

**Holy Trinity United Church  
Elliot Lake, Ontario**



*“where two or three are gathered in my name, there a I”  
Matthew 20:8*

**Joint Needs Assessment Report  
July 2017**

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(Ordained / Diaconal, and Lay Ministry)

## **Recommendations**

With God’s guidance, the Joint Needs Assessment Committee for Holy Trinity United Church - Elliot Lake makes the following recommendations:

1. That Manitou Conference declare a full time vacancy for a Paid Accountable Minister effective July 1, 2017.
2. That the vacancy be filled by Ordained, Diaconal or Designated Lay Minister through call or appointment.
3. That the current Joint Needs Assessment Committee be disbanded with thanks.
4. That a Joint Search Committee be struck to fill this vacancy with representatives to be appointed by Church Council. \* See Appendix (i)

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## **Introduction**

The Joint Needs Assessment Committee wishes to thank Rev. Lillian Roberts from our Manitoulin Conference office and Rev. Mary Jo Tracy-Eckert from Sudbury Presbytery for their guidance in leading us through the process. Invaluable help also came from our Church Secretary, Mrs. Sandy Prest, our acting Church Treasurer, Mr. Grant Wright, and our Church Website Coordinator, Mrs. Jo Anne Matheson. For their experience and wisdom, shared information, and timely advice we say a special thank you.

Our ultimate thanks goes to the great number of members and adherents who so willingly responded to our Congregational Survey, and offered forthright, thoughtful comments in expressing their views and opinions. The combined number of responses by paper and online return was 80, the majority coming from our most active participants in the congregation, most of whom attend services 3 - 4 times monthly. This return rate was exceptional considering our annual report statistics of 78 households and 101 identified members.

We appreciate your trust in allowing us the opportunity to serve in this capacity.

2017 JNA Committee.

Thane Crozier - Chair  
Diana Graham - Vail

Jim Graham - Secretary,  
Ian Lilley

Robert Bauman

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Chair

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Secretary

## Profiles

### #1 Community

Our city is located in Northern Ontario on Highway 108, just twenty minutes off Highway 17, and a two hour drive east to Sudbury, or west to Sault Ste Marie. We are surrounded by the stark, rugged beauty of the Canadian Shield and bordered to the south by the North Shore of Lake Huron.

Retirees of all ages have settled in our community, attracted by affordable housing, cottage lot development, an active, healthy quality of life, and the many opportunities for leisure and recreation. A strong health care system has grown to meet the needs of our citizens. This includes our largest employer, St. Joseph's General Hospital.

Our closest United Church neighbours are in Massey and Blind River, located about 45 minutes in opposite directions on the Trans-Canada Highway. Other denominations in our ecumenical community include English and French Roman Catholic, Anglican, Baptist, Lutheran, Salvation Army, Grace Christian Center, Gentle Shepherd Congregational, New Life Pentecostal Assembly, and Leading Light Gospel.

For additional information regarding schools, businesses, arts and culture, recreation and city facilities, we encourage you to visit the following websites:

Church	<a href="http://www.holytrinityunited.ca">www.holytrinityunited.ca</a>
City	<a href="http://www.cityofelliottlake.com">www.cityofelliottlake.com</a>
Retirement Living	<a href="http://www.retireelliottlake.com">www.retireelliottlake.com</a>
Hospital	<a href="http://www.sjghel.ca">www.sjghel.ca</a>

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### #2 - Pastoral Charge

#### **(a) Demographics**

Characteristically, we are a welcoming congregation, open to all, and proud of the many lasting friendships that have originated in God's House of Holy Trinity. In 2016, Holy Trinity's membership consisted of 78 households and a total membership of 101. The JNA committee conducted an extensive review of our records from the past three years to identify the people who had been church participants. Those efforts resulted in a 'Contacts List' of 155 homes and 230 people identified as Members, and either 'Active' or 'Inactive' Adherents.

Congregational surveys were delivered to each of those individuals in an attempt to increase awareness of our needs assessment and ensure as broad a base as possible from which to draw our conclusions. We can characterize our congregation as follows:

- \* elderly 83% are over the age of 65
- \* retired 83%
- \* long time residents 50% have been affiliated for more than 20 years
- \* settled 75% will either probably or definitely not move

- \* 52% of respondents have been affiliated with Holy Trinity for over 20 years.
- \* 81 % are independently able to walk or drive themselves to church.
- \* 32% report a decreased attendance over the past 2-5 years, and 67% of those explain that decrease as a result of declining health. \* See appendix (ii)

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### **(b) Governance**

Holy Trinity has a church council structure consisting of the minister, treasurer, church secretary, Presbytery representative, committee representatives, and co-chairs in the persons of Mrs. Joan MacGillivray, and Ms Patricia Shaw. There is a seven-member Board of Trustees chaired by Mr. Bob Prout, and our Ministry and Personnel committee is chaired by Mrs. Ruth McDonald. Please refer to our 2016 annual report for a description of additional committees, their respective activities and accomplishments.

### **(c) Building and Property**

Our church building, located across from City Hall in the downtown core of the community, was dedicated in 1958. The sanctuary seats approximately 300 people with choir loft and rear balcony. Offices of the minister and secretary (equipped with high speed internet) are on this main floor, as are the choir's assembly area, robe room and music storage areas. A handicap accessible washroom is available on this level. The choir room also serves as a children's nursery area as required during service.

The finished basement, accessible by two sets of stairs, and a ground level entrance from the rear parking lot, features the Fellowship Hall dining area (capacity seating 140), a modern kitchen, washrooms, a meeting room and storage areas.

Holy Trinity has a very dedicated property committee that maintains the church building and grounds to provide a safe, comfortable, clean environment and place of worship. Snow removal and parking lot plowing are contracted locally, as are the housekeeping duties of dusting and vacuuming weekly.

Our church building gets regular use by a variety of community groups and has been identified as an emergency shelter in our community. We host musical group rehearsals, concerts and recitals, AA meetings, our annual Pride service (the only one available in our community and surrounding area). We host members of the Legion and the Masons for services annually. Our Women's Fellowship group hosts luncheons for families and guests following funeral celebrations and participates in Christmas Bazaar activities and social teas. We regularly host our "Souper Luncheon" where many gather to enjoy a light lunch of soup, sandwich, beverage and dessert.

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### **#3 - Resources**

#### **(a) Financial**

The operating income for 2016 was approximately \$103,000.00 - 92% of which came from givings and 8% from fundraising events and miscellaneous donations. Approximately 50% of our weekly offerings were by envelope and the other half by PAR. The current balance in our reserve is approximately \$30 000.00, made up of invested funds from sale of the manse in 2005 and augmented by assorted contributions. The 2016 annual report gives a more detailed review of our operating costs and revenues and can also be viewed on the church website at [www.holytrinityunited.ca](http://www.holytrinityunited.ca)

Approximately 65% of our operating costs in 2016 were related to the minister's salary, with the remainder committed to ongoing church expenses.

No coordinated stewardship program has taken place for some time, and many survey respondents have voiced support for the need of an enthusiastic effort in this regard. Addressing stewardship requires sensitive leadership and strong commitment and we believe the "awareness" component of such a campaign has already been introduced.

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#### **(b) Ministry Staffing**

We have a part-time secretary who works three mornings per week (Tues. Thurs. Fri.). Three musicians share the duties of organ and piano accompaniment for Sunday service and special occasions. When the minister is away for holidays, study leave, or illness, our Worship committee arranges pulpit supply with retired personnel, licensed lay worship leaders, or members of church Council. Volunteers from the congregation provide worship services to nursing and retirement homes.

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## **#4 - Job Description**

### **(a) Position**

Our minister is accountable to the Church Council through the Ministry and Personnel Committee. Ministers are also accountable in matters of discipline and oversight to Manitou Conference through Sudbury Presbytery.

Our congregational survey identified a variety of needs and the JNA committee has prioritized them as a "Living Guideline", subject to change with the minister's increased experience and knowledge of the congregation and the community. The guide is meant to direct the workload and description of duties for our full time minister on the basis of a 40 hour work week.

**Primary:** for the first two years, emphasis would be in the following areas:

1. **Worship:** that seeks to energize, inspire, and give hope;  
Worship preps would also include weddings, baptisms, funerals, and seasonal celebrations.

2. **Pastoral Care:** as provided through an integrated pastoral care strategy that uses the gifts and skills offered by members of the congregation and our minister working together under the direction of a Pastoral Care Committee.

3. **Church Presence:** by maintaining a visible, welcoming and inclusive atmosphere in the church office 4 mornings per week, (Tues. - Fri), and subject to congregational and community demands.

4. **Administration:** as evidenced by

- accurately maintaining up to date official church records;
- facilitating and enabling lay leadership by being a recognized resource to (a) Church Council,  
(b) the Board of Trustees and  
(c) the Pastoral Care Committee, as well as other committees

upon prior request;

- attending meetings of Sudbury Presbytery and Manitou Conference AGM;
- monthly filing of travel expense claims with the church treasurer;

**Secondary:** also recognized as important elements of a description of duties, but areas where flexibility of time, subject to direction from the M&P Committee, is allowed for progressive development include:

**5. Christian Education:** Providing leadership or direction in study groups; (Bible, ethics, values, world issues etc.)

**6. Outreach:** - work with Church Council to fulfill the mandate of our Mission Statement; (currently under review)

- attend ecumenical / inter-faith meetings within the community;
- provide a visible church presence by engaging in community activities and celebrations;

**7. Other:** The minister should have a reliable vehicle at their disposal, and provide a vulnerable sector police records check every 3 years.

**Overtime:**

To help compensate anticipated overtime hours in providing continuity of church presence, the planning and delivery of worship service for the 5<sup>th</sup> Sunday of any month would be the responsibility of pulpit supply from available retired personnel, licensed lay worship leaders, or members of the congregation and Council as coordinated through the Worship Committee in conjunction with M&P. There are usually 4 months in the year with 5 Sundays. \_\_\_\_\_

**(b) Skills**

Several key expectations were identified by our survey respondents as having higher priorities. Among them, sermons that have a storyline that is easy to follow; worship service that has a theme throughout the prayers, music, and sermon; a time devoted to children when they are present.

An effective minister will have excellent communication skills in speaking, active listening, and an ability to give purposeful, clearly written direction. He/she will show strength as a tactful mediator who can enable and facilitate lay leadership within the church governance model.

These skills will be evidenced by thoughtful preparation and delivery of inspiring sermons, thematic worship services, friendly, inclusive engagement in fellowship and social networking, and a passion for pastoral care. The tasks of ministry are subject to assessing multiple priorities and require a commitment to personal well-being and professional growth and development.

Knowledge and experience in the use of social media is a definite asset.

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### (c) Terms

We are seeking a full time (40 hrs. per week) Ordained, Diaconal, or Designated Lay Minister - vacancy to be filled by call or appointment.

**Annual Salary and Benefits:** - as per 2017 Salary Schedule;

**Learning Allowance:** - \$1,374

**Basic Phone:** - \$50.00 per month (\$600.00 per yr.)

**Vacation:** - One month of holidays (5 Sundays per year.)

\* May be in conjunction with designated Overtime Compensation Sunday . (See p. 8)

**Sabbatical Leave:** - Minimum 3 months available after 5 consecutive years of service to the pastoral charge. Additional time may be negotiated with Church Council through Ministry and Personnel committee.

**Moving Expenses:** - The minister will provide quotes, and the pastoral charge will pay the costs of moving to Elliot Lake.

**Centralized Payroll:** - Remuneration will be provided through the United Church centralized payroll service. (ADP code # 44ec4D)

**Secretarial Service:** - Bulletin preparations, basic filing, photo copying is available Tuesday, Thursday, and Friday mornings. The church office is equipped with a personal computer, printer, high speed internet and telephone. The church treasurer oversees financial matters.

**Travel Expenses:** - Travel expenses are reimbursed at 41 cents per kilometer, and paid monthly upon receipt of the minister's travel log as required by Canada Revenue Agency.

**Overtime:** - Provisions for compensating accumulated overtime hours are outlined in profile #4 - Job Description, whereby the minister is absolved from duties associated with the preparation and delivery of worship service for the 5<sup>th</sup> Sunday of any month. (Seasonal services not withstanding.)

Provisions: (a) The minister may choose to take vacation in a month that has 5 Sundays, but no 'additional' Sunday may then be expected as overtime compensation.

(b) When the minister's vacation time occurs in a month having 5 Sundays, that 5<sup>th</sup> Sunday may not be charged against their due overtime compensation.

Ministry Options

85 Responses

	Full Time	Part Time	Shared	Student	No Response
Choice	46%	12%	15%	10%	17%

Comments	We need additional fundraising to support revenues.			33%	
	Including DLM s helps to broaden our search.			25%	
	There is no benefit in including DLMs in our search.			3%	
	It is unrealistic to think we can attract someone to a part-time position.			26%	
	It's unlikely that we could find a suitable person to share ministry with another group.			12%	
	Our church would be a good learning site for a student minister.			20%	
	It would be difficult for us to provide the necessary support work for a student.			21%	

Congregational Survey- 2017 Data Summary - 3

**Church Participation**

85 Responses

	<5 yrs	5 - 10	11 - 15	16 - 20	21 - 25	>25 yrs
1. How long have you been affiliated with Holy Trinity?	10%	23%	18%	7%	18%	34%

	Independently Able	Someone drives me	I have to arrange	Would attend more
2. What is your transportation status?	31%	11%	1%	

	Haven't Attended	Once or twice yearly	Once or twice every 3 months	About once monthly	2 - 3 times monthly	4 times monthly or more
3. On average, how often have you attended worship in the past year?	7%	15%	5%	5%	32%	35%

	Increased	Same	Decreased
4. Has your attendance pattern changed over the past 2 - 5 yrs?	8%	60%	32%

	Less Time	Children	Gave up office	Health	Decreased Faith	Transportation
If your attendance has decreased, please check the reasons that apply.			7%	67%	11%	7%

27 Responses

## Comparative Costs - Full time Ministry - 2017

		<b>Category A</b> <b>1 - 2 yrs.</b> (minimum)	<b>Category D</b> <b>8 - 10 yrs.</b> (medium)	<b>Category F</b> <b>14 + yrs</b> (maximum)
<b>Ordained or Diaconal</b>	Base	\$45,589.00	\$50,408.00	\$53,619.00
	Benefits	\$10,120.76	\$11,190.58	\$11,903.42
	Learning	\$1,374.00	\$1,374.00	\$1,374.00
	Phone	\$600.00	\$600.00	\$600.00
	<b>Total</b>	<b>\$57,683.76</b>	<b>\$63,572.58</b>	<b>\$67,496.42</b>
<b>Designated Lay Minister</b>	Base	\$44,441.00	\$49,102.00	\$52,210.00
	Benefits	\$9,865.90	\$10,900.64	\$11,590.62
	Learning	\$1,374.00	\$1,374.00	\$1,374.00
	Phone	\$600.00	\$600.00	\$600.00
	<b>Total</b>	<b>\$56,280.90</b>	<b>\$61,976.64</b>	<b>\$65,774.62</b>

Source: United Church of Canada - Ministry Costing Worksheet - 2017  
Benefits @ 22.2% of Base