

March, 2021

# **St. Andrew's**

(Hamilton)  
United Church

WELCOMING, CARING, LEARNING, SHARING

Ministry with Youth  
Spiritual Nurture

A friendly, welcoming community for all to gather,  
growing in faith, learning and helping others,  
striving to make a difference in Hamilton.

## **Our Plan**

for

## **Our Faith Journey**

for

## **the Next 10 Years**

by

St. Andrew's New 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 retired or 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

Ken MacDonald, a retired interim minister, has been our supply minister since Greg retired.

The St. Andrew's Needs Assessment Group was first formed in 2018 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 12 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 12 years, we have become a healthy community of faith.

Our Group interviewed a youth representative, our former 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.

The needs assessment was completed in 2019 and a search team was formed, After the start of the pandemic, we concluded that a minister with the right fit had not yet applied and that we needed to conduct a new needs assessment to determine what we will need when we can safely assemble again in our sanctuary.

## **THE PANDEMIC EFFECT**

The 1918 flu pandemic caused by the H1N1 virus ravaged the world for nearly 2-1/2 years and claimed up to 100 million lives during 4 successive waves.

For a pandemic, there are 3 forecast time frames to consider:

Initial Pandemic Period: March 2020 to early 2022

Intermediate Pandemic Period: early 2022 to 2024

Post Pandemic Period: 2024 and beyond

Currently, we are starting to come out of lockdown for the 2<sup>nd</sup> wave. The possibility of a 3<sup>rd</sup> wave exists due to COVID-19 variants, which have an increased ability to transmit, driving a resurgence without stronger health measures to reduce their spread.

Downward case trends could soon reverse thanks to multiple, fast-spreading variants which show that this corona virus is capable of mutating and, potentially, evading our current slate of vaccines. It is a challenging combination of the virus' vast spread and the fact that it causes a respiratory illness with a pre-symptomatic phase where people can spread the virus unknowingly. It is very, very hard, even with vaccines, to control it. It is possible that for about another year, until early 2022, we are still going to have to wear masks and to physically distance ourselves. There will be intermittent school and business closures and gathering bans. People are going to be worried still.

During a pandemic, people become more religious and more risk averse. They spend less and save their money. It's a difficult time for a minister to get to know new people.

Many are struggling significantly with fatigue and frustration over social isolation, loss of income and the shuttering of many small businesses. At St. Andrew's we are feeling the pandemic effect...uncertainty, stress, a large decline in givings, frustration, a lack of connection. When we are able to assemble safely again, we expect that our new "normal" will be somewhat reduced from what we were previously used to. We will be in need of rejuvenation...winning back some who have left us and some who have gotten

out of the habit of attending worship on Sunday. Providing a good first impression will be key. Our time for rejuvenation will be during the Intermediate Pandemic Period.

Early 2022 is the likely time frame for sufficient immunization to achieve herd immunity. Herd immunity threshold is reached when a high percentage of the population has either been infected (and survived) or has been vaccinated...the exact percentage has not yet been set due to the unknown effects of the new variants. That milestone will mark the end of the Initial Pandemic Period and the beginning of the Intermediate Pandemic Period when we gradually transition to the Post Pandemic Period. History tells us that it takes time to recover from a pandemic.

Life after COVID-19 could eventually lead to an exuberant post pandemic period similar to the “roaring 20’s” that followed the 1918 influenza pandemic. People will become less religious again and more adventurous. They will seek out social interaction and will spend what they have saved. There will be a “joie de vivre”. But inequality will keep some disadvantaged groups from the party. People’s economic situation determines their health. The poor are more likely to have health problems. When the pandemic ends, if they make it, they’re going to be much poorer than before. Another aspect of post pandemic life will be increased disability. Many more people will be disabled from COVID-19 as die of it.

The Black Plague struck Europe in the 14<sup>th</sup> century creating tremendous social, economic and religious upheaval. The confines of normal were lost due to that time of angst and uncertainty and that led to mysticism...comfort was found in the unknowable state of the holy mystery of God. Focus was not on the fears and hopes of the future, but on living in the present and welcoming the divine presence. God is love. Planning for the future is very difficult in times of crisis, so we need to be prepared to drop or change the plan quickly...staying in the moment, while looking toward the future.

Currently, our Sunday worship is available online. We are now set up for live-streaming of worship when it is safe to assemble in the sanctuary.

Due to the pandemic, what we are searching for in our ministry team, has shifted. Now, our top priority will be enthusiasm and the ability to instill that in others, plus creativity. The ability to deliver a good message well remains very important. Experience may have to take a back seat. We will need fresh, new ideas for themed Sundays to draw people into St. Andrew’s and hold onto them.

Excitement will return to our sanctuary as evidenced by that buzz that starts shortly after 10:00 and the noise level that builds until 10:30.

## 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 millennials identify as being spiritual, but not necessarily religious. Our aim is to be spiritual as well as being 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 positive difference in our community. We have learned that this approach works very well for us. We have been on this path for the past 12 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 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, to learn, ministry with youth and spiritual growth

Area 3: to help others

To continue to attract new members, St. Andrew's needs to continuously be making quality external contacts and developing external relationships and partnerships out in our community. Many will tell you that evangelism is the key to the future of the United Church. Some think that it is branding and marketing. However, helping others is what works for us...making the world a better place one good deed at a time (Area 3 – to help others). Over time, we have acquired a good reputation for striving to make a difference in our community. Word-of-mouth advertising is taking place. “I hear good things about St. Andrew’s.” As a result, church shoppers check out our website and

visit us in person. Among our strengths in the area of worship, we are relaxed, welcoming and friendly. Our worship content is relevant, blending traditional with contemporary. Church shoppers are looking for different things such as a good message, fun Sunday school and Youth programs, enjoyable music, learning opportunities for all ages, etc. That is why it is important for us to continue to do well in Areas 1 & 2 (worship & learning) of our purpose.

There are 2 approaches to growing a church:

1. The Invitational Approach
2. The Reputational Approach

The **Invitational Approach** is for those of us who are not shy about self-promotion and inviting others to come and check us out at Sunday worship. It is a quicker way to grow a church, but it is dependent on how many people are comfortable using this approach.

The **Reputational Approach** relies upon us establishing a good reputation in the community in which we live...to the point where you people will tell you that they hear good things about St. Andrew's. This is a much slower way to grow a church...like watching grass grow, but it is surprising how much it grows over a period of time.

Sometimes a church will use their outdoor 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 does the church have to offer to the church shopper that the shopper might be 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; to support our children and youth in their endeavours; to welcome the broader community into our space; to educate; to listen and to act. When interviewed and asked what it is about St. Andrew's that makes you stay, our youth indicated that they liked the interaction within the whole congregation, the choir, open relatable content, Children's Time, children and youth leading worship, the

fun, having their own space in the church to be themselves, learning about spirituality and scriptures in interesting formats and skits...being accepted.

**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.

**REVIEW:** Our plan should be reviewed twice yearly...January and September...to determine what is not working for us as well as it might and what changes need to be made. Some small groups have shorter life cycles than others. When changes occur in our community, we need to be able to pivot quickly in response. What matters in our community should also matter to us.

## **TRANSITION PERIOD**

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

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 ministry team and congregation in taking the 4 core modules plus any of the other 18 modules in the program that may be beneficial for our pastoral relationship.

## **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 3<sup>rd</sup> 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](http://hamilton.ca), [tourismhamilton.com](http://tourismhamilton.com), [thespec.com](http://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 and poor education.
- \* Panhandling 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 and 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 and 4,635 were children.
- \* Quality affordable housing is hard to come by on the Mountain.
- \* People are being priced out of their communities and 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) and 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 and 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:

Loonie Lunch: monthly in our hall.

Refugee Team : sponsored a Syrian family of 12 who settled in Hamilton.

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.

Some of these activities are currently on hold until they can be resumed safely.

## **OUR CHURCH FAMILY PROFILE**

St. Andrew's is a suburban community of faith with a membership of 245 (2019) with average pre-pandemic 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

Diversity & Inclusiveness (sexual orientation, disabilities, faith, age, race)

Energy (ability & willingness to volunteer)

Good Fortune of Location (in an area having proven potential for growth)

Music

Sunday Message, Prayers, Tie-ins & Participation, Multi-Media Worship

Sunday School

Lay Worship Leaders

Outreach Initiatives

Relationships with Scouting & Guiding, City Kidz, Islamic Prayer Group

Commitment to being Inter-Generational: Children, Youth, Adults, Seniors

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 in 10 years  
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  
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 (strong bonds, supporting our members and community)  
Learning (Christian education and spiritual nurture)  
Sharing (helping others)

## **OUR PURPOSE:**

Area 1: to Worship

Area 2: to Develop Our Faith, Spiritual Nurture & 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:**

Affirm Team

Sisters of St. Andrew's (SOS)

Fabric Artists

Feast of Fiction

Friendly Visitors

Giving Hands

Knitting/Crochet Class

Loonie Lunch

Out to Lunch Bunch

Retired Men's Breakfast

Social Club

Working Men's Breakfast

Yoga

Youth Group

Some groups are inactive during the pandemic and some are meeting virtually.

## **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, 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 our 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.

## POSITIONS DESCRIPTION

We are seeking a full-time order of ministry minister and a half-time order of ministry minister to form 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**

### **FULL-TIME:**

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:

Church Growth

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 & pastoral care

Employs an effective conflict resolution style

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

Spiritual Nurture

Technological capability

### **HALF-TIME:**

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:

Church Growth

Team Ministry

Small Group Ministry

Children and Youth Ministry

Leads by example

Messy Church

Pastoral Care

Employs an effective conflict resolution style

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

Spiritual Nurture

Technological capability

### **PERSONAL ATTRIBUTES:**

Enthusiastic

Creative

Team player

Appreciates the value of music

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

Models self-awareness, empathy, caring & compassion

Good sense of humour

## **OUR SEARCH CRITERIA:**

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

- 1: Skills, interests and experience that satisfy the requirements of this report.
- 2: A really good fit with 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).

## **Principle 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 mainly using 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 can't proceed. Sometimes social justice issues may be involved in our outreach.

### **3. Continuing Education:**

Ministers pursue personal, vocational and professional goals for continuing with support from M and P Committee.

### **4. Denomination & Communities:**

Ministers are 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:**

Full-Time: Small Group Ministry, Learning Circles, Faith Development & Learning, Spiritual Nurture

Half-Time: Small Group Ministry, Learning Circles, Sunday School, Youth Ministry, Messy Church (currently 3 or 4 times per year), Spiritual Nurture

### **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 6<sup>th</sup> 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 Holiday, Labour Day, Thanksgiving, Christmas 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. (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 order of ministry (diaconal or ordained) ministers for our ministry team. A driver's licence and access to a vehicle are required. Some technological capability (computer and audio/visual system) for worship is required.

## **Development of the Pastoral Relationship:**

The goal of the transition period is that our new ministry team and St. Andrew's get to know each other well enough to gain the other's trust. We will need 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. Once trust has been established, we will earn each other's respect over a further period of time.

Good communications between all parties is very important and is the responsibility of everyone...communication between our two ministers, between the Board and our members, between M and P Committee and our four staff team members and the Board, between 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 13 of this report.

## TERMS\*

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

Housing Allowance: COL 3 salary includes a housing allowance of \$16,706 (full-time) and \$8,353 (half-time). As this is not adequate for our location, we offer to increase salary by \$3,000 for the full-time position and by \$1,500 for the half-time position.

Communication Allowance: \$900 per year (full-time and half-time)

Continuing Education Expense: \$1,474 (full-time) and \$737 (half-time) 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 take ownership of it.
3. That we continue to develop our future vision.
4. That we provide specific opportunities to get to know our new ministry team, such as coffee and conversation.
5. That we start learning circles to supplement our small group opportunities.
6. That we utilize the UC Fresh Start program.
7. Our promise to our new ministry team.
8. 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.

### REFERENCES:

“The In-Between Church: Navigating Size Transitions in Congregations”

by Alice Mann

“Fishing Tips: How Curiosity Transformed a Community of Faith”

by Rev. Dr. John Pentland

“How to Grow a Church” June 2020, Broadview magazine

by Alison Roberts Miculan

“Thriving Churches: Urban and Rural Successes” 2021, United Church Publishing House by Loraine MacKenzie Shepherd

### St. ANDREW'S NEW NEEDS ASSESSMENT GROUP:

Jennifer Harwood

Tom Allin

Erin Hamilton

”Fishing Tips” Book Study Group

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

## APPENDIX A

### **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.

## **Church Considerations:**

Church is all about the people. People are the church! So the key factor to being church is relationships. Healthy churches focus their energy and efforts on right relations. Right relations do mean, among other things, being open and honest with each other...no hidden agendas, no exclusive groups, no plotting and no scheming.

Sometimes, during a transition period, people get their own idea of what should happen for the church...in the vacuum that exists in-between called ministers. Hidden agendas are hatched among a few like-minded people. Putting one over on the rest of the people is not cool! And not very spiritual either! When the element of trust is broken, then so is the relationship. An attitude seems to develop that they know what is best for the rest of us. But, if you can't tell everyone what it is that you want to do, then that is automatically highly problematic. And you are no longer behaving as a church. You are transitioning from being a church to becoming a social club.

## **Timing Considerations:**

Timing is Everything!

A dozen years ago, when we were searching for our last ministry team, we advertised in the Observer at the same time as a very capable ministry team decided that they wanted to move back to Hamilton. Our timing couldn't have been better!

It is not too surprising that our current search is taking much longer. We are in the midst of a pandemic and the right full-time minister has not yet applied. Patience is required until that happens.

## **Search Considerations:**

Sometimes a search team will interview a number of candidates and then select the minister that interviewed the best...while ignoring the search criteria of needs assessment requirements, fit and sense of call. Such temptation needs to be avoided. Some ministers are better at being interviewed than others, but it doesn't mean they are more capable...far from it! Some ministers talk a good game, but are otherwise occupied when it comes time for the rubber to hit the road. Fit is very important, as there is nothing worse than suffering from a poor fit...both for the minister and the community of faith.

## **Focus Considerations:**

**Building Focused Churches:** Love of building takes precedence over other considerations. Often ministry hours are reduced in order to better be able to afford to maintain the building.

**Clergy Focused Churches:** Churches have excessive focus on clergy and ministers are primarily responsible for what happens. They are either the goats to blame for all the problems or the heroes that can do no wrong. Dependency is encouraged. No activity happens without clergy approval and/or involvement. Clergy are expected to motivate, uplift or rescue people. “We” language is used and very few speak for themselves. Inappropriate behaviour is allowed to exist and no one confronts or speaks up against it. Bad behaviour is excused as “Jeff just being Jeff”...thus people enable poor behaviour to continue. The church is consensus sensitive...meaning differences are seen as an attack. Clergy is the hub of harmony. Disagreement is dangerous and a calm surface is maintained.

**Patriarch/Matriarch Focused Churches:** Churches rely on their leader to do their thinking for them or are told how they should think about certain issues. For this type of leader, it is all about control and managing how the congregation perceives their different issues. A patriarch/matriarch believes that people aren't knowledgeable enough to make their own decisions...meaning that, even if the congregation were fully informed on the matter, they still wouldn't know what to do! Such a philosophy leads to ideal conditions for growing mushrooms (keep them in the dark and feed them plenty of horse shit). The ideal congregational meeting runs smoothly with no questions being raised that are of any consequence. Nothing much happens without the patriarch's/matriarch's approval and/or involvement. The congregation enables this style of controlling leadership to continue to exist and no one confronts or speaks up against it.

**Two unhealthy patterns** of churches too focused on building, clergy or leadership: People find it difficult to see the rest of the system. They are blind to how other forces and people contribute to what is happening. Perspective is distorted. The church is not able to keep its focus on its mission.

**Mission Focused Churches:** The church has a clear focus on what they are being called to be and do. The emphasis is on stewardship and interdependence. Responsibility is distributed. Clergy develops lay leadership to help fulfill mission. People consider and respect other points of view. People talk TO each other, instead of ABOUT each other.

## APPENDIX B

### Financial Viability Review:

#### 1. Do expenses exceed revenue?

<u>Year</u>	<u>Revenue</u>	<u>Envelope</u> <u>Givings</u>	<u>PAR</u> <u>Givings</u>	<u>Expenses</u>	<u>Deficit</u>	<u>Bank</u> <u>Balance</u> (end of yr)
2020	\$254,682	\$192,888	< incl.	\$209,164	no	\$75,618
2019	\$239,065	\$211,054	< incl.	\$231,479	no	\$30,100
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

~ 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 (30 hrs./wk in 2020)

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>2020</u>	<u>2019</u>	<u>2018</u>	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>
\$153,579	\$169,370	\$175,500	\$172,147	\$170,023	\$162,176	\$159,092

#### 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 9 years.

**4. Are there any outstanding loans?**

No

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

<u>Year</u>	<u>Power &amp; Water</u>	<u>Fuel</u>	<u>Maintenance</u>	<u>Total</u>	<u>Exceeds 25%</u>
2020	\$4,354	\$7,762	\$16,325	\$28,441	no
2019	\$6,053	\$9,061	\$4,833	\$19,947	no
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

**6. How many contributors support our congregation?**

<u>2020</u>	<u>2019</u>	<u>2018</u>	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>
150	150	151	156	155	150	151

**7. How many contributors would we have in each age group in 2020?**

0 – 20 years	
21 – 30 years	5
31 – 40 years	5
41 – 50 years	10
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:						
	2020	2019	2018	2017	2016	2015	2014
\$0 - \$100							
\$101 - \$500							
\$501 - \$1,000							
\$1,001 - \$5,000							
\$5,001 +							

For 2020, 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?**

<b>Memorial Fund:</b>	\$4,197	restricted to sanctuary use
<b>Trustees Fund:</b>		
Manse Fund:	\$140,640	restricted, interest goes toward paying hsg allowance
Legacy Fund:	\$110,200	unrestricted
Cash:	<u>\$18,860</u>	unrestricted
Total:	\$269,700	
<b>Operating Fund:</b>		
Benevolent Fund:	\$332	restricted to benevolent use
Building Fund:	\$146,411	restricted to maintenance/repair/alterations of building
Building Fund:	\$19,421	restricted to supporting our refugee family
Loonie Lunch:	\$516	restricted to kitchen expense/donating to food bank
Other reserves:	\$13,671	restricted
Cash:	<u>\$75,618</u>	unrestricted
Total:	\$255,969	

**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 ministry team having category "F" experience (minimum salary plus negotiated premium plus housing allowance top-up) for 1-1/2 positions for a total of 60 hours per week.

## APPENDIX C

### **St. Andrew's Self-Evaluation of Church Health:**

It helps to assess which aspects of our church life need improvement.  
This self-evaluation should be completed with each review of our plan.

### **SPIRITUAL ATTRIBUTES of thriving churches**

The key to these spiritual attributes is right relations  
...right attitudes & approaches.

Who these churches are is as important as what they do!

**Visionary:** to seek direction for mission

**Radically Hospitable:** being welcoming to newcomers

**Joyful:** positive attitude

**Communal:** building relationships

**Accountable:** behavioural covenant

**Humble:** self-assurance

**Open-Hearted:** open to possibility thinking

**Risk-Taking:** relevant and forward-thinking

**Discerning:** needs, resources and volunteers

**Contemplative:** calm, non-anxious presence

**Mission-Focused:** needs in the wider community

**Generous:** undeterred by financial challenges

**Offering Public Witness:** actively and visibly engaged in the wider community

**Innovative:** ability to discern, to be flexible and adapt when unexpected challenges arise

## **COMMON CHARACTERISTICS of thriving churches**

The key is to focus energy & efforts on relationships.  
Who do we need to be in order to thrive?

**Up-to-Date Multi-Faceted Publicity:**

**Christian-Rooted Sacred Space:**

**Inspirational Worship:**

**Spiritual Foundation and Support:**

**Meaningful Ministry Opportunities:**

**Vibrant Children and Youth Programs:**

## **STRENGTHS**

**in order for churches to meet challenges  
and sustain relationships.**

**Spiritual Foundation:**

**Clarity of Values and Vision:**

**Responsive Flexibility:**

**Strong Leadership Teams:**

**Congregant Connections:**

**Creative Adaptation:**

**Community Outreach:**

**Acceptance of Challenges:**

**Evolution for the Future:**

**Spiritual Attributes:**

## **THE SIX HOLY CURRENCIES**

**Money**

**Time and Place**

**Gracious Leadership**

**Relationship**

**Truth**

**Wellness**

## **DEFINITION OF A THRIVING CHURCH**

**Consistent/Growing Membership:**

**Financially Stable:**

**Engaging Young People:**

**Making Meaningful Contributions to Neighbourhood, City and World:**

**Offering Challenging, Inspirational and Creative Worship:**

**Offering Educational Opportunities for all Ages:**

**Providing a Supportive Faith Community for People with Diverse Identities:**

**Participating in Justice Partnerships:**

**Fostering Interfaith and Intercultural Relationships:**

## **St. Andrew's (Hamilton) United Church**

Welcoming, Caring, Learning, Sharing

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

A Preliminary Report:

### **Solo Ministry vs Team Ministry**

by  
The New Needs Assessment Group

**Purpose:**

To provide our recommendation to our Board  
and  
To seek Board direction

Our most important issue that needs to be addressed is a suggestion made at a Board meeting a year ago that Laurie's retirement is our opportunity to eliminate the half time position, not because we can't afford it, but to plow that money into our building. Ministry or building? Which will it be?

Since then, as the pandemic drags on, it is becoming clear that our attendance and givings will be reduced post pandemic. So, affordability is now a part of the issue as well!

This is a complex issue for which there is no simple answer. We will examine the various aspects that should be considered, outside advice that we have received in the past and the experience of a couple churches in the former Hamilton Presbytery. We provide our recommendation to our Board and seek Board direction on whether to base St. Andrew's profile on solo or team ministry.

When trying to decide on church issues, it is important to recall our threefold purpose: to worship, to develop our faith and to help others. These 3 areas of our purpose are the reason for our existence as a community of faith. Our purpose can be compared to a three legged stool. When all 3 legs are strong, the stool will be stable and remain upright. Will the decision that we make contribute toward our strength of purpose or weaken it?

Do we remain true to our core values of welcoming, caring, learning and sharing (helping others)?

Do we maintain our focus on our mission?

Do we still strive to be a spiritual home for the West Mountain community?

Will we continue to be a healthy community of faith or trend toward becoming a glorified social club?

### **Outside Advice:**

It was **Margaret Bain**, a highly respected interim minister, who, during her interim ministry with us some 15 years ago, defined us as an in-between church...being between a pastoral (50 to 150) sized church and a program (150 to 350) sized church.\* "St. Andrew's is a pastoral sized church with the needs and wants of a program sized church." The different sizes are based on average Sunday attendance. Does this definition still apply? Besides being 15 years older, what else has changed?

We have welcomed about 100 new members and lost about 50, by death and moving away, for a net growth of about 50 members. We have become a healthy community of faith. But attendance has plateaued at around 120. There are a number of factors that contribute towards this: we all lead busy lives...travel...2<sup>nd</sup> homes up north or down south...lack of adequate parking. Attendance and givings are directly related for those that are not on PAR. So, while we have grown, we are still not a program sized church because attendance has plateaued.

More recently, we have a pandemic to contend with. We are feeling the pandemic effect: uncertainty, stress, large decrease in givings, frustration, lack of connection. We have lost some members for various reasons. This is a setback for us.

We are now older. Some don't have the same energy that they used to have. Some now have health issues too. A church needs both money and energy in order to survive.

Do we still have the needs and wants of a program sized church? The New Needs Assessment Group thinks that we do...it would be a mistake to underestimate the value of our Sunday School and Youth programs.

During the old needs assessment, we interviewed a highly respected, retired interim minister, **Pegi Ridout**, who knows St. Andrew's and provided us with specific, relevant advice. Interim ministers conduct interim ministry for congregations experiencing transitions. It is a new challenge for them about every 2 years. By retirement, they have accumulated a wealth of experience and knowledge.

In addition to answering our questions, she addressed the possibility of future temptation to go to solo ministry. It has been her experience that the youth position does need to be a paid position...it is too much work to expect volunteers to do over the long term.

This was valuable, unsolicited advice from Pegi and we had no idea that we would need to refer to it so soon!

### **The Experience of 3 Churches:**

One small congregation never did have a youth minister. A volunteer came along and offered to run a Sunday School for them. She was helped by one other volunteer. It was highly successful and ran for 2 years before this volunteer suffered burn out and couldn't continue...it proved to be too much along with everything else that was going on in her busy life. Nobody else offered to step up. Five years later, that congregation still laments the loss of that very special program and they are too small to be able to do anything about that.

Another congregation eliminated their youth minister position. Running Sunday School fell to the CD committee, but only a couple of children now attend on any given Sunday. Two volunteers attempted to run the youth program, but that ultimately ended in failure, never having gained much traction with the youth...they simply did not respond well to the replacement of their youth minister with lay leaders. Over several years, attendance and givings declined to the level that they can now only afford their solo minister...no savings were achieved in the long run.

When the youth minister with another congregation gave her notice, they had a debate over whether that position would continue to be funded. One member suggested that, if parents wished their children to attend Sunday School and a Youth program, then they should be prepared to run them. That argument was not well received by many, including parents, grandparents and those who recognize that young families have very busy schedules. In the end, they decided that this would continue to be a paid position.

### **Things to Consider:**

When contemplating making a major change, it is important to also consider any unintended consequences of making such a move. You can't do away with the youth minister and expect that nothing else will change! A staff reduction would spell the "end" of the St. Andrew's that we know and love...changing the character of our church family. Without the training, experience and enthusiasm of a youth minister, the program would eventually fail despite the best efforts of volunteers. And you wouldn't get to save much money because some people would leave.

If you were to inform the congregation that the Youth position will no longer be funded, what message are you sending to your youth and their parents about our shift in priorities? Are they no longer as important as they used to be? There are other nearby congregations that do have youth ministers!

Attempting to save money is not worthwhile, if we lose the “better” St. Andrew’s along the way.

The three priorities of our Horseshoe Falls Regional Council are children and youth, chaplaincy and social justice.

As long as our ministers are very capable, the cost of team ministry is not just an expenditure, but it is also an investment in our future.

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 intermediate 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 hours than what you can currently afford.

Some growth is necessary in order to remain at the same size...by replacing those who die or move away.

If we don’t staff for the church that we want to have, then there is no point in putting money into the building, as we aren’t going to need it because we won’t last.

### **Our Building:**

The Edison Report is an April, 2020, engineering study of our heating systems and a review of the electrical service for our building with options suggested for upgrading them.

**Sanctuary** heating is by a forced air furnace. The current ventilation mode is met by opening windows. Edison recommended 2 options: replace furnace plus add mechanical ventilation (\$120,000 to \$210,000) or a new HVAC roof top unit plus install new ducts (\$170,000 to \$270,000). The old furnace was inspected recently and cracks were discovered in the heat exchanger. Immediate replacement of the furnace was required and the modest cost was paid out of the Building Fund. Considering the minimal use of the sanctuary, ventilation and air conditioning would not be a high priority for future consideration.

**Hall** heating is by twin boilers. Edison recommended 2 options: replace boilers and piping plus mechanical ventilation (\$380,000 to \$610,000) or a new HVAC roof top unit (\$310,000 to \$480,000). The boilers were inspected recently and should be good for at least another 5 years. Piping should be good as well. We still have some time to prepare for this major expense.

We need to address our building accessibility issues prior to 2025.

How do we pay for our building maintenance and improvements? Once we get to know our new full time minister and build some trust, we could start holding an annual fundraising campaign. And there is always the possibility of forming a partnership with another group to fund a building site redevelopment.

Question: We can consider installing air conditioning, but can't afford to pay for a youth minister?

### **A Path Forward:**

The best example of what we need to do post pandemic was provided to us by Greg and Laurie.

Fifteen years ago, St. Andrew's had a period of interim ministry...it is like a large timeout in order to recall our history and assess our current situation before determining our future direction. After interim ministry and a short period of supply ministry, we were in need of rejuvenation! When we interviewed Greg and Laurie, we disclosed that we were projecting a budget deficit of \$20,000 (roughly \$28,000 in 2021 dollars). We really could not afford a ministry team at that time! Laurie responded by stating that they were not overly concerned about deficits, because they had a plan that would take care of deficits over time. At the congregational meeting to call Greg and Laurie to St. Andrew's, the question was not whether to call them. It was whether or not to invest in very capable ministry by calling them. Two years later after a relatively small investment in very capable ministry, we could afford our ministry team.

Today, we are in the midst of a pandemic...it is like taking a large timeout while we wait for the discovery and distribution of an effective vaccine. We are feeling the pandemic effect...uncertainty, stress, a large decline in givings, frustration, a lack of connection. Post pandemic, we expect that our new "normal" will be somewhat reduced from what we were previously used to. We will be in need of rejuvenation! We already have the plan and we do know that it does work for us. What we will need to have in place by then is a very capable ministry team.

Rejuvenation will be our goal...winning back some who have left us and some who have gotten out of the habit of attending worship on Sunday. No doubt, some will return to check out our new minister. A good first impression will be key. That will be our new plan after the pandemic which will be followed up by our plan for growth as outlined in "Our Plan for Our Faith Journey for the Next 10 Years."

We continue our work on becoming an officially affirming congregation as recognized by Affirm United. This will solidify our reputation of being welcoming to all and being a safe place for everyone.

While our recent Search was not able to find a minister that is the right fit for St. Andrew's, hindsight informs us that this turned out to be fortunate as the current requirement and what we can afford is 3/4 time during the pandemic. Further, it would have been very difficult for a new minister to start and get to know us well during a pandemic.

Timing is everything! It is reasonable to expect that our timing will be better for our new Search during the spring of 2021 and that the right ministers will apply for both positions.

Due to the present circumstances, what we are looking for in our new minister has shifted. Now, our top priority will need to be enthusiasm and the ability to instill that in others, plus creativity. The ability to deliver a good message well remains very important. Experience may have to take a back seat! We will need fresh, new ideas for themed Sundays to draw people in to St. Andrew's and hold onto them.

Excitement will return to our sanctuary as evidenced by that buzz that starts shortly after 10:00 and the noise level builds until 10:30.

### **Summary:**

We still have the needs and wants of a program sized church.

It would be a mistake to underestimate the value of our Sunday School and Youth programs provided by our youth minister.

We need to staff for the church that we want to have.

Post pandemic, it would be a mistake to plan for a new, reduced "normal" with no hope of recovery. Instead, let's look forward to the buzz of excitement returning to our sanctuary.

As we invest increasing amounts of money into building maintenance and improvements, now is the time to also invest in our future by making a bold investment in very capable ministry.

### **Recommendation:**

"That St. Andrew's continue to benefit from team ministry by calling a new ministry team of 1-1/2 positions." (A call is a minimum commitment of 3 years.)

### **Note on Affordability:**

A very general, rough guide is that a community of faith with an average Sunday attendance of about 100 can afford one full time minister. This rule of thumb is very conservative and does not take into account total active membership base, salary based on category of experience, premium over minimum salary and PAR (Pre Authorized Remittance) givings. PAR givings are independent of attendance. The amounts of rental income and fundraising income reduce the average attendance required. In the case of St. Andrew's, we had a pre pandemic average attendance of about 120, membership of 245 and about 40 households on PAR to be able to afford 1-1/2 ministers (category "F"(14+ years) + 15%). Rental income was \$11,800 and fundraising was \$13,800.

\* **Reference:** "The In-Between Church: Navigating Size Transitions in Congregations" by Alice Mann