolution, the Cold War and rock 'n roll. Post war babies grew up to become radicals of the later 60's and the 70's and yuppies of the 80's. The "American Dream" was promised to them as children and they pursued it and came to be seen as materialistic and ambitious. Education was a birthright. General characteristics are anti-war, anti-establishment, idealistic, anything is possible, equal rights and opportunities, team oriented, transformational, personal gratification, involved and optimistic. They question everything. They are good communicators. They are multi-taskers. They are mission oriented and want to make a difference. They are risk takers. Buy now and pay later.

Generation X: 1965 - 1979

The Baby Bust Generation

This is the first day care generation of dual income families, single parents, latchkey kids, the energy crisis, Y2K, the end of the Cold War and growing up having to take care of themselves early. They value balance, diversity, informality and independence. They are pragmatic, adaptable, skeptical, self-reliant, entrepreneurial and technologically savvy. They have a strong sense of entitlement. They welcome structure and direction and are project oriented. They value schedule flexibility and time and work-life balance. They value information and appreciate feedback. They avoid risks. They are cautious, conservative savers.

Generation Y: 1980 – 1994

Baby Boomer Echo: 1982-1994

Generation Next: 1981 – 1988

Digital Generation

Snowflake Generation

Millennials

Snowflakes are millennials who are too emotionally vulnerable to cope with views that challenge their own.

Millennials are of an era that included digital media, computers, school shootings, 9/11, terrorist attacks and AIDS in a child focused world typically as children of divorce. They are positive, diverse, creative, collaborative and achievement oriented. They hope to be the next great generation and to turn around all the wrong that they see in the world today. They came of age in a period of economic expansion. They are the first generation of children with schedules. They like to communicate and to be given feedback often. They like to be clear about goals and expectations. They like personal attention. They value fun. They are extremely techno savvy. They have high morals and are highly tolerant. They are very spiritual, but not necessarily religious. They are sociable. They are individualistic, yet group and goal oriented. They earn to spend.

Generation Z: 1995 – 2010

Boomlet Generation

Net Generation

Centennials

Centennials have not felt the impact of a major, singular devastating event. They grew up always having the internet and are addicted to their digital devices. They are defined by diversity, always present technology, social media, 24-7 information cycles and increased rates of education and social disparity. They are fearful for their future and their ability to achieve the American dream. They have never known a world without the internet. They know the true value of independence and knowledge and tend to

learn online. They love immediate and informal communication. They are more pragmatic and less idealistic, less focused but better multi-taskers, more entrepreneurial and have higher expectations. They tend to be nonconformists. They are a much more tempered generation...less likely to smoke or drink and are more risk averse.

Alpha Generation: 2011 – 2025

Glass Generation

Alphas will spend the bulk of their formative years completely immersed in technology. Also known as the **Glass Generation**, their glass-fronted devices will be their main medium of communication. Expected to be the wealthiest, most highly educated and technologically connected group to date. Generation Z (1995 – 2010) grew up when social media was being established...for them it's a tool...for alphas it's a way of life. It is important to adapt to new ways of interacting and communicating with alphas compared to their millennial parents.

Sandwich Generation

Club Sandwich Generation

Boomerang Generation

The **Sandwich Generation** refers to those helping to care for 2 generations that have a living parent over 65 and are raising children under 18 or support a grown child.

The **Club Sandwich Generation** refers to adults helping to care for 3 generations...those in their 50's and 60's who are wedged between aging parents, their adult children and grandchildren or those in their 30's and 40's who have children, parents and aging grandparents.

The **Boomerang Generation** is that percentage who share a home with their parents after previously living on their own...they boomerang back to their parents residence.

Each generation has different value sets, different general characteristics and different expectations. In a church setting, it is important to understand their different views on risk and on giving of their time, talent and treasure, what motivates them, how well they work together and how they prefer to communicate. For instance, it generally takes the givings of several members of the younger generations to replace the givings of one member of the silent generation. Their very different views on risk (from risk taking to risk reduction to risk avoidance) and their different abilities to adapt are important to know and take into account when contemplating change.

APPENDIX B

Financial Viability Review:

1. Do expenses exceed revenue?

<u>Year</u>	<u>Revenue</u>	<u>Envelope Givings</u>	<u>PAR Givings</u>	<u>Expenses</u>	<u>Deficit</u>	<u>Bank Balance</u> (end of yr)
2018	\$242,757	\$215,794	< incl. ~	\$225,906	no	\$23,056 #
2017	\$234,296	\$211,206	< incl.	\$225,112	no	\$16,166 *
2016	\$220,596	\$193,447	< incl.	\$223,984	yes	\$21,987
2015	\$229,830	\$197,787	< incl.	\$217,468	no	\$25,409
2014	\$211,848	\$180,292	< incl.	\$210,191	no	\$13,047
2013	\$204,734	\$173,995	< incl.	\$202,709	no	\$11,404
2012	\$207,855	\$171,980	< incl.	\$200,989	no	\$9,379

~ PAR is incl. in envelope givings. For 2018, PAR givings were \$25,000 - \$30,000.

\$10,000 transferred from bank acct to Bldg. Fd.

* \$15,000 transferred from bank acct to Bldg. Fd.

2. Payroll Costs:

Full-time Minister: 40 hrs. per week

Half-time Minister: 20 hrs. per week

Office Administrator: 20 hrs. per week

Music Director: 20 hrs. per week

Cleaning is by contract with a cleaning co.

Cost of Payroll: including employer contributions for all 4 staff

<u>2018</u>	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>	<u>2012</u>
\$175,500	\$172,147	\$170,023	\$162,176	\$159,092	\$156,627	\$149,979

3. Have we experienced a deficit for more than 3 consecutive years in the last 5 years?

No...only 1 small deficit in the past 7 years.

4. Are there any outstanding loans?

No

5. Do utilities, maintenance and repairs exceed 25% of revenue?

<u>Year</u>	<u>Power & Water</u>	<u>Fuel</u>	<u>Maintenance</u>	<u>Total</u>	<u>Exceeds 25%</u>
2018	\$9,366	\$9,117	\$22,844	\$41,327	no
2017	\$9,521	\$7,817	\$25,033	\$42,371	no
2016	\$10,725	\$5,399	\$30,433	\$46,557	no
2015	\$8,499	\$9,606	\$23,190	\$41,295	no
2014	\$8,920	\$7,945	\$24,095	\$40,960	no
2013	\$7,880	\$8,730	\$17,710	\$34,320	no
2012	\$9,910	\$9,440	\$20,340	\$39,690	no

6. How many contributors support our congregation?

<u>2018</u>	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>	<u>2012</u>
151	156	155	150	151	163	152

7. How many contributors would we have in each age group in 2018?

0 – 20 years	
21 – 30 years	5
31 – 40 years	5
41 – 50 years	11
51 – 60 years	25
61 – 70 years	45
71 – 80 years	35
81 + years	25

A large majority of our contributing members are over 50 years of age.

8. Is there a reliance on a few generous contributors where 50% of the revenue comes from 1 or 2 contributors?

Givings and Contributors:

Annual Givings	Number of Contributors:						
	2018	2017	2016	2015	2014	2013	2012
\$0 - \$100							
\$101 - \$500							
\$501 - \$1,000							
\$1,001 - \$5,000							
\$5,001 +							

For 2018, we estimate that 23 to 25 households contribute 50% of givings.

9. Have we taken part in a stewardship campaign in the past 2 years?

No stewardship campaigns.

Have we encouraged members yearly or more regularly to use PAR?

Yes, through inserts in our bulletins.

10. List of our investments/special funds/other monies that we hold.

What are the rules/restrictions on their use?

Memorial Fund:	\$2,542	restricted to sanctuary use
Trustees Fund:		
Manse Fund:	\$140,640	restricted, interest goes toward paying hsg allowance
Legacy Fund:	\$121,710	unrestricted
Cash:	<u>\$8,139</u>	unrestricted
Total:	\$270,489	
Operating Fund:		
Benevolent Fund:	\$245	restricted to benevolent use
Building Fund:	\$87,962	restricted to maintenance/repair/alterations of building
Refugees Fund:	\$147	restricted to supporting our refugee family
Loonie Lunch:	\$370	restricted to kitchen expense/donating to food bank
Other reserves:	\$4,462	restricted
Cash:	<u>\$23,056</u>	unrestricted
Total:	\$116,242	

How will we meet the minimum 3 year commitment of a call?

Remaining healthy by executing our plan for our future.

We do have adequate funds in reserves backing us up.

Consensus Observation:

Our collective opinion is that we are a healthy community of faith and we have a plan for our future in place in order to remain so.

Consensus Recommendation:

St. Andrew's is viable to call a minister having category F experience (minimum salary plus negotiated premium plus housing allowance top-up) for 40 hours per week.