

# Old Windham United Church



## Joint Needs Assessment Report And Recommendations

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## EXECUTIVE SUMMARY

- Hire a full-time minister
- Develop stewardship program
- Continue discussions with St. James and other churches

## JNAC RECOMMENDATIONS

1. Hire a full time ministerial supply for one year with the condition that we can terminate with a stipulated time notice.
2. Start a deliberate and carefully designed search for a full-time minister to be called as soon as possible but who is well chosen. We are seeking someone who: has skills in multi-church cooperation; is comfortable around and relates well to people; wants to be part of the community; possesses the skills of congregation building, stewardship promotion and pastoral care. Salary is negotiable.
3. Begin a stewardship drive as soon as possible with the hiring of a facilitator to lead that initiative.
4. Continue discussion with St. James U.C. to increase joint activities in both buildings and if possible to include other churches in the area to join us in these and other ventures.  
(One idea has been: move as many congregations as possible to a worship centre at a common location with a new name in the Norfolk area community. A first step in this plan might be to move all to Glendale location as an interim location.)
5. Think Big! We need to keep ahead of the changes that are yet to come!

# OLD WINDHAM UNITED CHURCH PROFILE 2017

***Old Windham's Mission Statement: Old Windham United Church strives to be a healthy, Christ centered community responding to the needs of others.***

Old Windham is located in the north end of Simcoe just off Hwy #24. The congregation dates back to 1794 when a saddlebag preacher rode on horseback through this region to spread the gospel. Several church buildings have housed the congregations through the years. The present church was built in 1962 with an addition built later to house office space, a minister's study, a chapel and a gymnasium. Over the years Old Windham was always part of a 3 or 2 point charge. It has only been the last 6 years that Old Windham has had its own dedicated full-time minister. He's been the only full time United Church minister with a 1 point charge in Norfolk County.

The total membership of the church is 225 and on an average Sunday the attendance is around 80. "The Zone" is our children's program held downstairs during the church service and it usually averages between 5 and 18 children. We encourage youth participation in our services via music, dance and plays. A senior choir of 12 to 20 led by our music director plays an important role in our services and an audio-visual system allows the service program to be followed on screen. Video clips and other media presentations can easily be added to enhance the message for the day.

Church suppers, funeral luncheons, Men's Breakfast Group, a spring pancake house and an annual November "Festive Fare" are a few of the many activities held to make good use of our certified kitchen and offer church members numerous ways to be involved.

A local barbershop chorus, an exercise class, a quilters guild, the local musical arts festival and Tai Chi also rent space throughout the year for their activities.

An active property committee has ensured that the building is well maintained and up-to-date with current building codes.

# COMMUNITY PROFILE

Simcoe is a town of 16,000 located in the heart of Norfolk County on the North shores of Lake Erie. Norfolk County is a largely rural municipality of 63,000 of which Simcoe is the largest community. Located at the junction of Hwys #3 and #24, we are only 20 minutes away from the lakeside community of Port Dover and a little further drive takes you to the beautiful beaches of Turkey Point and Long Point. To the north, it's only an hour or so to Kitchener, London or Hamilton. Ryerson United Church camp and Five Oaks Christian Centre are both just a short drive away.

Traditionally a farming community, the town is also home to a modern Toyota parts plant and Breyers (Good Humor) ice cream plant. There is a satellite campus of Fanshawe College located in Simcoe as well as a new municipal office for the region. An Esso Refinery, Stelco Lake Erie Works and supporting industries are in nearby Nanticoke.

A wide range of shopping is available with malls plus downtown stores, several big box stores, numerous family operated stores and a weekly farmers' market. Fresh fruits and vegetables are seasonally available from many locations thus leading to Norfolk County being promoted as "Ontario's Garden". Local entrepreneurs flourish as farmers find new ways to connect directly with consumers. Tourism is helping the area which once boasted being "tobacco king" to reinvent itself with alternative crops. Wineries and craft breweries are popping up everywhere as this area is becoming the new destination for wine and foodie tours.

A wide range of traditional dining options are available and the "eat local" trend is strongly supported in this area.

Simcoe has two high schools (public and Catholic) and five elementary schools including French immersion.

We have a full-service hospital that provides the community with the latest in medical technology. Recent renovations and upgrading projects ensure that most medical procedures can be performed locally without long delays.

The community offers many choices for leisure activities, entertainment, recreation and volunteer opportunities. Norfolk County Fair (4th largest in Ontario), Simcoe Little Theatre, Port Dover Lighthouse Theatre, Christmas Panorama and Whistling Gardens are all local events that draw thousands of out-of-town visitors to our area. Numerous service clubs, golf courses, sports teams, arenas, walking trails, libraries, museums and festivals ensure that there is always something to do.

## **FINANCIALS**

Total members statistics are suspect. I.e. 328 vs 86 contributors in the age 50 to 80 plus group.

Payroll is 74% of expenses in 2016 – most of that is a full-time minister's salary.

Deficit in 2016 was 6.2% of total expenses and tax receipted givings is approximately 80% of total expenses.

Total revenue is 94% of total expenses.

OW has been bleeding every year and drawing down the retained earnings by roughly \$8,600. Retained earnings would have been at \$4,500 in 2016 if funds had not been transferred from the Reserved Funds.

Overall, the annual general fund contributions are not sufficient to fund a full-time minister and haven't been for at least the past 4 years. Retained earnings and the bank account are being drained.

One thing this building has as a major asset is a large parking lot.

## **CONTRIBUTIONS VIEW POINT**

Average annual contribution of the 50 to 79 age group that attend at least 12 times per year is \$1,381 and the number is 50.

Average annual contribution of the 80 plus age group that attend at least 12 times per year is \$1,278 and the number is 20.

Of the 2016 total annual contributions of \$107,912 - 68% (\$73,491) is the 50 to 79 age group and 26% (\$27,903).

7 new committed contributors are required to break even or a \$105 annual increase per the 86 regular contributors. Any combination or permutation of this would eliminate the deficit. – see Appendix B

## **INVESTMENTS**

In the past, the Manse investment fund was a restricted fund and only the investment gains were available to Old Windham.

The estate fund received \$111,000 in 2015 as a designated fund i.e. restricted to specific purposes and is now available to Old Windham. The situation would have

been a lot more restricted 2 years ago.. The parking lot was funded in part by a \$50,000 government grant. If the deficit was \$20,000 per year then investments could fund for 12 years assuming the investments are in safe funds.

If deficit became \$40,000 per year then they could fund for 6 years.

It must be recognized that this situation could change. For example, the septic system is 60 years old and it could fail at any time. This would be a major expense.

Must recognize that the church would close at the end of that period unless changes are made and overall contributions increase.

### **SOME FINDINGS FROM CONGREGATIONAL CONVERSATIONS**

Existing finances will support hiring a full-time minister for a limited period.

Examine sharing staff resources and building facilities to reduce expense base

Continue discussions with St. James. Explore creating a "Visioning Partnership" options with St. James and other churches.

Create a divorce attitude environment in the church family – i.e. this is a building nearing the end of its life and the stuff in the building is just "stuff". Recognize that a church is a group of people not a building.

The church hasn't had a stewardship program in at least 6 years. A stewardship program isn't just about asking for money – more importantly it's about asking people what they want out of church and what they are getting out of church.

Old Windham does not have to be all things to all people - pick a niche market and service it.

## GENERAL OPERATIONS

	2013	2014	2015	2016
<b>NET</b>	-8,486	-1,818	-8,658	-8,647
% OF LOCAL OFFERINGS	-7.2%	-1.7%	-7.9%	-8.0%
% OF TOTAL EXPENSES	-5.6%	-1.2%	-5.8%	-6.2%
<b>RETAINED EARNINGS - END OF YEAR \$</b>	23,633	21,815	13,157	13,157

Receipted funds are relatively the same year to year

Income lower in 2016 due to lower fund raising, government grant for student and Memorial Fund transferred to Reserved Funds

Most of actual expenses are payroll at 70% of expenses

Except for 2014 the deficit each year is approximately \$8500 plus

The Retained earnings and would have been \$4,510 in 2016. The deficit was reduced to zero due a transfer from Reserved Funds

Investments were \$213,400 at the end of 2016.

# ENVELOPE CONTRIBUTIONS ANALYSIS

	2014	2015	2016
<b>50 TO 79 YEARS OLD</b>			
<b>50 TO 79 Total \$</b>	<b>71,455</b>	<b>71,193</b>	<b>73,491</b>
<b>50 TO 79 Total - # OF CONTRUBORS</b>	<b>57</b>	<b>58</b>	<b>64</b>
<b>51 TO 79 Total - AVG \$ CONTRIBUTION</b>	<b>1,254</b>	<b>1,227</b>	<b>1,148</b>
<b>GREATER THAN 80 YEARS OLD</b>			
<b>GREATER THAN 80 Total \$</b>	<b>26,189</b>	<b>28,934</b>	<b>27,903</b>
<b>GREATER THAN 80 Total - # OF CONTRUBORS</b>	<b>31</b>	<b>22</b>	<b>22</b>
<b>GREATER THAN 80 Total - AVG \$ CONTRIBUTION</b>	<b>845</b>	<b>1,315</b>	<b>1,268</b>
<b>Grand Total \$</b>	<b>108,483</b>	<b>109,075</b>	<b>107,912</b>
<b>Grand Total - # OF CONTRUBORS</b>	<b>111</b>	<b>117</b>	<b>109</b>
<b>Grand Total - AVG \$ CONTRIBUTION</b>	<b>977</b>	<b>932</b>	<b>990</b>
COMMITTED ANNUAL GIVINGS			1,300
THERE ARE 50 CONTRIBUTORS IN THE 50 TO 79 AGE GROUP ATTENDING AT LEAST ONCE EVERY MONTH AND THE AVERGAGE MONTHLY CONTRIBUTION IS \$1,381			
THERE ARE 20 CONTRIBUTORS IN THE 80 PLUS AGE GROUP ATTENDING AT LEAST ONCE EVERY MONTH AND THE AVERGAGE MONTHLY CONTRIBUTION IS \$1,278			
DEFICIT OF \$9,000 REQUIRES 'X' ADDITIONAL CONTIBUTORS			7
DEFICIT OF \$9,000 REQUIRES 'X' \$ INCREASE PER CONTRIBUTOR		86	105
SMALL COFFEEES FROM TIM HORTONS @ \$1.70/MEDIUM COFFEE PER CONTRIBUTOR			62
THIS IS A MEDIUM TIM HORTONS COFFEE EVERY 5 DAYS			
COMMITTED ANNUAL GIVINGS			650
DEFICIT OF \$9,000 REQUIRES 'X' ADDITIONAL CONTIBUTORS			14

## GENERAL STATISTICS

<b>STATISTICS</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
baptism	3	5	0	4	1	2
marriages	4	1	4	1	3	0
funerals, memorial services, committals	7	0	9	11	5	10
members received	2	21	7	5	7	4
members removed	5	67	5	11	6	6
<b>TOTAL MEMBERS</b>	<b>383</b>	<b>337</b>	<b>339</b>	<b>329</b>	<b>330</b>	<b>328</b>
AVG WEEKLY ATTENDANCE #			83	79	81	69

## OLD WINDHAM – MINISTER JOB DESCRIPTION

### Minister for Worship, Pastoral Care, Christian Formation and Justice and Outreach

Respect for differences in perspectives, styles and approaches, flexibility and ability to work collaboratively with all staff and lay people in a team environment is foundational. Accordingly, no hard and fast breakdown of 'time on task' is deemed appropriate. What is paramount is that the ministerial roles, as outlined, be accomplished effectively with sensitivity and compassion. In keeping with the Vision and Mission Statements of Old Windham United Church, the Joint Needs Assessment, and with recognition of shared ministry, skills include:

#### Here are our priorities in order of importance:

**WORSHIP** Share responsibility for full worship life of the congregation (including weddings and funerals) with a worship team working toward the development and implementation of new models of worship.

**PASTORAL CARE** Share in providing pastoral care within a continuum of needs for all ages by supporting individuals, small groups, and the Pastoral Care Committee. Where appropriate, connect individuals with community professionals.

**AGENT OF CHANGE** Share in experimentation with diversity and change. Support and contribute to unfolding growth and multi congregation joint activities as described in the Joint Needs Assessment Report. Experience in multi church pastoral relation building is an asset.

**JUSTICE AND OUTREACH** Share in the support of individuals and small groups in the development of social justice programs and outreach for all ages in the broader community.

**CHRISTIAN FORMATION** Share in the support of spiritual growth within the congregation, and encourage and support Christian Development and it's ministry to youth through such forms as small study/sharing groups, guided prayer events and youth groups.

**ADMINISTRATION** Attend to administrative matters associated with fulfilling ministerial responsibilities.

#### ESSENTIAL SKILLS: You .....

are self-aware, passionate, excited and willing to learn & grow with the congregation

are comfortable around and relate well to people of all ages, and enjoy working with youth and young adults/families, supporting and nurturing the development of programs and activities

design and lead worship that opens people to the movement of the Spirit; deliver messages that relate sacred texts to everyday life; and draw on your strong theological and biblical scholarship so as to relate to a well-rounded congregation with a liberal-inclusive theology

want to be engaged in the community

are creative, energetic and willing to take risks in order to engage in innovative ways of being church

recognize and draw out skills/gifts of the congregation and encourage good stewardship of time, talents and money

help us to discern our mission and vision; accept uncertainty and be flexible as we shape our futures together

bring leadership to our efforts to reach out and build relationships with the community

bring passion for and desire to support environmental and social issues

are proficient in computer skills and comfortable in utilizing social media

## **RESOURCES AVAILABLE FOR MINISTER**

We have a very efficient office manager who looks after all the clerical work, communication with the members, control of the church schedule, rentals and office details.

The Director of Music is a dedicated skillful leader not only in the music program but takes a very active role in the church as well.

There are members who fulfill the need for I.T. services when required.

The church has up to date equipment that is well maintained.

In the situation where lay supply is needed there are members ready to fill in to support the minister as needed.

The pastoral care committee is active and responsive to the needs of the minister and congregation.