

Pakenham Pastoral Charge



St. Andrew's United



Zion United

Joint Needs Assessment Committee Report
December 2017

Joint Needs Assessment Committee

Zion

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1. Pakenham Pastoral Charge – Who We Are

Pakenham Pastoral Charge is a two point charge located in the Regional Municipality of Mississippi Mills. Zion United is located in the hamlet of Cedar Hill. Less than ten minutes away is St. Andrew's United is located in Pakenham a small, active village next to the Mississippi River. Both are located at the entrance to the Ottawa Valley, thirty minutes west of Ottawa. The Pastoral Charge lies midway between the two larger towns of Arnprior and Almonte.

Zion and St. Andrew's have memberships of 45 and 106 households respectively. The membership of both charges include: multi-generational families with strong traditional roots to the community; new families to the valley with young children; recent retirees from larger centres, couples and singles from both Pakenham and surrounding towns. Members of the Pakenham Pastoral Charge are very active within their respective congregations and in the community.

2. The Community of Pakenham Pastoral Charge

Pakenham Pastoral Charge is located along the beautiful Mississippi River. The rural countryside, winding river and historic stone bridge provide a scenic backdrop for our two point charge. The picturesque village of Pakenham boasts many amenities and services that are the envy of much larger communities. These services include: an elementary school, a daycare centre, doctors' office, a veterinary clinic, a newly renovated library, post office, a fire hall, a senior citizen home, and a non-profit housing development. Also located in the village are St. Mark's Anglican Church and St. Peter's Celestine Catholic Church.



The following commercial services are also found within the Pastoral Charge: a pharmacy, two service stations, a general store, convenience store with liquor outlet, a furniture store, an RBC branch, a tree farm, a pancake house, a dog kennel, a butcher shop, a farm supply store, a gift shop, a fashion design studio, restaurants and a massage therapist. There are also a multitude of recreational facilities within the Pastoral Charge. These include a community centre and hockey arena, a curling club, a soccer field, beaches along the Mississippi River, a lighted ball park, a challenging 27 hole golf course and ski hill (downhill, cross country, night skiing and tubing).

We are proud of our famous attractions – the 100 year old Five Arch Stone Bridge (the only one in North America), an historic General Store, the RCMP Musical Ride horse breeding farm, and many maple sugar bushes.

The larger towns of Almonte and Arnprior are located only ten minutes away, Arnprior to the north and Almonte to the south. Both have modern, highly-respected hospitals and thriving high schools. We also share a border with rural Ottawa the capital city itself. It is a short 30 minute drive to access all of the attractions and amenities located there.

Volunteers play an important role both within our congregations and throughout this thriving community. As well as church-related groups, several community sports organizations, seniors' and children's groups contribute to the quality of life here. Some of the annual community events include: the Frost Festival, the Maple Run Studio Tour, Canada Day parade and fireworks, Pakenham Fall Fair, the Pakenham Santa Clause Parade and St. Patty's Day dance. We also boast a 4H club, a Horticultural Society and a Civitan Club.

The website for the town of Mississippi Mills can be found at: <http://www.mississippimills.ca>

2.1. Demographic Data from the 2011 and 2016 Censuses

Census data is collected for the Town of Mississippi Mills. Pakenham Township represents approximately 20% of Mississippi Mills. The numbers below are reflective of the 20% and show the changes from 2011.

	2011	2016
Total population	2,477	2,632
~ % single	21%	35%
~ # of person per household	2.7%	2.4%
~ % of owner occupied homes	77%	82%
~ Average household income	\$78,499	\$84,174
~ Average home value	\$179,676	\$380,403
~ Married or Common-law couples with children at home under 24yrs of age	43.6%	45.1%
Age Breakdown		
~ 0-14	16.1%	15.5%
~ 15-64	66.3%	63.2%
~ 65+	17.6%	21.3%
Education Breakdown		
~ University	23.6%	19.6%
~ College	23.1%	27.9%
~ Trade school	7%	8.7%
~ High school graduate	26%	27.2%

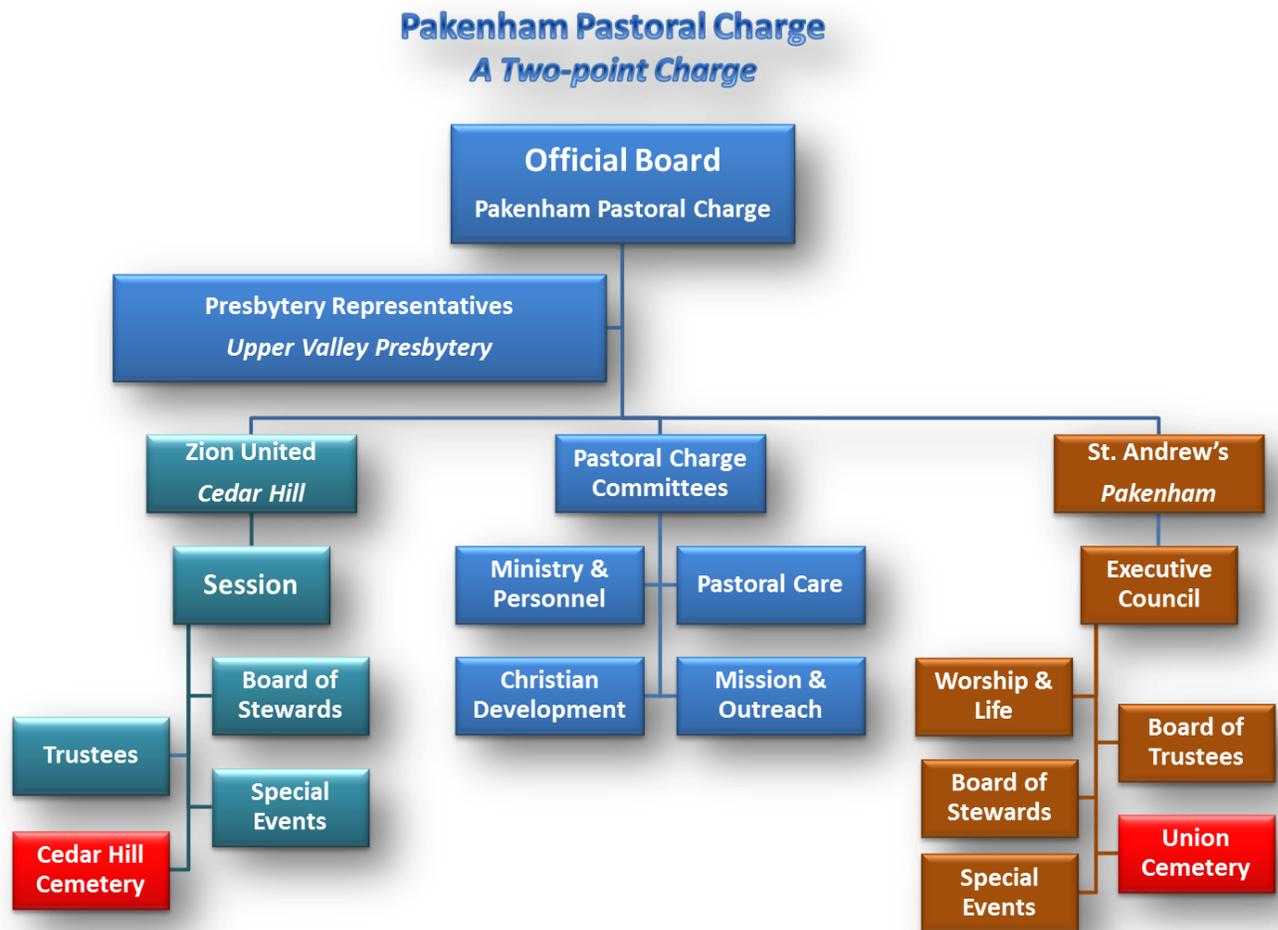
21.3% of the population of Mississippi Mills is over 65 compared to the national average of 16.9%. This may allow flexibility for congregations assuming retirees are disposed to volunteering.

3. Ministry of the Pastoral Charge

3.1. Vision Statement

Pakenham Pastoral Charge is a caring, spirit-filled community of faith. We wish to foster Christian development and faith formation to engage all peoples on the journey of faith. Our ministry has a small town family feeling and we welcome all.

3.2. Description of Ministry for Churches and Pastoral Charge



St. Andrew's

- ~ The Executive Council and its committees (Worship & Life (Session), Finance Committee, Stewards, Special Events, Union Cemetery Committee, Trustees) meet a minimum of four times a year.
- ~ Sunday School Leaders are active in all aspects of the church. They participate as readers, greeters and worship leaders at special services and organize fundraising for their special project, "The Canadian Food Grains Bank". A number of other volunteers also help with Sunday School.
- ~ The Music Program is led by a Music Director. The director manages the Sanctuary Choir (12-15 people) that leads music during worship services and organizes concerts and other music events during the year.
- ~ A Study Group called "Reading between the Lines" reads a variety of books and is planning a women's retreat at the Arnprior Galilee Centre with Judith M. Campbell, author of "I Brake for Butterflies, Finding Divinity in All That Is".
- ~ The church has a renovated kitchen and hall that are used for community groups events, funeral receptions, church and business luncheons, coffee hours, and various celebrations.
- ~ The Special Events Committee raises funds through catering and events and has for the past two years raised more than their \$12,500 goal.

Zion

- ~ The Session, Board of Stewards and Special Events Committee meet as necessary.
- ~ Zion has a very active Sunday School. The students are very engaged in fundraising for the Children's Hospital of Eastern Ontario (CHEO) and have earned a spot on the hospital's "Wall of Donors". The children also help families in the community in need.
- ~ The Congregational Events Committee organizes the Pakenham Fall Fair Bake Sale, Strawberry Social, congregational receptions and events.

Pastoral Charge

- ~ The Pastoral charge has an Office Administrator (employee) and Treasurer (contractor).
- ~ Responsibility for Chairmanship of the Official Board alternates between the two churches.
- ~ The Official Board meets four times per year
- ~ Joint Committees of the Pastoral Charge are: Ministry and Personnel (M & P), Mission and Outreach, Pastoral Care and Christian Development.

3.3. Working Together and with Other Churches

There is a good working relationship between the two congregations. One example of how the congregations work together within the local community is demonstrated each year in early spring when Sunday services are moved out of the churches and into Fulton's Sugar Bush/Pancake House (a local business). During this event we share a service and pancake breakfast with free will donations going to a local charity. After the service the children enjoy sleigh rides, tobogganing and tours of the sugar bush. This is a favourite event for both churches - a truly great day.

Zion and St. Andrew's also work together on the following events:

- ~ Anniversary Celebration and Dinner;
- ~ Good Friday Service, Easter Sunrise Service, Christmas Eve Service, Summer Services;
- ~ Christian Seder Meal and Service; and
- ~ Summer Church Camp for Children.

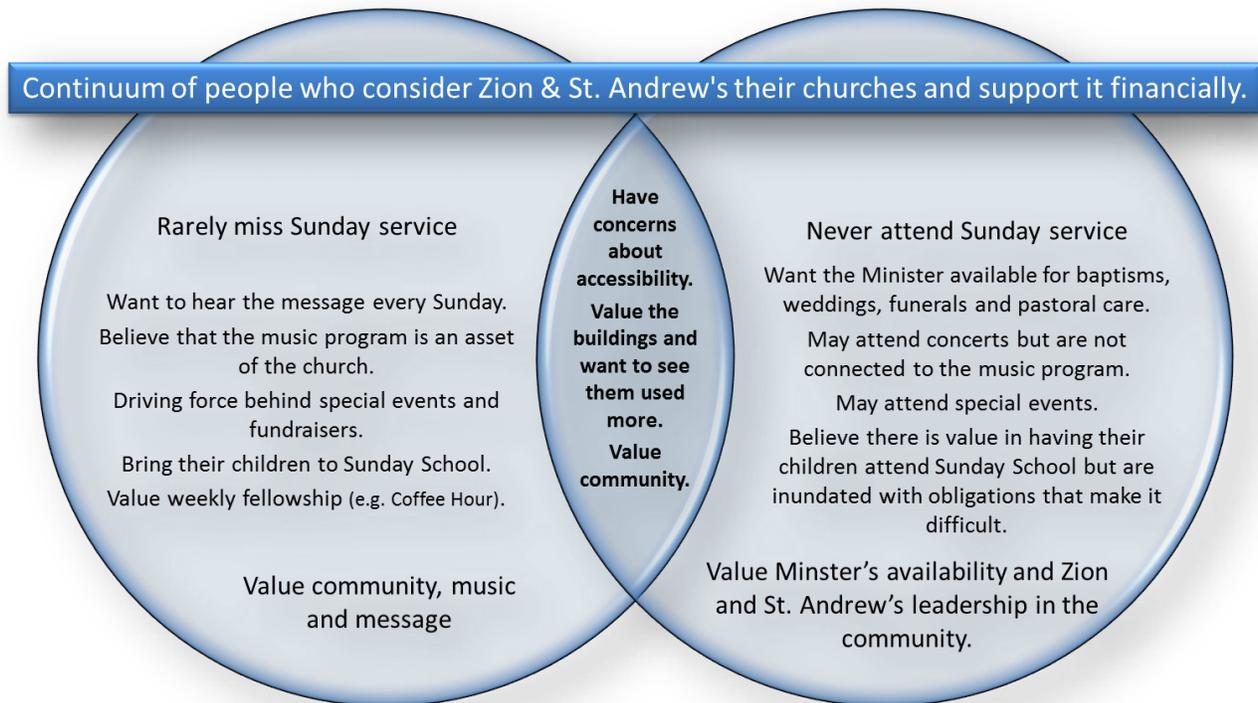
Our relationships with the other churches in our community are also good and ongoing. Together with the other churches of Pakenham - St. Peter Celestine Catholic Church and St. Mark Anglican Church - we organize:

- ~ World Day of Prayer Service which we take turns hosting;
- ~ Remembrance Day Service held at the Cenotaph and Pakenham Public School;
- ~ Summer Church Camp for Children; and
- ~ the Ecumenical Service held in conjunction with the Pakenham Frost Festival.

As outlined in the Strategic Plan 2015-16, we have undertaken discussions with other churches in the area about the potential and possibility of shared ministry. At the time of printing of this report the outcomes of that work are unknown.

3.4 Membership

In 2016 we recorded a decrease in the number of recorded member households. The number of identifiable givers however has remained relatively constant since 2006. It is interesting to note that 55% of the identifiable givers do not attend church on Sunday.



Members of the Pastoral Charge indicate that they value a ministry that is sensitive to the needs of various age groups and listens and communicates well with both individuals and groups. The Sunday schools and their active participation in the life of the congregations are considered essential to both churches.

Worship and outreach are also essential to the congregation with the "Word" being conveyed clearly and relevantly to encourage spiritual growth in the church. Outreach to the greater community is an area that needs greater support and leadership.

Music and team work are essential elements in the life of both churches. Active participation in the social life of the churches and community is important to us.

4. Resources of the Pastoral Charge

St. Andrew's: 106 member households

Assets

- ~ Church building and property
- ~ Union Cemetery Property

Human Resources

~ **Music Director/Accompanist**

Responsible for: accompanist duties during service and at special events, directing the sanctuary choir, 2 weekly practices, choosing and ordering music; collaborating with minister with respect to hymns and special music for funerals, weddings, cemetery service.

- ~ **Custodian**
Responsible for cleaning the church.

Zion: 45 member households

Assets

- ~ Church building and property
- ~ Cedar Hill Cemetery Property

Human Resources

- ~ **Pianist**
Responsible for playing hymns for weekly worship services, receiving hymn selections for services from the minister or church administrator.
- ~ **Custodian**
Custodial duties performed by volunteers.

Pastoral Charge

Human Resources

- ~ **Office Administrator**
Responsible for producing the annual report, minutes for the Official Board meetings and weekly bulletins. Also makes bank deposits and manages rental of the building.
- ~ **Treasurer**
Responsible for recording and accounting for the finances of both churches and the Pastoral Charge including: investments, payroll, bills, special projects, fundraising, etc. Reports to meetings of the Pastoral Charge Official Board, St. Andrew's Executive Council, Zion's Board of Stewards and the annual congregational meeting.

Assets

- ~ Computer and photocopier.

5. Setting the Stage for the Future: Visioning

The needs, hopes and expectations of the congregations were established through a visioning process that was conducted in December, 2013. The process involved meetings and a survey to prioritize the outcomes of the meetings. The congregations were asked to rank the outcomes by priority 1, 2 or 3. The survey focused on: the qualities and skills of a new minister and the vision of church moving forward.

Through the visioning process and discussions the congregation reviewed:

- ~ the qualities and skills desired in a new minister;
- ~ the priorities for the future of the church; and
- ~ what the church means to the congregations.

Qualities and skills desired in a minister

Although the congregation indicated the need for a new minister to demonstrate a certain level of all identified qualities emphasis was placed on specific skills and attributes as indicated below.

Essential

- ~ Ability to:
 - ~ plan and lead worship
 - ~ sensitive to the needs of the congregation
 - ~ convey spiritual message
 - ~ communicate clearly
- ~ Friendly, caring, approachable
- ~ Effective listening skills
- ~ Ability to work with a variety of ages/Aptitude for children and youth ministry
- ~ Willingness to participate in the social life of the church & community

Very Important

- ~ Ability to work:
 - ~ as a team member
 - ~ on a team as a peer equal

Important

- ~ Aptitude for effective hospital visitation
- ~ Interest in community outreach
- ~ Importance of living within a 30min radius of the community
- ~ Aptitude for effective home visitation
- ~ Educational skills
- ~ Administrative & organizational skills

Prioritized Vision of the Church

Essential

A spirit-filled community of faith and caring community

- ~ In essence a warm, welcoming and affirming place.
- ~ Engages the talents and strengths of everyone.
- ~ Fosters a searching and creative spirit.
- ~ Work together to live compassionate lives.
- ~ Be open to new people and ideas.
- ~ Support and respect one another.
- ~ Appreciate the “country church” atmosphere.
- ~ Engages family and young people on the journey of faith and Christian development.

Fosters Christian Development & Faith Formation

- ~ Encourages more interaction with youth.
- ~ Sustains Sunday School fundraising activities.
- ~ Involves children in worship and music.

Engages families and young people on the journey of faith

- ~ Fosters involvement with young families, teens and children, by actively engaging all ages in our weekly worship event.
- ~ Accepts new and fresh approaches to our Sunday worship.
- ~ Is a sacred place and sanctuary in the face of life’s stresses offering hope and faith.

Very Important

Provides rich worship, relevant to our lives

- ~ Is the hub and focus of our life together as a congregation.
- ~ Includes our rich traditions as well as new approaches and theologies that connect us to real issues involving our lives and our world.
- ~ Includes a strong musical component that involves both congregations.
- ~ Invites children and young people to participate in the music of worship.
- ~ Is vibrant and engages all ages.

Important

Offers Pastoral Care, Community Outreach and Support

- ~ Reaches out to others in the community and world.
- ~ Shares concern and time and resources with those in need.
- ~ Stays informed about local and global issues. Identifies community needs as they arise.
- ~ Supports the Minister’s visits with shut-ins.
- ~ Supports the efforts of the Pastoral Care Team.
- ~ Care for one another in times of need and challenges.
- ~ Supports families in time of crises and grief.

Financial Sustainability

- ~ Developing strategies for sustainability and for our stewardship
- ~ continuing to support major fundraisers
- ~ Attract and welcome new members to the congregation

6. Planning for the Future

In 2015 and 2016, the Pakenham Pastoral Charge undertook the development of a strategic plan. The purpose of this work was to enable the Pastoral Charge to make informed decisions about its future with the intention of creating a sustainable and thriving Ministry. The four step process depicted below was completed in October, 2016.



Stage 1: Data Retrieval consisted of assessing eight areas of statistical data on finances, demographics, religious trends and outreach projects for our congregations and the Pastoral Charge. The numbers were used to suggest semi-reliable projections five and ten years into the future.

Stage 2: Visioning involved accessing the visioning outcomes from the Joint Needs Assessment conducted in 2014, conducting focus groups with each congregation to explore hopes for the future and conducting a visioning event led by Rev. Dr. Bill Smith.

Stage 3: Exploring Options used the stage 1 and 2 information to develop several options for consideration by the congregations and Pastoral Charge.

Stage 4: Decision Making Is intended to be ongoing with the intent that the work to develop a Strategic Plan will reveal clearer options and enable a more unified approach to managing our ministry.

The report (*attached as Appendix B*) highlighted the following key conclusions:

- ~ Sunday morning is fundamental to whom we are and there is a need to eagerly nurture our understanding and relationship with God and the way we seek to discern how we should respond to the call.
- ~ There is a need to respond positively to requests for the rite of passage from those connected to the church.
- ~ Our identity is connected to our buildings and they need to be maintained.
- ~ Our future depends on involvement. Involving more people in church life is vital.
- ~ Limit administration by encouraging short term volunteerism.
- ~ Communicate with other local and neighbouring churches about the potential to share resources and reduce expenses.
- ~ Most of our volunteers are in the 50 – 75 age range and are not being sufficiently replaced. We need to focus on recruiting volunteers in this demographic.
- ~ There is an opportunity for growth if we reach out to those who do not attend but continue to contribute financially.

Recommendations from the Strategic Planning work were voted on, adopted and implemented by the Pastoral Charge as follows:

- ~ Move to $\frac{3}{4}$ time for ministry in 2017.
- ~ Balanced budgets are mandatory for both churches and the Pastoral Charge.
- ~ Memorial funds (memorium and surplus) will not be used for operating expenses.
- ~ Reserve funds will not be accessed for capital improvements until sustainable budgeting is achieved.
- ~ Appropriate annual expenditures will be allocated to maintain buildings.
- ~ Finance committees will be struck for both churches.
- ~ We will encourage the use of PAR by members of the congregation.
- ~ We will begin dialogue with other churches

The Pastoral Charge moved to $\frac{3}{4}$ time ministry in 2017 and with the help of the newly formed finance committees, created balanced budgets for the year. The Pastoral charge has also reached out to the other churches in the area with the objective of discussing shared Ministry. The Pastoral Charge is seeking an individual who can advance these discussions. The individual will have an opportunity to work towards a new ministry relationship between the involved churches that could include innovative approaches and technologies that are relatively new.

7. Financial Outlook

The 2016 Pakenham Pastoral Charge Annual Report including financial statements for both churches can be found at: <http://www.standrewsunitedpakenham.org/annual-report.html>

The Annual Report presents an overview of the finances for 2016 with the projected budget for 2017. The challenge for the future is the increasing age of the active membership and the decreasing participation by younger families. The maintenance of the church properties is accounted for in the annual budgets. It is an ongoing process that has included upgrades to the kitchen, repair to the stone work etc. We anticipate being able to pay up to and including *Years of Service Category F* as per the United Church Annual Minimum Salary Guidelines.

7.1. Financial Statement: January 01, 2017 to November 15, 2017

Pastoral Charge Financial Statement					
Category Description	01/01/17 - 15/11/17	2016 Comparison	Difference	2017 Budget	
INCOME/EXPENSE					
INCOME					
Other Income	200.00	380.00	-180.00	0.00	
Pastoral Care Income	0.00	0.00	0.00	0.00	
St. Andrew's Assessment	49348.31	46944.00	2404.31	53834.50	
Zion Assessment	24305.93	20538.00	3767.93	26515.50	
TOTAL INCOME	\$73,854.24	\$67,862.00	\$5,992.24	\$80,350.00	
EXPENSES					
Administration	5503.31	5437.98	65.33	6045.00	
Bank Charges	80.29	123.35	-43.06	135.00	
Bookkeeping & Payroll	240.37	239.30	1.07	750.00	
Courses & Conferences	459.00	0.00	459.00	700.00	
GST/HST Paid	511.42	499.41	12.01	700.00	
Office Expense	1167.83	1300.69	-132.86	1800.00	
Other Expenses	141.54	779.86	-638.32	500.00	
Pastoral Care Expense	0.00	439.11	-439.11	800.00	
CPP - Administrator	169.22	171.18		190.00	
CPP - Church	1394.43	2415.70		2230.00	
CPP - Minister	1225.21	2244.52		2040.00	
EI - Administrator	98.51	114.39		110.00	
EI - Church	1095.04	1497.15		1170.00	
EI - Minister	683.66	955.04		725.00	
Income Tax	3123.17	7909.26		6475.00	
Total Rev. Canada Pay Deduct.	7789.24	15307.24	-7518.00	12940.00	
Presbytery Dues	3684.51	3544.80	139.71	4915.00	
Professional Development	936.70	962.66	-25.96	1375.00	
Pulpit Supply	1262.00	1300.00	-38.00	1500.00	
Salary - Minister	33621.58	38331.23	-4709.65	31360.00	
Taxes - Prov. Sales Tax	23.97	23.88	0.09	25.00	
Telephone/Internet Expense	2942.94	2913.88	29.06	3650.00	
Travel Allowance	1562.22	1524.73	37.49	2000.00	
Total U. C. Pay Deductions	9813.57	12578.12	-2764.55	10405.00	
Worship Material	31.90	66.84	-34.94	750.00	
TOTAL EXPENSES	\$69,772.39	\$85,373.08	-\$15,600.69	\$80,350.00	
TOTAL INCOME/EXPENSE	\$4,081.85	-\$17,511.08	\$21,592.93	\$0.00	
Bank Balance Forward 31/12/16					
Expense Account	12629.91				
TOTAL Expense Account	\$16,711.76				

8. Description of the Minister's Duties

Duties were defined during the 2013 and 2017 Joint Needs Assessment and the 2016 Strategic Planning.

Pakenham Pastoral Charge is seeking a ¾ time qualified person (ordained minister, designated lay minister, or diaconal minister) to take on the ministry role within the pastoral charge. We recognize that being on call 24/7 is a challenge and encourage the incumbent to take time off in lieu for extra hours. Our minister is accountable to the Official Board of the Pakenham Pastoral Charge through the M & P Committee. There are also four part time employees and/or contractors between the two churches: an office church administrator, a caretaker, music director at St. Andrew's and a pianist at Zion.

The minister is responsible for preaching, sacraments, pastoral care, weddings and funerals and, in conjunction with the m & P Committee and consultation with the Official Board.

8.1. Areas of Responsibility (100% = 30 hours)

Some of the following responsibilities might be shared or done by a qualified member of the congregations e.g. after funeral counselling, communion to seniors and shut-ins.

Worship Preparation and Leadership (40% = 12 hours)

- ~ Ongoing reading/meditation on lectionary, sermon and sermon preparation
- ~ Choosing lessons and themes
- ~ Bulletin preparation
- ~ Choosing hymns with musicians
- ~ Special seasons (Christmas, Easter, Lent, etc.) require more planning and preparation

Institutional Visits and Pastoral Care (33% = 9.9 hours)

- ~ Crisis and care counselling
- ~ Visiting shut-ins, hospitals, nursing homes and in community
- ~ Weddings(2-3 meetings with couple, rehearsal, ceremony, often wedding reception)
- ~ Funerals (2-3 meetings with family at home and funeral home, service and burial, usually reception, follow-up grief counselling if required)
- ~ Baptisms (1-2 meetings with family, special service, often reception)
- ~ Communion to local senior homes, special Christmas services and other church and community special events. Ecumenical World Day of Prayer and Remembrance Day Service is shared on an rotating basis with St. Mark's Anglican and St Peter's Celestine Catholic churches.

Administration and Church Meetings (15% = 4.5 hours)

- ~ Day-to-day smooth functioning of the office and committees
- ~ Responding to telephone calls, mail, and e-mail
- ~ Organizing bulletins, reports, church statistics, office needs, etc.
- ~ Meetings as ex- officio member of all committees of both churches except Ministry & Personnel (M&P) Nominating, Joint Needs assessment Committee and Joint Search Committee)

Christian Development and Outreach (7% = 2.1 hours)

- ~ Study Group leadership, reading, and participation
- ~ Confirmation Group (as needed)
- ~ Resource person for Sunday Schools, congregations and other church groups
- ~ Special speaker at groups, schools, and churches
- Provide consultation for special Sunday School projects (Zion: CHEO and St. Andrew's Food Grains)

Presbytery and Outside Responsibilities (5% = 1.5 hours)

- ~ Presbytery: regular meetings and extra involvement
- ~ Conference annual meeting: 4 days / year

8.2. Other Duties

Specific duties related to the principle areas of responsibility

- ~ reading, meditation for worship and study: daily
- ~ bulletin preparation and worship: 1-2 x weekly
- ~ administration: daily
- ~ occasional visiting
- ~ shut-in/hospital visiting: 2-3 x weekly
- ~ meetings and resource to various groups: 2-3 x weekly
- ~ crisis visiting: as needed

Occasional Duties

- ~ Communion to senior / nursing homes: 4 x annually
- ~ Funerals: approximately 7 - 10 per year
Actuals:
 - ~ 2015...7 / 2016... 10 / 2017... 3 as at November 29, 2017
- ~ Weddings: approximately 2 - 4 per year
Actuals:
 - ~ 2015...2 / 2016... 4 / 2017...4 as at November 29, 2017
- ~ Baptisms: approximately 4 per year
Actuals:
 - ~ 2015...4 / 2016...5 / 2017...1 as at November 29, 2017
- ~ Occasionally officiate and speak at special services

Routine Consultation

- ~ Music Director concerning service and special music
- ~ Administrative assistant regarding administration and bulletin preparation: 1-2 hours / week
- ~ St. Andrew's Session (Worship & Life Committee) meetings: 6-8 x / year
- ~ Zion session meetings: 1-2 x / year
- ~ St. Andrew's Executive Council meetings: 5 x / year
- ~ Pastoral Charge Official Board Meetings: 4 x / year
- ~ Special projects committees for both congregations: as needed

Decisions without additional consultation

- ~ Funerals and weddings for non-church members with the approval of Session (Worship & Life Committee): 3-4 x per year

Accomplishing the numerous duties & expectations, while also providing 24/7 availability including Sundays, in a 4 day, thirty hour workweek will require the minister & M&P Committee to employ careful time management.

The Joint Needs Assessment Committee (JNAC) recommends that a search committee be formed to find an ordained minister, designated lay minister, or diaconal minister. We also recommend the search committee use the JNAC report as a guide to find a Minister that would be the right fit for our Pastoral Charge.

Appendix A: Statement of Terms of Employment

Remuneration

Remuneration is based on the New Compensation Model minimum salaries for Ministry and Personnel (2018) for Pakenham Pastoral Charge cost of living group 3.

Moving Expenses

Reasonable moving expenses for ministry personnel are paid by the pastoral charge.

Vacation

One month including five Sundays.

Study Leave

Three weeks including Sundays.

All eligible leaves, including a Sabbatical after five years of service, are taken in consultation with the M & P Committee.

Continuing Education/Learning Resources Allowance

\$1,045.00 (prorated to 75%)

Home Telephone and Internet

To be negotiated with search committee and paid upon presentation of receipts.

Travel

2018 general counsel per kilometer rate

Administrative Support

An office administrator works 10 hours per week

Appendix B: Strategic Planning Steering Committee Final Report

Pakenham Pastoral Charge

St. Andrew's and Zion United Churches

2015 - 16

Strategic Planning Steering Committee

Final Report

October 26, 2016

2015 – 16 Pakenham Pastoral Charge Strategic Planning Steering Committee

Purpose of this Project

To enable the Pakenham Pastoral Charge, (Zion United, Cedar Hill and St. Andrew's United, Pakenham, to make wise choices about their future in the hopes of extending a sustainable and thriving ministry well into the future..

Outline

Our Pastoral Charge has an amazing history. We have nurtured community, helped meet personal needs from a Christian perspective, and we have provided leadership in music, community development and Christian witness. We can be justly proud of our accomplishments and how we have continued to do so even in trying times. Indeed our success has in part been the result of our ability to adapt to changing conditions. Recent declines in volunteer participation and finances suggest the need for significant changes now. In addition to changing the ministry we finance, we also need to care for the dedicated core who live out their call to respond to the needs within and beyond our Church.

This report summarizes the process we have been through in the past year and offers eight recommendations. No matter what decisions are made now, we will need to continue to reflect on the needs around us and our abilities to meet them as we make further adjustments within our emerging reality. We will struggle, as those before us struggled, to know what is best. May we be sensitive to the guidance we receive, be wise in our responses, and be courageous in the midst of many uncertain factors.

1. Summary or Highlights from the Statistical Report

1.1. Insights common to both Churches:

- Our top givers provide a disproportional amount of our overall revenue.
- As few as 10 contributors provide as much as 40% of our annual givings.
- In most cases these are elderly contributors and their gifts will not easily be replaced.
- Capital and Operating costs are increasing; at times significantly so.
- Now, more people do not attend yet contribute, than do attend and contribute.
- Retirees, (our primary volunteers and financial supporters), especially after 80 leave our community (through residential moves or death)
- Church participation has declined; participant's increased ages suggest an accelerated decline.

1.2. St. Andrews

- for the first time in 10 years givings are down for the first 9 months of 2016
- number of givers are down at St. Andrew's

1.3. Zion

- number of givers are basically being maintained as are contributions

2. Highlights of the Focus Group Work and General Feedback

2.1. St. Andrews

- There was the stated priority that we maintain the building.
- That we insure we provide Sunday Services, meet requests for Funerals, Weddings & Baptisms and that we provide outreach to our community.
- While most support the current music program, some feel cuts possible.
- There was a variety of opinion on reducing the minister to part-time.

2.2. Zion

- Appreciation for the church community which should be maintained.
- Priority should be Sunday Services and Funerals, Weddings & Baptisms.
- The building should be maintained at its current level.
- Some felt we need to reconsider where our fundraising dollars are spent.
- Some felt we need to increase communication in and beyond our church.
- There was openness to reduce to less than a full-time minister.

3. Summary of Action Taken So Far (By the Official Board)

- Established a 'Formula Committee' to develop a mathematical formula (that is fair and adjusts as we evolve) to determine the annual financial contribution of each Congregation to the Pastoral Charge.
- Reduced the Official Board's bank balance (money on hand).
- Promoted an 'Every Family' visitation; St. Andrew's plans to do it.
- Through the Ministry & Personnel Committee, approved guidelines 'Priorities for our Minister'.
- Reached out to St. Marks, St Peter Celestine and local United Churches.
- Declared an effort to ensure we have balanced budgets by 2018.

4. Financial Requirements, Insights and Implications

Appendix A outlines our financial realities and related projections and shows we need to adjust our expenditures immediately. Failing to do so will compound the negative impact on our congregations and in the near future produce more dire choices that will have a depressive impact on our life and work.

To meet this need we recommend reducing our minister to a $\frac{3}{4}$ time position. This will enable us to move toward balancing our budgets and shift our primary focus from finances to ministry possibilities. The MINISTRY & PERSONNEL Committee in consultation with Jeff has created a blueprint for the year that should reduce the impact. The impact should not be all that significant for church supporters. Fifty years ago our minister served three churches with 300 supporters, while today our minister serves two churches with 100 supporters. The main means by which the minister's time will be reduced is by working one less day per week. Most parishioners will not even notice the change. Future ministry focus will be Sunday Services, Rites of Passage and Pastoral Care and reduced effort on outreach and administration.

The most important factors in such a change are: **our attitude as church leaders and the fact that balanced budgets lead to sustainability.** Worship services, rites of passage and visitation are our central purpose even as community outreach is reduced. If we reduce the time the minister spends on administration and at the same time develop possibilities around shared ministry, the anticipated impact on community outreach may be significantly reversed. Being committed to balanced budgets, while we seek financial support, will guarantee our future existence. Failing in this commitment will likely reduce the trust people have, not only in the viability of our ministry, but even in the certainty of our future.

Maintaining our ministry and our churches will require adjustments. Both churches recognize we need to maintain our buildings. Part-time ministry will require a reduction in our expectations of the minister. It may be valuable to streamline our governance; explore ways to share ministry tasks with

neighbouring churches (Instead of preparing material used only once, exchanging ministers could remove almost half of the preparation time); explore how we might expand the use of our buildings (leasing possibilities, invest in them so they are more attractive rental space); and other ideas could enable our buildings to be more self-sufficient so that we could use our revenue for ministry.

5. Moving Into Our Future

- Sunday morning is fundamental to who we are. We need to eagerly nurture our understandings and relationship with God and how we each seek to discern how we should respond to that call.
- Respond positively to requests for rites of passage from those connected to the Church and insure we do these events well.
- Our identity is tied to our buildings. At this point in our history, it is essential to care for our buildings.
- Our future depends on involvement. Incorporating more people into the life and work of our churches is vital.
- Streamline administration and increase short-term volunteering will help.
- Communicate with other local churches and neighbouring United Churches so as to share resources and reduce ministry expenses. This may not produce immediate benefits, but will help create a climate so that in the future we may entertain more significant ideas.
- Most church volunteers are in the 50-75 age range (empty nesters to the early retirees). The 50-65 group are not being replaced sufficiently to replenish those who are aging. We need to focus on this demographic.
- An opportunity for growth would be to reach out to those who do not attend but continue to contribute.

6. Concluding Statements

- We believe this report to the Official Board should be shared with the Congregations for their information and approval.
- The recommendation to move to $\frac{3}{4}$ time position is a 'change in the terms of an ongoing pastoral relations'. The procedures established for such a change will need to be followed by the Official Board including proper notice of meeting and that the section of the meeting dealing with the change be chaired by a representative of Presbytery Pastoral Relations.
- We believe this work of strategic planning should be ongoing. Perhaps committees could be established to address growth and insure that ongoing conversations about planning occur for the Pastoral Charge.

7. Recommendations

The Strategic Planning Committee recommends that:

- 1. We move immediately (2017) to $\frac{3}{4}$ time ministry.**
- 2. Future balanced budgets are necessary.**
- 3. Memorium Funds (including Wilson Bequest) are not used for operating expenses.**
- 4. All Reserve Funds (Memorium & Surplus) not be accessed for capital improvements or extraordinary needs until sustainable budgeting is achieved.**
- 5. Insure our buildings are maintained by budgeting appropriately (annually for St. Andrew's a minimum of \$10,000 and for Zion \$3,000) and any of that amount not expended be carried forward and added to the following years' maintenance budget.**

- 6. Create Finance Committees for each Congregation whose task will be to propose balanced budgets and forecast sufficiently enough to enable the Board to make timely decisions concerning expenditures. The committee to consist of the Chair of Stewards, Clerk of Session or Chair of Worship & Life and the minister, with input from the Treasurer.**
- 7. Encourage everyone associated with the Church to use PAR.**
- 8. Begin dialogues beyond our church which consider ways in which we might reduce our ministry expenses and increase the use of our buildings.**

Strategic Planning Steering Committee

Ray Giles, Denzil Ferguson, David Wilson, Jeff de Jonge

2015 – 16 Pakenham Pastoral Charge Strategic Planning Steering Committee

Final Report – Appendix A

St. Andrew's

Column #1 Assumes:

- maintaining current ministry;
- starting in 2017 adding revenue of \$5,000 from the Manse Fund; and
- a \$5,000 reduction in expenses as a result of the new sharing formula with Zion.

Column #2 Assumes:

- in addition to the assumptions of Column #1 an annual increase in expenses of 2%; and
- an annual decrease in revenue of 2% (starting in 2017)

Column #3 Assumes:

- in addition to the assumptions for Columns #1 & #2 that the Minister is reduced to $\frac{3}{4}$ time (in 2017):

2016 Expenses	\$125,000
Revenue	\$100,000
Deficit	-\$25,000

	Status Quo	Column #2	Reduce Minister
2016 Deficit	-25,000	-25,000	-25,000
2017 Deficit	-15,000	-19,500	-7,500
2018 Deficit	-15,000	-24,000	-12,000
2019 Deficit	-15,000	-28,500	-16,500
2020 Deficit	-15,000	-33,000	-21,000
2021 Deficit	-15,000	-37,500	-25,500
5 yr. accumulated debt	\$100,000	-\$167,500	-\$107,500
2022 Deficit	-15,000	-42,100	-30,100
2023 Deficit	-15,000	-46,700	-34,700
2024 Deficit	-15,000	-51,300	-39,300
2025 Deficit	-15,000	-55,900	-43,900
2026 Deficit	-15,000	-60,500	-48,500
11 yr. accumulated debt	-\$175,000	-\$424,000	-\$304,000

Zion	Detail	Revenue	Expenses	Surplus/Deficit
	5 Yearly Average	\$32,000	\$30,000	
	$\frac{3}{4}$ Minister		(\$6,500)	
	Manse Fund Interest	\$1,500		
	Re-Assessment		\$5,000	
	Annual Bldg. Mntc		\$3,000	
	Annual Surplus / Deficit			\$2,000

Appendix C: Motions by the Pakenham Pastoral Charge Joint Needs Assessment Committee

1. Moved by Rhonda Tees and seconded by Ken Souliere that the JNAC report be presented to the official board.

Motion carried

2. Moved by Ken Souliere and seconded by Rosser Lloyd that the Official Board recommends to the Pakenham Pastoral Charge that a vacancy be declared for a $\frac{3}{4}$ time minister.

Motion carried

3. Moved by Rhonda Tees and seconded by Rosser Lloyd that a search committee be formed to find a $\frac{3}{4}$ time minister or equivalent (i.e. ordained minister, designated lay minister, or diaconal minister).

Motion carried