

ST. PAUL'S UNITED CHURCH, OAKVILLE, ON

# Community of Faith Profile

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## Joint Search Committee

4/30/2019

The Joint Search Committee of St. Paul's United Church, Oakville is seeking to fill a new position immediately.

**Title:** Pastoral Care Minister / Adult Education Developer  
Member of Order of Ministry (OM or DM) or Designated Lay Minister

**Hours:** Part Time (20 hours per week) flexible on scheduling

**Sole or Team Ministry:** Team

**Region :** Horseshoe Falls Region, South Central Ontario (formerly Region 9)

**Location:** Oakville located halfway between Toronto and Hamilton  
St. Paul's United Church, 454 Rebecca St., Oakville, ON L6K 1K7  
stpaulsoakville.com 905-845-3427

**Language:** English

**Contact:** Joint Search Committee

**Confidential and secure email address:** SPUC.JSC2019@gmail.com

**Background:** The Joint Search Committee (“JSC”) of St.Paul’s is seeking a new P/T minister to join our ministry team. This vacancy can be filled immediately, preferably by June 2019.

This vacancy was declared by Halton Presbytery, Hamilton Conference in December 2018 based on a Joint Needs Assessment Committee (“JNAC”) report approved in November 2018. The full report is readily available from a link in the homepage of our website at [www.stpaulsoakville.com](http://www.stpaulsoakville.com).

A summary of this JNAC report follows along with the “Financial Viability Review” as outlined in the guidelines for Community of Faith Profiles.

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## Background

The JNAC for St. Paul’s United Church, Oakville was established in February, 2018 following the resignation of Rev. Lexie Chamberlain which began in August 2018. Until then we had two full time ministers; Rev. Lexie Chamberlain, co-ordinating lead minister, covering Worship, Preaching and Pastoral Care, and Rev. Deborah Laforet, covering Christian Education. There has been some overlapping and cross coverage. Rev. LaForet has been appointed Lead Minister Full Time. We are now seeking a Part Time (20 hours/ week) Pastoral Care Minister / Adult Education Developer to join the team. Details on the relationships, responsibilities are outlined in the Position Profile below.

## Oakville Community Profile 2019

Oakville is a thriving prosperous community of 200,000 situated on Lake Ontario between Toronto and Hamilton. It is bordered by growing cities on all sides: Mississauga, Milton and Burlington, having a combined population of 1.2 million. This is one of the fastest growing areas in Canada.

**People are moving here for a reason.** People are attracted to Oakville for many reasons: high incomes, low crime rate, low unemployment, and access to great attractions from world class theatre and arts to world class attractions like Niagara Falls.

Local public and private schools are ranked very high, healthcare is excellent, sports and recreation facilities are ample and well equipped, waterfront and parks are accessible, arts and cultural facilities are ample, transportation services are excellent, especially to and from Toronto.

Oakville has tried to maintain a balance between small town historic charm and big city amenities and access.

There are two defining features about Oakville that virtually over-ride everything; **affordability and commuting.**

**Affordability of housing is an issue.** The cost of home ownership continues to rise but has recently become volatile. Currently the average price for a three BR house is \$1.1 million, making Oakville the 2<sup>nd</sup> most expensive community for housing out of 23 communities in the GTA. Consequently people live elsewhere. Realtor.ca provides free and easy access to current prices.

**Commuting to Oakville** has become the norm. In fact, there are more workers coming to work in Halton from surrounding areas than workers who live and work in Halton. The 'new normal' is commuting here from Guelph or St. Catherines. Public transit from these areas is poor, but is very good to and from Toronto. Highways are great but congested during rush hours. It has become easy to get real time estimates of commuting times using on-line traffic monitoring with Google maps. Simply define your trip and log on during rush hour to see your travel times.

**Religion in Halton and Oakville is alive.** Surveys report on affiliation, not actual practice. People in Oakville reported 22% Protestant affiliation, say 44,000 people of whom 34% are United Church, say 15,000. Active participation is much less, but great potential exists for someone to reach out to these affiliates and others. The eight separate United Church congregations in Oakville only scratch the surface. In fact three or four are struggling with negative or no growth in the past decade despite the massive growth in town. St. Paul's has fared better than most, but certainly has challenges.

## St. Paul's Pastoral Charge Profile 2019

**New Mission:** After almost two years of consultations, meetings and surveys we have finalized a new mission. Briefly it is called C.E.T. or "Connect, Engage, Transform". Our new focus is to reach out beyond our walls and our perceptions. Our new ministry setup is focused on connecting with the outside community. The outside world and its many opportunities await us.

**History:** St. Paul's began in 1955 with temporary premise, then a gymnasium in 1960, and finally a sanctuary in 1966. The property occupies prime visibility on a major thoroughfare in south central Oakville.

**Major Renovations:** The congregation has approved renovations and upgrades to the sanctuary and organ. The congregation approved the plans in June 2018 at an estimated cost of \$600,000 to be funded by the sale of the manse, likely in 2020.

**Location:** While the property is located in South Central Oakville, the congregation comes from farther afield. The congregation comprises approximately 300 people spread amongst 200 residences. More than 60 percent of the people do NOT live in the catchment area. They live closer to another United Church in Oakville. People do not walk to church. Parking and public transit are vital. The property has approx. 100 parking spaces. There are potential overflow spaces nearby on weekends at Morden Elementary school.

**Demographics:** There are about 200 active adults in the congregation of whom 57% are aged 70 to 90 years old. We had a dozen funerals last year. We are becoming aware of our mortality. Relevance to younger families is a key priority.

In the past decade average weekly attendance has steadily fallen from 222 to 134. Such figures are often the subject of estimates whereas "identifiable givers", ie tax receipt recipients is quite accurate. We have dropped from 250 in 2007 to 193 in 2017, down 23%.

**Ministry:** Since 1957 (62 years) there have been only four senior ministers, all of whom stayed lengthy periods from 9 to 30 years. With few interruptions the Senior Minister was joined by at least one Assistant, Associate or Interim Minister each for shorter periods of 2 to 8 years. Reportedly, they all enjoyed their stay here.

**Programs** at St. Paul's attract young and old.

- **Music:** We are blessed with many active musical members, particularly two volunteer youth choir directors; Catherine Arcand-Pinette and Bev Phillips who direct "Glow" (6 to 12 youth) and "Joyful Noise" (12 or so youngsters). We also have an adult choir with a paid director. Other members of our congregation occasionally provide performances by their small string bands or horn bands. Professional concerts use the sanctuary.
- **Adult programs** range from UCW (4 groups), Book Club, Bridge Club, Shut-In visiting, to Baseball team, bowling league, and Pubs & Pews. Our annual Bazaar involves about 150 workers and is a congregational event. Semi-annual rummage sales also involve dozens of helpers.
- **Youth programs** range from Sunday School (3 age groups), Youth groups, Church Friend (matching older mentors to child/ youth), supervised Nursery (age 0-3), Tots & Us (Monday 10-11am for preschoolers &

caregivers), Church Library program, VBS (two separate weeks of Vacation Bible School) and PA Day Camps (full day programs during public school PD days). There are music concerts and Christmas pageants.

- **Outreach:** Besides donations to various causes and strong support for M&S, St. Paul's seeks various ways to assist others. We support and engage people such as preparing lunches for volunteers who build houses for Habitat for Humanity, preparing dinners at Wesley Urban Ministry, support foodbanks and the Salvation Army, support KIVA and other programs. Other assistance is provided by way of free space or low rates for Guides and Scouts, Special Olympics Ontario, as well as AA groups.

## Resources Profile: St. Paul's United Church 2019

### Property

- Sanctuary, with balcony (seating approx. 450)
- Gymnasium with stage, dressing rooms and prop storage (seating approx. 325)
- Small auditorium (seating approx. 60), 1 nursery (fully equipped), 1 small library room
- Kitchens ( 1 large w/ commercial grade dishwasher, 2 small kitchens)
- 3 offices (2 ministers, 1 administrator), 6 washrooms
- 5 meeting rooms, including 30 seat board room, 4 storage rooms and 2 out buildings for storage
- The buildings are all connected and handicap accessible. There is also a small elevator when needed.
- Manse : 4 BR, double garage **(to be severed and sold in 2020)**

The sanctuary has a new roof, good heating and the overall property is well maintained. Renovations are planned for the sanctuary including new A/V equipment at a cost of \$600,000, pending the sale of the manse.

The parking lot is paved (approx. 100 spaces). Half the spaces are rented to the neighbouring large new YMCA. There are 3 entrances to streets.

Rental income is budgeted at \$92,000 and the remaining space is available for free or low rates to Guides, Scouts, Handicapped basketball, AA groups and others.

Equipment includes a grand piano, two digital pianos, two older upright acoustic pianos, organ (broken but to be replaced with a digital organ pending the sale of the manse next year). We have two stoves, one oven, 3 fridges, one freezer. Our Audio/ Video system needs upgrading.

### Financial

A seven year summary history is attached along with a two year budget. On average, we generate \$400,000 in income and have a small surplus (under \$20,000) although we have had a few losses. Despite the lack of a stewardship committee, envelope and PAR offerings continue to range about \$300,000, while rentals and special projects (Bazaar, UCW, rummage sales) contribute \$100,000. By far our largest expense is ministry (\$184,000), followed by lay staff (\$93,000). Our Outreach, M&S and Presbytery contributions continue to exceed \$60,000. Identifiable donors have fallen from 250 in 2007 to 193 in 2017 (-23%) yet total income remains stable for now. We are aiming to get back to a growth pattern.

## Personnel

Past year 2018	This year plan 2019
- Two full time ministers ( past six years)	- One full time minister
-	- NEW part time (20 hrs/wk) minister
- Secretary (25 hours/week)	- same
- Director of Music and Organist	-same
- Custodian (25 hours/ wk)	- same
- Nursery Helper (hourly/ rate)	- same
- Snow removal contract	- same
	- NEW Christian Education Developer (12 hrs/wk)
	- NEW Coordinator Marketing /Communications (6hrs/wk)
	- NEW Volunteer Coordinator (8 hrs/ wk)

## The Church Council

The Church Council oversees the activities of the various committees set up to address the needs of the church and the congregation.

## Volunteers

St. Paul's is fortunate to have a large group of volunteers who support or perform many of the church's activities. As the congregation ages we anticipate some of these functions will be handled by additional paid personnel, although our volunteer base remains strong. We are watchful of potential for burnout.

As we expand the congregation with new people and programs we are encouraging more volunteers. This adds to the reasons people like to come to our services. It helps build a sense of community and self-worth.

Our M&P team is approved to hire a new Volunteer Coordinator (part time 8 hours per week).

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## Position Profile: Pastoral Care Minister/Adult Education Developer

(Part Time - 20 Hours/week)

### General Description

This member of the Order of Ministry or Designated Lay minister in the United Church of Canada will be part of a ministry team as the part time minister. In all cases, the latest version of the Manual of the United Church of Canada shall be followed both in spirit and in fact.

This minister's responsibilities lie within providing and supporting the pastoral care needs of the congregation. As needed, this minister will provide worship support and provide opportunities for adult education.

### General Ministerial Responsibilities

#### A. Working as a Team

- The ministers will work together to provide for the spiritual nourishment of the congregation, through worship, pastoral care, and faith formation.
- Meet frequently, including staff meetings, to update one another on ministerial duties, to share ideas, and stay connected.

## **B. Administrative**

- Communication: letters/emails/phone calls
- It is expected that the ministers will share and may divide the responsibility for participation in the various teams and groupings. Regular communication is expected from this minister and all staff, council, teams, etc.

## **C. Personal Development**

- Attend workshops and retreats that support and enhance various aspects of ministry, i.e. grief counseling, preaching, online communities, church development, faith development, visioning, leadership, etc.

## **Specific Responsibilities: – Pastoral Care Minister and Adult Education Developer**

### **A. Pastoral Care**

- Visit people in hospital on a regular basis.
- Work as a team with existing Nurturing Care Committee to:
- Coordinate visiting with Nurturing Care Committee
- Plan two communion services a year for people unable to attend Church
- Home visits and special phone calls to people in our Church community as time permits
- Assist groups/teams in the training of lay members to participate in visitation
- Provide crisis care and counseling as required and make referrals as needed.
- Look for opportunities to provide pastoral care in new and innovative ways, understanding that not only the sick and infirm require help and care.
- Conduct weddings and funerals as negotiated with the Lead Minister.
- Provide immediate aid to people in need who seek help from the church.

### **B. Adult Program Development**

- Develop programs in consultation with the Lead Minister to challenge and encourage the spiritual growth and development of adults within the congregation.

### **C. Worship Support**

- Plan and provide worship working with the Worship Team during the Lead Minister's vacation.
- Assist in worship and preach as agreed in consultation with the Lead Minister.

## **Skills Profile : – Pastoral Care Minister and Adult Education Developer**

- Strong listening and relationship skills **Compassionate and empathetic**
- Strong organizational, time management and communication skills
- Able to relate to people of all ages
- Ability to recognize, encourage, empower and support lay leadership in all areas of our ministry, particularly pastoral care.
- Collaborative and supportive member of a ministry team working to respond to the various spiritual needs of the congregation
- Ability to provide nourishing adult education and faith development
- Confident communicator who is comfortable preaching
- Proven record of effective Pastoral Care
- Ability to personalize prayer so as to be meaningful to an individual or group
- Able to work in Team Ministry with Lead Minister and Nurturing Care Committee

## **Terms Profile : – Pastoral Care Minister and Adult Education Developer**

Must be a member of the Order of Ministry in the United Church of Canada or a Designated Lay Minister (DLM) in the United Church of Canada.

### **Hours of Employment**

Based on a Half Time Call or Appointment (20 hour/week)

### **Salary**

Will be based on experience and qualifications and will be guided by the “Minimum Salaries & Reimbursements for Ministry Personnel (2019)”. *It has been St. Paul’s practice to pay above the minimum.*

Salary for Position 2 will be pro-rated commensurate with that of a Half Time (50%) Ordered Minister’s salary or alternatively a Designated Lay Minister’s salary in Cost of Living Group 5 (comprehensive salary including housing) up to Category “F”.

### **Benefits**

Benefits include participation in the pension plan of the United Church of Canada and compliance with the requirements outlined by the General Council of the United Church of Canada.

### **Phone**

An allowance for a mobile phone will be provided and long-distance charges for church-related business will be reimbursed.

### **Travel**

Travel expenses will be reimbursed at the rate established by the General Council for work-related travel.

### **Moving Expenses**

For candidates who will be required to relocate, financial assistance will be offered based on individual circumstances.

### **Books/Study Leave (Continuing Education)**

Ongoing professional development is encouraged and planned annually. A yearly continuing education allowance will be made available as well as study leave time.

### **Vacation**

To be negotiated

## **Financial History and Budget (attached)**

## **Appendix A**

## **Financial Viability and Review, observations and recommendation**



**St. Paul's United Church Financial History and Budget to 2020**

Updated March 2019

		\$ x (000)			feob		
St. Paul's Oakville		2015	2016	2017	2018	2019E	2020 E
		actual	adjusted	actual	adjusted	Projected	Projected
Revenue	Envelopes	\$ 166	\$ 138	\$ 127	\$ 112	\$ 110	\$ 110
	PAR	\$ 151	\$ 163	\$ 156	\$ 134	\$ 135	\$ 135
	Rental	\$ 39	\$ 62	\$ 48	\$ 76	\$ 92	\$ 92
	Other	\$ 53	\$ 41	\$ 59	\$ 68	\$ 49	\$ 49
	Oper. Income	\$ 408	\$ 404	\$ 390	\$ 391	\$ 386	\$ 386
	Outreach Income	\$ 12	\$ 17	\$ 10	\$ 4	\$ 1	\$ 1
	Flow Thru INCOME	\$ 8	\$ 11		\$ 11		\$ -
	Flow Thru EXPENSE		\$ -11		\$ -11		\$ -
	Restricted INCOME	\$ 51	\$ 26	\$ 17			\$ -
	less Restricted LIAB	\$ -51	\$ -26	\$ -17			\$ -
	<b>Total Income</b>	<b>\$ 428</b>	<b>\$ 421</b>	<b>\$ 400</b>	<b>\$ 394</b>	<b>\$ 388</b>	<b>\$ 388</b>
Expenses	Ministry Sal *	\$ 141	\$ 145	\$ 148	\$ 141	\$ 127	\$ 129
	Ministry Benef *	\$ 28	\$ 29	\$ 30	\$ 35	\$ 28	\$ 28
	Ministry-Other	\$ 10	\$ 10	\$ 9	\$ 9	\$ 8	\$ 8
	Lay Staff *	\$ 79	\$ 61	\$ 62	\$ 55	\$ 105	\$ 107
	Lay Benefits *	\$ 13	\$ 11	\$ 11	\$ 12	\$ 16	\$ 17
	Lay- Other	\$ 7	\$ 20	\$ 17	\$ 25	\$ 5	\$ 5
	Property	\$ 36	\$ 36	\$ 43	\$ 40	\$ 44	\$ 44
	Admin	\$ 23	\$ 21	\$ 21	\$ 22	\$ 21	\$ 21
	Programs	\$ 11	\$ 9	\$ 13	\$ 12	\$ 23	\$ 23
	Outreach	\$ 12	\$ 17	\$ 11	\$ 6	\$ 4	\$ 4
	M&S	\$ 35	\$ 32	\$ 31	\$ 30	\$ 25	\$ 25
	Presby/ Conf	\$ 14	\$ 13	\$ 13	\$ 9	\$ 13	\$ 13
	Other	\$ -	\$ -		\$ -		\$ -
	<b>Total Expenses</b>	<b>\$ 408</b>	<b>\$ 405</b>	<b>\$ 408</b>	<b>\$ 396</b>	<b>\$ 418</b>	<b>\$ 424</b>
Net	surplus/ short	\$ 21	\$ 16	\$ -8	\$ -1	\$ -31	\$ -37

difference, if any

Income for 2016 is adjusted to reflect "Recovery of Student Expenses" as a flow thru.

Projections for 2018, 2019, 2020 **do not include additional rental income of approx \$25K per year.**

Projections assume \$20K potential reduction in PAR in 2018 and future years will not be offset by new members.

The key objective of the new staffing structure and new Mission is to connect to the community.

We expect new members to offset any decline in our ageing congregation.

Our projections are intentionally conservative and do not factor in the sale of the manse.

Updated Mar. 2019

**APPENDIX A**

Community of Faith:		St. Paul's United Church, Oakville, ON					as at	Feb 2019	Salary & benefits						
Year	<u>\$(000's)</u> <u>Total Revenue</u>	<u>Envelopes</u>	<u>PAR</u>	<u>Other Revenue</u>	<u>Expenses</u>	<u>surplus/deficit</u>	<u>year end Bank &amp; designated funds</u>	Ministry staff	Laity staff	total staff	Property	property/Revenue %	identifiable givers		
budget 2019	\$ 388	\$ 110	\$ 135	\$ 143	\$ 418	\$ -30	n/a	\$ 162	\$ 126	\$ 288	\$ 44	11%	196		
2018	\$ 394	\$ 112	\$ 134	\$ 148	\$ 396	\$ -2	\$ 237	\$ 185	\$ 92	\$ 277	\$ 40	10%	218		
2017	\$ 400	\$ 127	\$ 156	\$ 117	\$ 408	\$ -8	\$ 229	\$ 187	\$ 90	\$ 277	\$ 43	11%	193		
2016	\$ 421	\$ 138	\$ 163	\$ 120	\$ 405	\$ 16	\$ 223	\$ 184	\$ 92	\$ 276	\$ 35	8%	199		
2015	\$ 428	\$ 166	\$ 151	\$ 111	\$ 408	\$ 20	\$ 247	\$ 179	\$ 99	\$ 278	\$ 36	8%	204		
2014	\$ 382	\$ 149	\$ 141	\$ 92	\$ 407	\$ -25	\$ 197	\$ 179	\$ 95	\$ 274	\$ 40	10%	203		
2013	\$ 410	\$ 145	\$ 141	\$ 124	\$ 404	\$ 6	\$ 224	\$ 180	\$ 97	\$ 277	\$ 33	8%	231		
2012	\$ 410	\$ 152	\$ 127	\$ 131	\$ 406	\$ 4	\$ 198	\$ 148	\$ 84	\$ 232	\$ 35	9%			
2011	\$ 415	\$ 151	\$ 132	\$ 132	\$ 356	\$ 59	\$ 214	\$ 106	\$ 78	\$ 184	\$ 56	13%			

We budget for a deficit most years, including in 2019. We achieved surplus or balance in six of the past eight years, debt free. Envelop offerings decline as people move to PAR. Total contributions have declined of late, but are offset by "Other Revenue", mostly increased rentals. The above figures reflect our Operating Budget, whereas contributions are also made to "Capital Projects". We have replaced our roof \$80,000 within the past six years. We are currently planning renovations to the Sanctuary at a Capital Cost of \$600,000 to be funded by the sale of the manse for gain of approximately \$1,000,000.

<u>Since 2013, St. Paul's has maintained the following staffing levels:</u>	<u>Plan for 2019</u>	<u>comments:</u>
Clergy:	2 Full Time Ministers	1.5 FT Ministers
Director of music		same
Office Administrator:	25 hours/ week	same
Custodian Helper:	20 hours / week	same
Nursery Helper:	Sunday mornings	same
New Coordinators in 2019		
Christian Education		12 hours/ week
Volunteer		new
Coordinator		8 hours / week
Marketing/ Communications		6 hours / week

We are reducing Ministry hours by 20 hours and increasing Laity hours by 26 hours. Basically, at the same cost.

**APPENDIX A**  
**continued**

Number of Contributors and Range of Givings									
<u>range</u>	<u>current</u>	<u>2018</u>	<u>2017</u>	<u>2016</u>	<u>2015</u>				
\$0 to \$100	46	51	55	65	36	Like most United Churches, St. Paul's has experienced a declining number of contributors. The largest contributors tend to be older. As such they tend to move or die. We have lost several (5) large contributors this year. They represented about 6% of our total revenue, which has already been offset by new rental revenue.			
\$100 to \$500	54	56	42	50	47				
\$500 to \$1K	29	32	40	42	44				
\$1K to \$2K	34	39	49	50	53				
\$2K to \$3k	17	18	21	26	24				
\$3K to \$5K	9	9	12	12	15	We have a fairly large (200 +/-) and well diversified stable base of contributors and revenue. Our focus is connecting to the community now.			
\$5000 +	7	11	13	12	14				
<b>totals</b>	<b>196</b>	<b>216</b>	<b>232</b>	<b>257</b>	<b>233</b>				
Envelopes & PAR	\$	246	\$	283	\$	301	\$	317	This may or may not result in more contributors. We will be doing God's work in either case, and we will continue to adjust and thrive.
Other Revenue	\$	148	\$	117	\$	120	\$	111	
Total Revenue	\$	394	\$	400	\$	421	\$	428	

Comments: I am confident the congregation can support the proposed P/T minister as recommended in the JNAC, and approved by the congregation and by Presbytery. Our estimates herein do not include revenue to be derived from the sale of the manse next year.

signed: ..... Frank O'Byrne, Chair: Joint Search Committee

..... Darren Pinette, Chair: Finance Committee

