

# **St. Andrew's By-The-Lake United Church**

## **REPORT of the JOINT NEEDS ASSESSMENT COMMITTEE**



November 15, 2017

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St. Andrew's By-The-Lake United Church Annual Report 2016 (available on request)

## Introduction

The Joint Needs Assessment Committee was formed in September of 2017. Rev. Sue Paterson had announced her departure. The committee met periodically beginning September 24, 2017. The congregation completed a questionnaire, and financial data was gathered. This information has been compiled and is reflected in the attached report. It was presented to the Church Council on November 14, 2017 and accepted with revisions. The Joint Needs Assessment Committee report was then presented to the congregation on December 3, 2017. The Report is scheduled to be presented to Presbytery in January, 2018.



### Committee Members:

Ellen Bater, Presbytery  
Bill Brown, Congregation  
(Chair)  
Marg Holland, Congregation  
Denis Lehotay, Congregation  
Marylil Megginson,  
Presbytery  
Chris Scott, Congregation



## Profile #1: Community



Kingston is a city of about 125,000 people located on the shore of Lake Ontario near the 1000 Islands Region. Often called Canada's "First Capital", Kingston is the home of Fort Henry, a UNESCO World Heritage Site. The city is conveniently located close to Montreal, Ottawa, Toronto, and Syracuse NY, providing numerous options both for recreational and cultural activities as well as access to several international airports. The downtown area is a hub of activity both in the summer and winter, featuring a vibrant farmer's market throughout much of the year and outdoor skating in the winter. You can read more about our wonderful city at <http://www.cityofkingston.ca/index.asp>.

St. Andrew's By- The-Lake United Church is located in the Reddendale subdivision 8 km west of downtown Kingston. This neighborhood is considered "sought after" by real estate agents, and features waterfront views for many households. Five city parks are interspersed throughout the neighbourhood, with several providing access to Lake Ontario. The Lemoine Point Conservation area is located about 3 km from the neighbourhood, and provides scenic trails for short walks throughout the year. Reddendale was featured as one of the top ten neighbourhoods in Kingston as described in the article "10 Neighbourhoods to Love" (*Kingston Life* March/April 2010 issue, published with the Kingston Whig Standard newspaper). The vast majority of our church members live in this area.

The economic base for Kingston consists of a large service-based sector and light industry including companies such as Invista and several call centres. Queen's University, Royal Military College, St. Lawrence College, Canadian Forces Base Kingston, government offices at various levels, Correctional

Services Canada, four hospitals and the tourist industry provide the majority of employment opportunities in Kingston. Small to medium-sized commercial ventures round out the economic base.

Our local area can be described as middle class with predominantly single-family homes. Kingston is small enough that one can drive to any local activity in less than 30 minutes. As a result, our congregation also includes a few people from outside the local Reddendale neighbourhood. Kingston has a large proportion of retired people. They are attracted to Kingston because housing is more affordable than in larger Canadian cities, transportation facilities are good, medical services are first class, and cultural/recreational facilities are impressive for a community of this size. Reddendale is a relatively quiet neighbourhood with extensive parkland and waterfront access. Although many of the original families still reside in the area, there has been, and continues to be, an infusion of younger families. There are four elementary schools and one secondary school nearby. Norman Rogers Airport and the Kingston train station provide first class transportation for Kingstonians and their visitors.



## **Profile #2: Pastoral Charge**

**The Statement of Purpose** of St. Andrew's By- The-Lake United Church is as follows:

St. Andrew's By- The-Lake United Church strives to be a friendly, welcoming and inclusive church family which offers:

- spiritual leadership, concern and support for people in the community and the wider world,
- personal growth for all ages, through worship and educational opportunities that strengthen faith in God through Christ, and
- an informal setting, accessible and inviting to all.

**A Short History of St. Andrew's:** St. Andrew's By-The-Lake United Church was built as a community church in response to the development of the Point Pleasant area after World War II. In 1951, several young families from different denominations began to meet for church services in a classroom of R. Gordon Sinclair Public School.

There was interest in building a church so a property on Redden Street was purchased through funds raised by about 30 families. Dr. Waldo Smith, a professor at Queen's Theological College, arranged for student ministers from the Kingston Presbytery to lead worship. This connection to Queen's School of Religion continued until the closing of the college. Dr. Bannister of Chalmers United Church, Kingston, served as supervising minister. It was during this time that the fledgling congregation received the initial financial support from the United Church Extension Fund to start construction of their church. The sod-turning ceremony for the original sanctuary, now known as Founders' Hall, was held on Sunday, April 13, 1952, and it was dedicated on Easter Sunday, April 18, 1954.

During the 1950s the congregation grew rapidly. About 200 children attended the Sunday School and people were attracted to the church through active programs for people of all ages. In 1957 Rev. Ben Garrett became the first full-time ordained minister for the church and on October 10, 1960, a new manse at 10 Crerar Blvd. was dedicated.

In 1965, a fire gutted Andrew's By-The-Lake. Founders' Hall was rebuilt and, by 1967, an addition including offices, classrooms, a library, a kitchen and a multi-purpose worship area called Centennial

Hall, was constructed. The Hall became the primary worship area since Founders' Hall was deemed too small for the burgeoning congregation.

Over the intervening years, the church has undergone a number of renovations, especially in the chancel and the kitchen areas. A new organ was purchased in 1997. Centennial Hall continues to be the primary worship area for most Sundays. Founders' Hall is used for smaller group functions that don't require accessibility. A Memorial Garden is a beautiful addition to our church property.

St. Andrew's By- The-Lake has a tradition of partnering with neighbouring St. Thomas' Anglican Church. We have joint services on some special occasions. The partnership was extended further with the operating of Crystal Springs Manor Senior's residence, with members of the Board of Directors drawn from each congregation and the community at large. The community avails itself of St. Andrew's By-The-Lake by renting/using space to run such programs as: Cubs and Scouts, Tai Chi, fitness classes, Alcoholics Anonymous, and Orchestra Kingston.

**Governing Bodies:** The governing bodies of St. Andrew's By-The-Lake are:

- a. *a Council* which consists of a Chairperson, Vice-Chairperson, Secretary, Treasurer, Past Chairperson, Chairperson of the Board of Trustees, Chairpersons of each committee, representatives to Kingston Presbytery, and the ministry staff. Their duties are outlined in the church's constitution. *(A list of the committees appears in the Annual Report for 2016.)*
- b. *the Board of Trustees* which consists of five members, each elected by the congregation. Their responsibilities are outlined in the Manual of the United Church of Canada.

**Congregation:** The current congregation is comprised of approximately 143 households with a total of 174 members under its pastoral care. Of these, about 85 financially support the church. On average 49 adults attend the church service on any given Sunday (ranging from 23 on some summer Sundays to a maximum of 72). On special Sundays, such as Christmas, Easter, Baptisms and Memorial Services, the congregation can number over 70. While we have families with children attend on occasion, we do not have an active Sunday School at this time. Nursery facilities are available when needed.

Like most United Churches in Kingston, our congregation is aging, yet there is still a great spirit of growing in faith which is a vital part of our life together. There are several groups in our church which are well attended including the Women's Spirituality Circle, Men's Group, Golden Glows, choir and the Faith, Film and Fiction group. The people of St. Andrew's see themselves as very friendly and caring, always willing to do their part for the enrichment of the church. A member in need will always find wonderful support from our church family.

**Facilities:** Our church building contains two worship areas, two offices, a kitchen, a large choir room, one large meeting area with cooking facilities, and three small classrooms. Upper Founders' Hall (see photo at right) is a smaller, more intimate worship area used for special services (but not wheelchair accessible). Centennial Hall, where regular services are currently held (see photo on Introduction page 3), includes the organ, a sound system and a projector with a screen. Both worship areas are multi-purpose areas and do not contain fixed seating. The main floor of the church is wheelchair accessible for those who require special assistance. St. Andrew's also has an excellent and extensive library with books available for all ages.



**Theology:** There is a broad range of theological perspectives in our congregation, and we encourage this diversity. In spite of the diversity of beliefs, the church appears to meet the spiritual needs of its members as we offer something for everyone. Our history shows a significant involvement in social action projects within our community.

**Music:** There is a flourishing music program with an active senior choir of 6-8 members led by a professional musician who has ties to the music community in Kingston. Our excellent organist plays a vital role in the staff team. During Advent, the choir leads a carol service. Music West, a community concert series in its twentieth year of operation, is run by a committee of church and community members and offers four to five concerts a year with performances ranging from singing groups and instrumental ensembles to dramatic productions-something for everyone.

**Administration:** The congregation employs an administrator for 20 hours/week. The minister, music director and administrator hold regular staff meetings to facilitate planning and ensure good communication.

**Outreach:** Over the years, St. Andrew's By-The-Lake has provided strong financial support for the United Church Mission and Service Fund. While members continue to give generously, our total M&S givings have declined with our membership. In 2010 we contributed \$27,000, while in 2016 we contributed \$15,815, though our target was \$13,000. (See attached Annual Report). Church members were instrumental in setting up the Neighbourhood Sharing Centre. This Centre is run independently by volunteers and collects clothing and household effects which it sells at nominal costs. The profits from this centre are used to support food banks and other community needs.

Several times during the year, speakers from community organizations are invited to inform us of community needs such as childhood poverty, food bank use and indigenous concerns.

St. Andrew's has also been involved with several projects in the community which are well supported by the congregation. Donations for the Food Bank are collected on a monthly basis and delivered by church members. At Christmas, food baskets are prepared for needy families sponsored by the Salvation Army and delivered to each family. Whenever a need is identified in the community, St. Andrew's is very quick to respond with help.

**2017 Survey Results:** Fifty-eight members and adherents responded to the survey. Top concerns of survey respondents include

- an aging congregation with almost 70% of respondents over the age of 65 and another 30% between 35 and 65 years old
- Congregation is declining in numbers
- Concern about the effect of our declining numbers on our future solvency
- Needing younger members and more people with energy to do tasks
- Concern about building maintenance of old, large building
- Desire for continuing outreach

There is a diversity of theologies and beliefs in the congregation. A small number describe themselves as Biblically oriented and regard the Bible as the literal inspired word of God. The vast majority describe themselves as spiritually oriented. Most see the Bible as a source of great spiritual wisdom and Jesus as a great prophet. The vast majority also say that God gives us strength and comfort. Half of survey respondents believe that Jesus is the Son of God who died that we might be saved.

Many members mentioned how much they enjoy the warm, friendly atmosphere, mutual caring, and sense of community at St. Andrew's. As demonstrated by the long-time diversity in the congregation, members are accepting of differences in beliefs, theology and sexual orientation.

Members want their minister to have a concern for his/her own spiritual growth and to facilitate further spiritual depth and awakening in members. The minister should be friendly and approachable, inclusive, interested in getting to know the congregation and involved outside of worship time. The vast majority want a minister who will consider the opinions of the congregation. Outreach is an important part of life at St. Andrew's By-The-Lake, as demonstrated by generous support of the Mission and Service fund, support of refugees, the Music West concert series, and donation of our space for meetings of community groups including Scouts, and a variety of support groups. Work to maximize the community centre role in the west end of the city should continue.

There was unanimous agreement on the importance of music and prayer in worship. The minister's ability to lead worship and provide meaningful sermons is also a top priority to the congregation. People described the type of sermons they value as: encouraging questioning and soul searching, well prepared, inspiring, uplifting, educational, and relevant to the congregation. More than half of the respondents like to have members of congregation participate in leading worship. In recent years our services have included a time for sharing of joys and concerns accompanied by a donation to the M&S fund. Members have found this a meaningful way to get to know one another and would like to see it continued. The congregation enjoys a mixture of traditional and conversational preaching style. The majority felt that a consistent format of worship is important.

Most people rated group study opportunities either on the Bible or other topics as somewhat important.

The new minister must also have strong skills in pastoral care to meet the needs of an aging congregation, some of whom can no longer attend worship and church functions. The vast majority of respondents would like to see pastoral care provided by both the minister and members of the congregation. We want the minister to support continued outreach.

### **Profile #3: Resources**

St. Andrews By-The-Lake church is debt free. The building is mortgage free. Recently, the roofs on all portions of our building have been redone primarily with donations specifically targeted for that purpose. Our current bank account with TD bank has a positive balance. Internally 3 separate accounts are tracked, operating, allocated and memorial. Over the past 5 years the deficit in the operating account has been reduced from over \$40,000 to just over \$10,000. Our objective is to have a small surplus by the end of this calendar year. The Trustees maintain an independent investment portfolio which currently has a market value of \$141,570.

The revenue for our church is derived from offerings, the solar panels on our roof, letting of the church facilities and specific fund raising events. This is shown on the accompanying charts and tables for 2016 and 2017 to date (Sept. 30). Expenses for the same periods are also shown on similar charts and tables. In the pie charts, the sections are shown starting from the top of the pie and proceeding clockwise down the list.

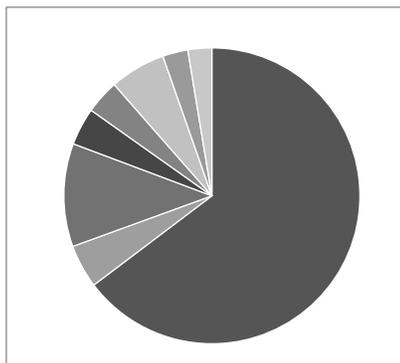
Almost 70% of our revenue is from donations including deficit buster contributions. Renting of our building yields another 11% and the solar panels 6%. Fund raisers contribute less than 4% with a major part of that coming from Music West, a series of concerts held in our Centennial Hall.

In addition to the operating funds, the congregation has been generous in donations for specific charitable purposes – the mission and service fund, the benevolent fund, the Kingston Food Bank, support for WKRP (West Kingston Refugee Partnership) and several other organizations. Almost 20% above our operating revenue is given for these endeavours.

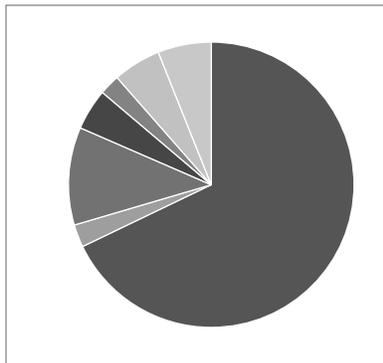
Personnel expenses account for about 2/3 of our total expenses. In dollar amounts, our local givings almost match our personnel expenses. The rest of our operating expenses are covered by revenue from letting, the solar panels and fund raising.

<b>2016 Revenue</b>	<b>%</b>	<b>Amount</b>	<b>2017 Revenue (to Sep 30)</b>	<b>%</b>	<b>Amount</b>
Offering –Local	64.6	\$118,725	Offering –Local	67.9	\$87,157
Deficit Buster	4.7	8,700	Deficit Buster	2.6	3,300
Letting of Facilities	11.3	20,636	Letting of Facilities	11.1	14,238
Investment Interest	4.1	7,500	Investment Interest	4.7	6,000
Fundraising	3.7	6,809	Fundraising	2.3	2,990
Solar PV Revenue	6.1	11,169	Solar PV Revenue	5.4	6,972
Sundry	2.8	5,050	Sundry	0	0
HST Refund	2.6	4,802	HST Refund	6.0	7,761
<b>Total</b>	<b>100.0</b>	<b>183,393</b>	<b>Total Expenditure</b>	<b>100.0</b>	<b>128,418</b>

#### 2016 Income

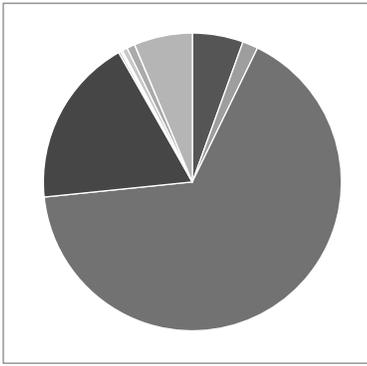


#### 2017 Income to Sep 30 2017

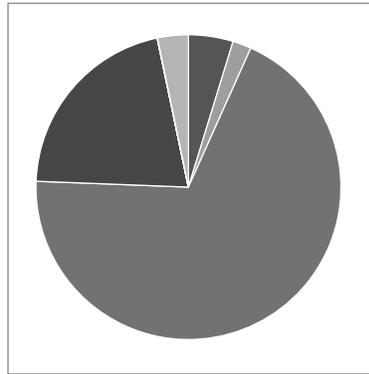


<b>2016 Expenses</b>	<b>%</b>	<b>Amount</b>	<b>2017 Expenses (to Sep 30)</b>	<b>%</b>	<b>Amount</b>
Administration	5.5	\$9,657	Administration	4.7	\$6,031
Worship & Education	1.7	2,942	Worship & Education	2.0	2,519
Ministry – Personnel	66.2	115,803	Ministry – Personnel	68.9	87,862
Property	18.4	32,179	Property	21.1	26,894
Church & Society	0.2	350	Church & Society	0	0
Fund Raising	0.2	304	Fund Raising	0	0
Solar PV Expense	0.1	133	Solar PV Expense	0	49
Loan Repayment	0.6	1,000	Loan Repayment	0	0
Loan Interest	0.9	1,530	Loan Interest	0	0
Sundry	0.0	25	Sundry	0	0
HST Expense	6.3	11,065	HST Expense	3.2	4,142
<b>Total Expenditure</b>	<b>100.0</b>	<b>174,988</b>	<b>Total Expenditure</b>	<b>100.0</b>	<b>127,497</b>

## 2016 Expenses



## 2017 Expenses (to Sep 30)



### Profile #4: Position

**Position Title:** Minister of Word, Sacrament and Pastoral Care (full-time)

**Summary Statement:** The minister of St. Andrew's By-The-Lake United Church offers leadership in the communal and individual faith journeys of the congregation.

#### **Duties and Responsibilities:**

- to prepare and lead innovative and contemporary worship services that involve and challenge the broad spectrum of our faith community
- to be involved in and co-ordinate pastoral care of the congregation
- to support the strong role of music in worship
- to be a resource to all church committees and programs
- to be involved in the wider church through its courts and programs
- to be involved in and initiate when possible round-table events and initiatives within the community
- to be part of the annual Good Friday and Maundy Thursday services with St. Thomas' Anglican Church
- to co-ordinate church personnel and chair regular staff meetings
- to take part in ongoing continuing education programs and a negotiated study leave program
- to support and encourage growth in membership

### Profile #5: Skills

St. Andrew's By-The-Lake United Church has had a strong tradition of ministers who have had sound academic and theological training along with extensive and varied life and ministry experiences. They have been able to use these gifts to address the various needs and theological perspectives of the congregation.

**Skills Required:** The congregation values a minister who has strong communication skills, a person who can convey a spiritual message through innovative and contemporary services and who utilizes a relaxed conversational preaching and teaching style. The ability to plan and lead worship with sensitivity to the congregation's needs is essential.

The successful candidate will demonstrate effective organizational skills and the ability to work effectively with a variety of groups and ages. These skills will be complemented with a warm, out-going

personality. The person will show initiative, seek consensus and delegate appropriately. In addition, an interest and commitment to pastoral care and the ability to work with the community through the church, is desirable.

### **Profile #6: Terms**

The successful candidate will be a member of the Order of Ministry (ie an Ordained or Diaconal minister), a Designated Lay Minister or an intern.

Remuneration and benefits will be negotiated within the terms of the new compensation model of the United Church of Canada. St. Andrew's By-The-Lake United Church has a history of compensating its staff in relation to ability, experience and training.

### **Recommendation**

The Joint Needs Assessment Committee recommends that a full-time vacancy be declared to be filled by call.