

**Lawrence Park Community Church
United, Unorthodox, Unlimited**

Joint Needs Assessment Committee Report



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Joint Needs Assessment Committee Report Overview

Parties to the Joint Needs Assessment

Pastoral Charge:	Lawrence Park Community Church
Presbytery/District:	Toronto South East Presbytery
Conference:	Toronto

Introduction

In June 2010, Ken Gallinger, our Minister of Worship, announced that he will complete his ministry at Lawrence Park Community Church on June 30, 2012. Alison Mock, our part-time Lay Minister will be leaving Lawrence Park Community Church (LPCC) to continue her studies around the same timeframe.

Our Church Council made a request to Presbytery in September 2010 that a Joint Needs Assessment Committee (JNAC) be formed to determine the future needs of our congregation. The JNAC was asked to review the current configuration of the ministry/program staff of LPCC and to discern and describe the “mission direction and program priorities” of LPCC for the next 5-10 years. In addition, JNAC was to create a variety of ways for the congregation to have input and genuine participation in shaping the direction and priorities.

The following people volunteered to be on the committee: Jim Lawson, Co-Chair until December 2010; Rindy Bradshaw, Chair; Trish Cariglia, Vice Chair; members Rae Cowan, Eric Duyker, Peter Fisher, Jaime Harper, Wilma Jenkins, Laura Lane, Noni McLellan until November 2010, Donna Richardson, Sandy Short, Blaine Tigert, and Presbytery representatives Roger Hutchinson and Chris Levan. This represented a cross section of the current congregation.

The Consultation Process

Work began in the fall of 2010. The group met weekly to plan feedback mechanisms, to gather insights and to prepare our recommendations. Input was gathered in a number of ways.

A comprehensive online survey was sent to the LPCC community with specific questions tailored to either adults or youth. Paper copies were made available to those members without email or who were more comfortable with paper. Interviews were conducted with all members of the church staff and individual members of the congregation. A review of other church communities was conducted and, as part of an ongoing financial review at LPCC, the JNAC reviewed the recommendations from the presentation by Alan Dyck in January 2011, entitled “Going Forward”. Finally, consideration was given to comments and feedback that arose as part of the congregational town hall meeting on May 1. For the complete Research Summary, see Appendix I.

Profile Summaries

1. Community

LPCC is located in a well established residential community known as Lawrence Park, which is part of Don Valley West (Ward 25) in North Toronto. The church was founded in 1945 to service the needs of the community, which still provides the foundation for membership. LPCC has undergone a major renovation of the church building in order to ensure the building is more environmentally friendly, can provide service to the community and provide a space for dynamic worship for the congregation. For a detailed Community Profile see Appendix II.

2. Pastoral Charge

The community of LPCC consists of approximately 400 members, with Sunday worship attendance ranging from 95 -180 on Sundays throughout the year and 300-400 on holidays.

In 2008, the Council of LPCC brought together a group representing a cross section of the congregation to reflect on our ethos, culture and values. The group created the expression “UNITED, UNORTHODOX, UNLIMITED.” While not a Vision Statement, these words rapidly caught on and have become generally descriptive of who we are, how we think and how we do things.

As a congregation we are prepared to take risks (unorthodox), demand more (unlimited), but always remain open and loyal to one another (united). This approach is reflected in the scale and success of our renovation, in the vibrant life of our congregation, seen in our 2007 production of “Joseph”, and most importantly in our theology.



Our progressive theology is founded on the life and teachings of Jesus Christ. We worship a God who is more “within and among” than “beyond”. We have chosen theological discovery as we search for new images of God and a broader definition of the sacred.

Worship is the most important single thing we do together, and we value liturgical styles, which range from the traditional to the most contemporary. Everyone should feel comfortable with his or her own journey as we worship together. Music is an integrated and highly valued part of our worship. Other priorities include involvement of children and youth as well as intergenerational worship. For a detailed Pastoral Charge Profile see Appendix III.

3. Resources Profile

LPCC has an annual operating budget of \$692,000, with \$254,000 of the funding coming from facilities rental and endowment funds, \$350,000 from local givings and \$25,000 from other sources. There is currently a deficit each year that is being addressed. LPCC also has endowment funds totaling \$860,048. For a detailed Resources Profile see Appendix IV.

Key Facts and Findings

Results from the online survey and the consultation process suggest that, overall, respondents were content with the direction of the church. There were also key themes that emerged, and feedback on what needs to be improved going forward.

1. Worship

- Our members and adherents are very satisfied with the worship that takes place on Sunday mornings at LPCC.
 - the sermons are thought provoking and intellectually challenging
 - worship is designed around a progressive theology
 - an appropriate amount of tradition is woven into the service
 - we have a relaxed, open and informal atmosphere that is appreciated by most, in particular, the newer families.
- Music is an important part of the worship and life at LPCC.
- The congregation is committed to a progressive form of worship. In the online survey, 60% of respondents put themselves on the progressive end of a scale, 23% chose a midpoint and 18% placed themselves on the more traditional end of the scale.
- Attendance is seasonal, peaking in April/May and post-Thanksgiving up to Christmas. Programs and communication need to recognize and embrace the attendance patterns in order to maximize impact and grow participation.

2. Sunday School and Youth

- Sunday School and Youth programs are seen as critical success factors in our future.
- Attention and improvement is needed in these areas, especially with regards to the quality of programming and the level of parental volunteer engagement.

3. Community Engagement

- Although LPCC is blessed with a group of new, younger families, our church faces the same challenges as many other United Churches with an aging population. Growth needs to be a priority going forward.
- Pastoral Care requires more focus from the congregation and Activity Teams with ministerial support.
- Members and adherents mention the welcoming nature of the congregation as a key attraction for coming and staying at LPCC.
- The congregation has indicated a desire for more community outreach programs.
- Enhanced communication to engage and inform our congregation provides an opportunity to strengthen the life and connections within our community.
- We have just undergone an extensive renovation of our church building. This beautiful modern space offers many opportunities for our congregation and the community we serve.

4. Leadership

- The last few years have been full of activity (building renovation and theological exploration). We have benefitted from a strong top-down ministerial leadership team. There is a desire now to move to an enhanced collaborative style of leadership in our next stage of ministry.
- Our new leadership team and the Council will need to continue to recognize the importance of community building, growth and engagement of the congregation.

5. Finances

- There is substantial financial depth within the congregation. People have given generously to the renovation of the building.
- While there is financial depth within our community, there is a need for ongoing stewardship and strategic choices to help us “live within our means.” This means prioritizing and clarifying paid staff positions, improving stewardship and growing our congregation.

Staffing Model

Over the last nine years there have been many changes at LPCC and we are now ready to proceed into our next stage of ministry. These changes, in conjunction with the Key Facts and Findings from the consultation process, have guided JNAC's recommendation for the following staff team model, to take LPCC into the future:

Current Model

1. Full-time ordained Minister
2. Lay Minister (10hrs/week)
3. Director of Music (32hrs/week)
4. Sunday School animator (up to 12 hrs/week)
5. Youth co-ordinator (6 hrs/week)
6. Program Secretary (26hrs/week)
7. Administrator (32hrs/week)
8. Sexton (32 hrs/week)
9. Part-time staff: bookkeeper, custodial/janitorial services, two Sunday School assistants

Recommended Future Model

1. Full-time ordained Minister
2. Director of Music (20 hours/week - Revised)
3. Sunday School and Youth Leader (20 hrs/week - Revised)
4. Community Development Leader (20 hrs/week - New)
5. Youth co-ordinator (6 hrs/week)
6. Program Secretary (26 hrs/week)
7. Administrator (32/hrs/week)
8. Sexton (32 hrs/week)
9. Part-time staff: bookkeeper, custodial/janitorial services, two Sunday School assistants

Position Summaries

A position model for one full-time Ordained Minister of Worship, Team Leadership, Pastoral Care and Faith Development has been recommended in this report. In addition, part time positions for a Sunday School and Youth Leader and a Community Development Leader are being recommended to help build our community. The total FTE is 2.0. For Detailed Position, Skills and Terms Profiles, see page 8.

1. Minister of Worship, Team Leadership, Pastoral Care and Faith Development

We are seeking an ordained Minister who will engage and inspire the congregation through excellence in preaching, worship planning and community building. The candidate will demonstrate collaborative leadership skills as well as management and stewardship skills to inspire and grow our congregation. The candidate will also be committed to progressive theology to help us continue our spiritual journey at LPCC.

“A Match Made in Heaven...” We’re looking for you if...

- people come to hear you preach and stay because you inspire them with theological depth and creative spirit.
- you are looking for the God around you instead of the one above you.
- you have the common touch and you aren’t afraid to use it.
- you are known as a great pastor to churches and congregations in transition.
- you see the potential of all forms of communication, ranging from traditional to social media.
- you have experience working with and inspiring a team within a community of faith.
- you are a kid at heart so you can relate to children and youth.

“A Match Made in Heaven...” You will want to join us if...

- you appreciate an informed and intellectually demanding congregation that will ask you for a high standard.
- you are comfortable with a community whose members hold themselves to a high standard.
- you love the city and all the challenges to faith presented by a large urban centre.
- you are looking for a community that is, more than anything, wanting to be faithful to the sacredness of the gifts that surround us in the people of our congregation, our desire to continue on our progressive faith journey, the beauty of our building and the opportunities that our social and geographic context provide others.
- you share the view that music is a vital form of worship.

2. Sunday School and Youth Leader

We are seeking a Sunday School and Youth Leader who will help bring our children’s program to life. This is a part time (0.50 FTE) position reporting to the Minister of Worship. The person who fills this position will be able to teach and relate to children as well as attract, inspire and lead volunteer teachers and leaders in Christian Education and Youth.

We’re looking for you if....

- you have a great rapport with children.
- you have experience working with children.
- you teach through storytelling, games and creative activities.
- you know the value of a vibrant Sunday School program at the heart of a church.
- you have experience leading a variety of people to get a job done.
- you share a progressive theology.

You will want to join us if...

- you love to teach and inspire children.
- you understand the potential children and youth have in their community to teach and inspire others.
- you are looking to be part of a community that knows each other and believes in children.
- you naturally seek a group approach to get a job done.
- you love music and want others to as well.

3. Community Development Leader

This is a part time (0.5 FTE) position. This person would work closely with and report to the Minister of Worship. He or she would be responsible for congregational engagement through dynamic communication and connections, volunteer recruitment, retention and recognition, and helping when needed with all aspects of programming communication.

We're looking for you if...

- you have experience building a brand or community.
- you understand the labyrinth of social media and the opportunity it provides.
- you have experience connecting people and their passions to jobs that need to be done.
- you create energy around people involvement.
- you know the value of saying thank you.

You will want to join us if...

- you are looking for an opportunity to ignite and grow a community.
- you are comfortable with a congregation that is full of diverse skills and needs to be asked or reminded about their gifts.
- you know how to stay in touch and you understand that email is no longer the only answer.
- you love the chance to really make a difference in a community

Terms Summary

LPCC invests in its Ministry as a key resource and catalyst for growth and development of our congregational life. Salaries are dependent on education and/or experience and are in excess of United Church minimums. Holiday and vacation terms for positions will be according to the guidelines.

A generous housing allowance is included in the compensation for the Minister.

Travel, study leaves and book allowances are available. Minister will have adequate administrative support and office equipment provided. For a Detailed Terms Profile, see page 12.

Meeting the Immediate Needs of our Congregation

We are fortunate to have the ongoing leadership of Ken Gallinger. He has helped to establish a standard of excellence and continues to lead us in worship that we have come to value very highly. There is, however, life outside Sunday worship that needs attention. The JNAC urges the Council and the Ministerial Team to work collaboratively to ensure that programs such as Youth and Sunday School, Communication and Volunteer Engagement receive immediate attention in the coming year.

Recommendations of the Joint Needs Assessment Committee

This report is submitted to Council of LPCC for its consideration and approval of the recommendations. The JNAC recommends that the Council complete the following actions upon reviewing this report:

- a) Adopt this report and call a Special Meeting of the congregation (proposed for June 12, 2011) at which it will be considered.
- b) Recommend to the congregation at that Special Meeting the establishment of a Ministerial staffing model of 2.0 FTEs, with an implementation date of July 1, 2012 or sooner.
- c) Review and update the job descriptions for all existing church staff, including the Sunday School Animator and Youth Co-ordinator, and establish clear lines of communication, authority and accountability among Council, Ministerial Team and church staff.
- d) Develop a plan for next year so Ministry and Activity Teams can focus their energy on the priority needs of the congregation. Priorities include Sunday School, Youth, Communication, Volunteers and Programming. This may include the sharing of resources with other churches.
- e) Ensure the operational support is in place to hire for the positions of a 0.5 FTE Sunday School and Youth Leader and a 0.5 FTE Community Development Leader.
- f) Establish key milestones for the implementation of the proposed staffing model, to support the hiring team and ensure that progress is being made.

and, upon receiving congregational approval,

- g) Request that Toronto South East Presbytery accept the proposed staffing model and declare one vacancy in the pastoral charge at LPCC for a position called Minister of Worship, Team Leadership, Pastoral Care and Faith Development to be filled by an ordained Minister under the proposed terms in the profile (1.0 FTE).
- h) Request that the Toronto South East Presbytery establish a Joint Search Committee.
- i) Request that the Toronto South East Presbytery dissolve the Joint Needs Assessment Committee upon approval of the report.

Detailed Position, Skills and Terms Profiles

1. Full-time Ordained Minister of Worship, Team Leadership, Pastoral Care and Faith Development

Reporting Relationship

The Minister is accountable to the congregation through the governing Council and to Toronto South East Presbytery.

Position Profile

Lawrence Park Community Church will employ one full-time ordained Minister to provide leadership in worship and to nurture and support the continued development and growth of the congregation. The Minister is the team leader responsible for creating inspirational worship services in conjunction with the church staff and with the relevant Activity Teams. The Minister is also accountable for congregational growth and development, faith development, Christian Education (including Sunday School) and social outreach as outlined below.

The Ministerial Team and church staff at LPCC will be motivated to provide exceptional worship and be known for extraordinary hospitality and inclusiveness.

1. Preaching and Worship

- Leads all aspects of Sunday worship and specialized services. This would include working collaboratively with the Faith Development Activity Team, Music Director, Program Secretary, Community Development Officer, Sunday School Leader and Youth Leader to design, plan and schedule worship services, including the involvement of lay members of the congregation and guest speakers.
- Prepares and delivers an integrated liturgy for services that provide an inspirational interpretation of lectionary readings relevant to the life of the church and the world.
- Ensures appropriate integration between the liturgy and music, working in close partnership with the Music Director.
- Ensures coordination between the worship service and the Sunday School/Youth program; integrates children's and young people's participation in worship services, working in concert with the Sunday School and Youth Leaders.
- Is responsible for the order of service; oversees its preparation.
- Administers and integrates the sacraments of Baptism and Communion into Sunday service.
- Officiates at memorial and funeral services as requested by congregational members.
- Prepares couples for marriage and conducts wedding services, getting involved with counselling and planning as required.
- Maintains a relationship with local ecumenical partners and participates in or leads occasional shared services as deemed appropriate by Council and the Faith Development Activity Team.

2. Congregational Participation, Growth and Development

- Together with the congregation and the Community Life Activity Team, welcomes visitors and follows up with prospective new members, reaching out to the community.
- Supports the congregation in finding ways to attract new members and to retain ongoing members and adherents.
- Explores innovative ways to engage the congregation outside of the Sunday service.

- Gains visibility in the wider community to advance the growth of the congregation, including heightening LPCC's visibility to Sunnybrook Hospital and to York University (Glendon Campus) where appropriate.
- Works closely with the Community Development Leader providing support and input into the LPCC website, weekly updates, bulletins, event planning and advertising, to raise awareness of LPCC in the community and to keep the congregation connected.
- Works closely with and proactively supports Church Council Activity Teams, understanding that these teams are run by congregational volunteers. Where required, participates in and supports Activity Teams and Council Chairs in reflecting on healthy, vibrant ministry.
- Supports stewardship campaigns undertaken by the congregation.
- Supports the Church Council and Activity Team members in fulfilling their mandates.

3. Faith Development and Christian Education

- Works collaboratively with the Faith Development Activity Team and the Sunday School and Youth Leaders.
- Initiates and provides engaging opportunities for individuals to gather to study, learn, share and strengthen their faith experiences.
- Conducts Bible study sessions and develops a program of life-long spiritual learning for the adult congregation.
- Assesses interests and needs of young adults and provides support to their faith formation journey.
- Conducts confirmation classes.
- Directs and is accountable for the work of the Sunday School and Youth Leaders, including jointly identifying opportunities for children's and youth's participation during worship services.

4. Outreach to the Local Community and Social Action

- Develops and coordinates opportunities for LPCC to educate and raise awareness about the needs of the surrounding community and the wider global community.
- Energizes and helps members of the congregation to put their faith into action, by providing a dynamic example and inspiring the congregation to reach out into the world and support issues of social justice.
- Supports the Social Justice Activity Team, encouraging adults and young adults to become involved in social action and outreach issues locally and in the wider global community, such as Out of the Cold.
- Liaises and collaborates with other United Church Ministers and ecumenical partners and the wider community on social action, outreach issues and programs, and areas of potential co-operation.

5. Pastoral Care and Visitation

- Provides pastoral care to the LPCC congregation and surrounding community upon request.
- Inspires a Pastoral Care Team to ensure a strong ministry of visitation and pastoral care for all ages and needs.
- Provides emergency counselling and is knowledgeable about community and social resources in order to make referrals.

6. Administration

- Has overall responsibility for the church office in partnership with the office staff, ensuring smooth functioning of the church. This includes acting as Team Leader and creating and being accountable for a pleasant and productive team environment.
- Leads weekly staff meetings and ensures a unified team approach and integrated responses to shared issues and opportunities.
- Manages telephone, email and other correspondence in a responsive manner.
- Acts as ministerial representative on Council, participating in all meetings.
- Oversees the implementation of the decisions of the governing Council.
- Prepares documents and articles, including submissions to the Annual Report.
- Provides a theological perspective on the stewardship of the human, financial, physical and spiritual life and resources of the congregation.
- In partnership with the Ministry & Personnel Committee (M&P), conducts performance appraisals for the Staff Team.
- Is an integral part of the budgeting process and has ideas and thoughts on how best to meet our needs and challenges.
- Reports regularly to the M&P, drawing attention to any issues requiring its intervention. This would include assessment and advice on complement necessary to effectively fulfill church mission and objectives.
- Participates in the life of the community and the wider Church, including attending Presbytery meetings as necessary.

Skills Profile

The successful candidate should possess the following skills, experience and attributes, understanding that this is a leadership role, with an emphasis on progressive theology and worship, congregational growth, faith formation/Christian education and pastoral care.

Experience

An ordained United Church Minister, with 5 years ministerial experience, or other congregational leadership experience, or alternative experience in a related field.

Skills

Excellence in preaching: strong public speaking and presentation skills, strong intellectual skills, an ability to inspire by preaching topical sermons which integrate the scriptures with current events and daily living.

Excellence in Worship Planning

Ability to lead the Ministerial Team and church staff to create inspirational worship; be willing to share preaching with guest preachers in order to enhance worship; openness to innovative and creative approaches to worship (e.g. music, drama, liturgical dance, creative use of space); have an adventuresome spirit; be a risk taker and have a knack for bringing his/her people along.

Leadership Skills

Consensus style of leadership with strong interpersonal and relationship-building skills; genuine desire and comfort encouraging the spiritual growth of persons of all ages from children to the elderly; ability to promote and facilitate lay participation in worship services; ability to inspire the congregation on outreach activities; ability to encourage outreach into the local neighbourhood in order to attract and retain new members; experience in setting goals, long term planning and decision making in ways that build broad support for new directions.

Interpersonal Skills

Demonstrated ability to work with people of all ages; a community builder ready to set up a growth strategy with the congregation and surrounding community; desire to connect with the congregation and play a major role in its growth and spiritual development; ability to work enthusiastically and collaboratively alongside church Chairs and Activity Teams.

People Management Skills

Demonstrated experience as a supportive, inclusive and motivating Team Leader, supervising and mentoring co-workers; excellent communicator.

Experience in Christian Education:

Demonstrated ability to lead adult study groups; possess creativity necessary to develop and implement educational programs; experience and passion for youth and children's programming and readiness to guide and mentor Sunday School and Youth Leaders.

Excellence in Pastoral Care

Strong skills in pastoral care, including inspirational weddings, funerals and pastoral care visits.

Experience and Commitment to Outreach in the Community

Demonstrated passion and creative commitment to social justice; demonstrated interest in and support of wider community activities.

Computer Skills

Basic computer skills, including word processing, email and the internet are essential; working knowledge of social-media such as Facebook, twitter and blogging required.

Academic Success

Strong academic record supported by transcripts.

Personal Attributes

- a "people person" with a sense of humour
- a good listener
- mature, professional with sound judgement
- a progressive approach to theology and social issues
- compassionate, caring and empathetic
- approachable by children, adults and seniors
- respectful of the opinions and history of long time members as well as welcoming new members with new ideas
- resilient

Detailed Terms Profile

Salary

We invest in our ministerial staff as vital leadership of our congregation. Salary is paid monthly and the amount depends on experience, and education. We will maintain our tradition of paying higher than the United Church Guidelines for a strong candidate.

Housing Allowance

\$25,000 plus a year

Expenses/Allowances

Travel: Up to \$2,000/year

Study Leave: \$1,500/year

Book Allowance: \$600/year

Benefits

Administration: Administrative support will be provided

Office Equipment: PC and Blackberry provided

Hours of Work/Holidays

Regular Work Hours: 40 hours per week recognizing that Minister has daytime, evening and weekend responsibilities, therefore has flexible hours and is entitled to two days off per week. Days off need to be scheduled so there is ample time for staff planning and that a plan for coverage of the church is agreed upon at all times.

Vacation

Four weeks vacation, including six Sundays, each calendar year within the year it is earned. Staff members are encouraged to take their full allotment of vacation each church year. Only one week can be carried over into the next calendar year. Most vacations should be taken during the summer months.

All other terms as in the United Church of Canada Manual and Ministry and Personnel Guidelines (Toronto Conference).

2. Sunday School and Youth Leader

Position Profile

This is a part-time (0.5 FTE) position, reporting to the Minister of Worship. The Sunday School and Youth Leader will have responsibility for designing, implementing and overseeing the programming and volunteer recruitment for all activities related to children and youth at LPCC.

As part of the Staff Team working alongside the Minister and Faith Development Activity Team, this person would be motivated to build and maintain a vibrant program known for its fun, creativity and connection to the community.

1. Program Leadership

- Work with the Minister, Director of Music and church staff to develop weekly programs that are integrated with the worship in the sanctuary (music, content, approach, etc.).
- Use techniques rooted in the values of a progressive Christian theology.
- Be the lead teacher in the children's program.
- Inspire the youth leadership.
- Recruit, train and teach part time contract personnel, as well as parent volunteers to work with children ranging from nursery school age through the teen years.

2. Community and Connections

- Develop and nurture a web of support for the Sunday School program in the LPCC community.
- Build parental involvement and connection to the program.
- Be open to understanding what has worked well in other communities in order to improve and grow the LPCC program.
- Communicate to the community on an ongoing basis with a view to informing and engaging parents and children.
- Help to welcome new people into the community.

3. Accountability

- Develop an ongoing partnership with the Minister and church staff.
- Participate in meetings of the Faith Development Activity Team and consult with the team on all matters relating to the program.

Skills Profile

Skills

- a proven ability to teach and inspire children
- a love of children and some level of experience working with them at home or in the community
- a demonstrated ability to recruit and train others
- an openness to try new approaches to learning
- excellent communication skills
- comfort and understanding of Christian inclusivity and progressive theology as practised at LPCC
- computer skills

Personal Attributes

- be a team player
- be an enthusiastic leader
- have rapport with children and youth
- be a good role model
- be theologically progressive

3. Community Development Leader

Position Profile

This is a part time (0.5 FTE) contract position for a lay person. This person would work closely with and report to the Minister of Worship and would help with congregational growth and engagement, volunteer co-ordination and community development through connections.

1. Growth of the Congregation

- Work with the Minister and Council to define marketing strategy for LPCC.
- Be the guardian of the LPCC brand.
- Help establish the LPCC brand in the community and beyond.
- Reach out to the wider community, inviting people to come in and join us.
- Support financial stewardship of the church by getting to know members of the church community.
- Analyze and maintain the database.
- Take responsibility for helping to identify and follow up with people to help keep them more connected.

2. Congregational Engagement and Leadership

- Design and implement a lay leadership and involvement plan for the community.
- Capture and connect congregational passion and skills with LPCC's needs and opportunities.
- Work with all members of the team to help promote and improve lay participation and engagement at the church.
- Understand that different people like to be involved in different ways.
- Be responsible for making sure people feel rewarded for their involvement.
- Work with the Pastoral Care Team and Minister to reach out and connect people.

3. Communication and Connections

- Establish a communication strategy, both internally and externally, with a view to connecting people in the community.
- Discover what the key long and short term communication needs of the community are.
- Implement an ongoing communications plan to support the communication strategy.

Skills Profile

Skills

- brand and marketing communication competency
- proven ability recruiting, motivating and retaining volunteers
- excellent communication skills
- competency, understanding and use of new media and social network technology
- familiarity with complete MS Office suite, website design software, Photoshop or equivalent and audio visual equipment
- an understanding of the core values of LPCC
- an understanding of the potential and importance of good communication.
- experience with database management.
- proven organizational and follow up skills

Personal Attributes

- thrives in a team environment
- is an outgoing, enthusiastic communicator
- is energetic, not afraid to try new things
- is resilient

Appendix I –Research Summary

On-Line Survey

Respondents

A total of 168 people responded to the survey out of 320 surveys that were distributed. This represents a good response rate of just over 50%.

The intent of the survey was to assess the congregation's views regarding the future direction of the church.

Who responded to the survey?

- 59% are over 56 years of age and 28% are between 36 and 55 years of age
- 76% are married/partnered
- 29% come to LPCC with children
- half of those coming with children report that the children are less than 12 years of age

Summary

- Overall, most respondents appear satisfied with the direction of the church.
- Respondents tend toward a more progressive than traditional view.
- However, there is some desire for some traditional elements to continue at major festivals, such as Christmas.
- While seeking to continue with the current theological direction, one common theme is for a less combative, more conciliatory, form of ministry and congregational response.
- Music continues to play an important role for the congregation, although there is some demand for more music that is contemporary in nature.
- Respondents also desire to be an inclusive and welcoming congregation and one that reaches out to the broader community in a compassionate and caring way.
- One further theme running through responses is a concern that we need to attract youth and young families to the church.

What's great?

- Sunday worship experience
- Sermons
- Progressive theology
- Music program
- Welcoming congregation
- Renovated church building
- Financial depth

What needs to be improved?

- Communications (to inform and engage congregation)
- Outreach
- Pastoral care
- Christian Education beyond Sunday

What is struggling or needs immediate attention?

- Sunday School and youth engagement
- Congregational leadership and engagement
- Growth of congregation
- Balanced budget

Emerging Themes from the Consultation Process

A. Ministry

Major Themes.....

- Minister must be able to provide inspiring sermon content and presentation.
- Minister needs to have strong consensus leadership skills to motivate, communicate with, collaborate with, lead, inspire and support the congregation.
- Minister needs to have strong relating and interpersonal skills to understand, support, communicate with, provide pastoral care to, welcome and inspire the congregation and new members.
- Minister must be able to lead the congregation in a progressive theological approach.
- Minister must be a community builder.

Based on....

- 85% of respondents ranked inspiring worship content and presentation in their top three priorities for skills needed from a Ministerial Team.
- 45% said we need a visionary who can motivate the congregation.
- 44% said we need someone with strong communication skills.
- 38% said collaborative and consensus leadership is important.
- 33% said pastoral care skills ranked high on the list.
- 75% of respondents ranked an inspiring worship experience as important to their church (44% said # 1).
- 71% said an intellectually challenging sermon was in their top three (comments include thought provoking, challenging, inspiring).
- 84% of respondents are highly satisfied with their current Sunday worship experience.
- 60% of respondents classified themselves as having progressive theology, 18% described their theology as being more traditional.

B. Music

Major Themes.....

- Support the Music Director in delivering the currently strong music program appreciated so much by the congregation as adaptation is made to new time constraints.

Based on.....

- Overall, respondents are very happy with the music program at LPCC and many consider it a key success factor.
- 85% said they were highly satisfied with the music program, only 7% said they were dissatisfied.
- 38% of people commented that the music program should stay the same.
- 10 of 105 comments (10%) expressed desire for change, more diversity in the program.
- An observation in “Going Forward” states that the music program is expensive.
- There is an indication from other churches that strong music programs are being prepared with less than 1 FTE.
- The Council has made a decision to reduce the Music Director FTE to 4/5 then 1/2 next year.

C. Current Community/Membership

Major Themes.....

- There is an opportunity for the Church Council, together with the new team, to reengage (to LPCC, to church leadership and to volunteer roles) the people who have lapsed and struggled with the leadership of the church.

Based on....

- When asked what needs to change going forward more than 40% of comments included an unprompted desire for a more collaborative ministry that is less divisive and combative, more collaborative in style. On top of other factors, this is discouraging people from getting involved.
- “Going Forward” has the following observations about membership:
 - small group of committed volunteers
 - lack of appreciation for volunteer efforts
 - unusual reliance on staff
 - volunteer committee structure not working effectively
 - low participation rate of congregation
 - recruitment of volunteers a challenge
 - volunteer burnout
 - who does what? (roles and responsibilities; staff vs. volunteers)

D. Worship Style

Major Themes....

- Relaxed, open, informal atmosphere is appreciated by most, in particular newer families.

Based on....

- Respondents mentioned the relaxed/informal style (13 comments) that goes with a progressive approach to worship and a welcoming congregation.

E. Outreach

Major Themes....

- Opportunity to engage the congregation through more outreach programs, in particular the families with children and newer families are interested in investing and being more personally involved in outreach.

Based on....

- 57% of respondents ranked Outreach in their top 3 reasons for being more committed to the church.
- This is a more motivating reason for families with kids, 63% stating it as their biggest reason to be more committed to the church (this was less motivating for adults 75+ years).
- 77% of newer members said they placed Outreach in their top three reasons for becoming more engaged with the church and 84% ranked it in their top five. Similarly, this group tended to be more dissatisfied with the current Outreach initiatives versus the overall pool of respondents.

F. Growth

Major Themes....

- New members come from the local community through references from family and friends who are enjoying a good faith community experience at LPCC. Progressive theology, excellent sermons, a welcoming community and strong children and youth programming keep them coming back.
- Strong outreach programs might appeal to and attract more new members.

Based on....

- LPCC has its roots in the community and the neighbourhood. This is still the case today with 78% of respondents saying they live less than 5km from the church.
- 25% are newer members, having been at the church less than five years. Outreach seems to be of interest to them as an opportunity for more involvement with the church (see above).
- The reasons for the newer members coming to the church are broad but linked to the location, friends and family and the progressive nature of the church.

G. Sunday School**Major Themes....**

- Sunday School is a key factor for attracting and retaining young families. Effort is needed to build and maintain the program at LPCC for both children and parents.

Based on....

- Respondents with children were more likely to place Sunday School in their top five priorities for the church to invest in (68% versus 42%).
- The group with children said they were highly satisfied with the Sunday worship (91%), music (92%) and welcoming congregation (88%). However, only 53% said the same for Sunday School.
- “Going Forward” poses the question as to whether enough resources are being applied to Sunday School programs.
- As a point of reference, of the 62 children and youth that were involved in the 2004 Christmas pageant, only 11 are currently still engaged with the LPCC on a regular basis indicating a need to re-engage past members and be better at keeping current members engaged on an ongoing basis.

H. Youth**Major Themes....**

- Youth programming and involvement is important and needs to be significantly improved to reengage families who have left and to draw in new families.

Based on....

- This is an area of weakness for the community and has had varying success rates over the past 5-10 years.
- Many adult respondents expressed the need for engaging youth programs.
- Response to the survey from a potential of approximately 40 youth associated with the church was low with only 5 taking the time to complete a survey (13%).
- The Youth who did respond attend church regularly and were very satisfied with the program.
- For those who did respond, there is a willingness to be involved.

I. Finances**Major Themes....**

- Live within our means and reduce financial pressures on congregation. Rebuild areas as financial situation improves.

Based on....

- The current Council is intent on strengthening the financial position of the church.
- An extraordinary amount of money, over 5 million dollars, has been raised for the building; now we need to balance our yearly budget and projected shortfall.
- There is concern from the congregation and respondents mentioned “living within our means”.

**Independent Survey Analysis provided by Michael Sullivan, Senior Partner of The Strategic Counsel
(Interim Summary Report to LPCC Council, February 22, 2011)**

Relationship to the Church

- The majority (59%) of respondents attend services most Sundays.
- Most live locally (46% within 2km and another third within 2-5km).
- Many respondents are actively engaged with the church.
 - volunteering on Sundays (51%)
 - sitting on a church committee (34%)
 - helping out at LPCC functions (42%)
- A variety of factors initially drew respondents to LPCC and, in order of importance, this included:
 - location
 - friends/family
 - the Minister
 - the music, and
 - having a previous history with the church.

What do respondents seek in a church?

- Two things are of most importance:
 - an inspiring worship experience and intellectually challenging sermons
- A further two activities make a second tier of importance:
 - a diverse music program and engaging youth programs
- A third tier of activities consists of:
 - outreach programs that engage the congregation
 - building awareness of LPCC in the broader community to grow the church
 - thought provoking adult Christian Education, and
 - exciting educational Sunday School programs.

What do respondents seek in a leader?

- The single most important attribute and skill required of ministerial staff is:
 - inspiring sermon content and presentation
- A distant second is:
 - visionary who can motivate the congregation
- Respondents are divided over the types of leadership style they seek:
 - a third seek a Minister who is classical, well grounded and balanced
 - a fifth seek a social activist/higher awareness of global issues and local impact
 - a further fifth seek a maverick/spark plug/on the edge

Theological Orientation

Using a five point scale with 1 as traditional and 5 progressive, 60% of respondents placed on the progressive end of the spectrum, 23% chose a midpoint between progressive and traditional and 18% placed themselves on the traditional end of the scale.

When asked to comment on the extent to which the theology presented should be more “progressive”, “traditional”, or “stay the same” the largest single group was for a continuation of the current theological approach. (43 of 112 comments).

However, the majority of comments did want something else, but no real consensus on what this something else might represent emerged.

- The largest single group seeking something else opted for a more “progressive” approach (28 comments)
- A number sought something that most referred to as a balance of the traditional and progressive (20 comments)
- A few sought a return to tradition (15 comments)

Those seeking a balance tended to comment that they supported a progressive direction, but with some traditional elements included and on this point many made reference to a traditional Christmas service.

Three things that should stay the same

In all, 104 respondents provided comments.

Although no one attribute was cited by more than half of the respondents, the two attributes that were most frequently mentioned were:

- the music/choir (47 comments)
- engaging/thought provoking/challenging sermons (46 comments)

In addition, significant minorities of respondents also cited the following:

- a welcoming/inclusive/inviting congregation (31 comments)
- interesting programming/speaker series/adult education (31 comments)
- commitment to children/youth programs and outreach (23 comments)
- non-traditional outlook on religion (21 comments)
- informal/casual/open-mindedness (13 comments)

Three things that should change

105 respondents provided comments and two broad themes emerge in what respondents believe needs to change. However, there is less consensus about what needs to change than what needs to stay the same.

The first theme deals with the personal manner or leadership style of the Minister. The types of comments here included:

- more personal one-on-one contact; more pastoral care (24 comments)
- a less combative, more conciliatory approach (21 comments)
- more collaborative/inclusive/transparent/democratic leadership style (21 comments)

The second theme deals with concerns about the sustainability of the church as a congregation. Comments here included:

- greater focus and attention on attracting and keeping children and youth (25 comments)
- greater efforts to expand the size of the congregation (17 comments)

The other area in which comments were made is:

- concerns regarding the financial situation of LPCC (15 comments)

All other comments were made by 10 or fewer respondents and no consistent themes emerge.

Vision of the future

No one vision dominates, but two broad themes emerge:

- a welcoming, engaged and inclusive congregation that effectively reaches out to the broader community (38 comments)
- strong and inclusive leadership which includes inspiring sermons (37 comments)

Additional themes are:

- dynamic children's and youth programs (19 comments)
- high quality and vibrant music (17 comments)
- continuing commitment to a liberal/progressive theology (10 comments)
- varied and interesting programs (8 comments)
- involvement of young families (6 comments)

Appendix II – Community Profile

Lawrence Park Community Church is located in a well-established residential community known as Lawrence Park. LPCC has its roots in the community with 78% of survey respondents saying they live less than 5km from the church. Results from the survey also indicate that the reasons for newer members coming to church are broad but linked to the location, friends and family and the progressive nature of the church.

Ward 25 Highlights

- The population of Ward 25 grew 1.8% between 2001 and 2006.
- 49% of occupied private dwellings were in single detached houses, 30% were in highrise apartments and 13% were in low rise apartments in 2006.
- In 2006, 64% of occupied private dwellings were owned while 36% were rented.

Ward 25 is an affluent area where the average annual household income is \$210,000 and the average annual income among males is \$161,000 (roughly three times that of males in the city of Toronto). Overall, the area has a relatively low population density by virtue of the high number of large, single family dwellings located on large lots, as well as extensive parkland. Population density is increasing as more new luxury condominium buildings are constructed, particularly along Bayview Avenue.

Local Community Resources

Health Care

Sunnybrook Health Sciences Centre (regional trauma and burn centre)
Lyndhurst Hospital (Spinal cord rehab)
Holland Bloorview Kids Rehabilitation Hospital
Canadian National Institute for the Blind (CNIB)
Toronto Rehabilitation Centre
The Donwood Institute

Other religious communities nearby

Synagogues (2)
Roman Catholic (2)
Baptist (1)
United (Eglinton St. George's, Oriole-York Mills, Bedford Park, Fairlawn Heights and Northlea)
Christian Science (1)
Seventh Day Adventists (1)
Anglican (3)
Presbyterian (1)

Schools

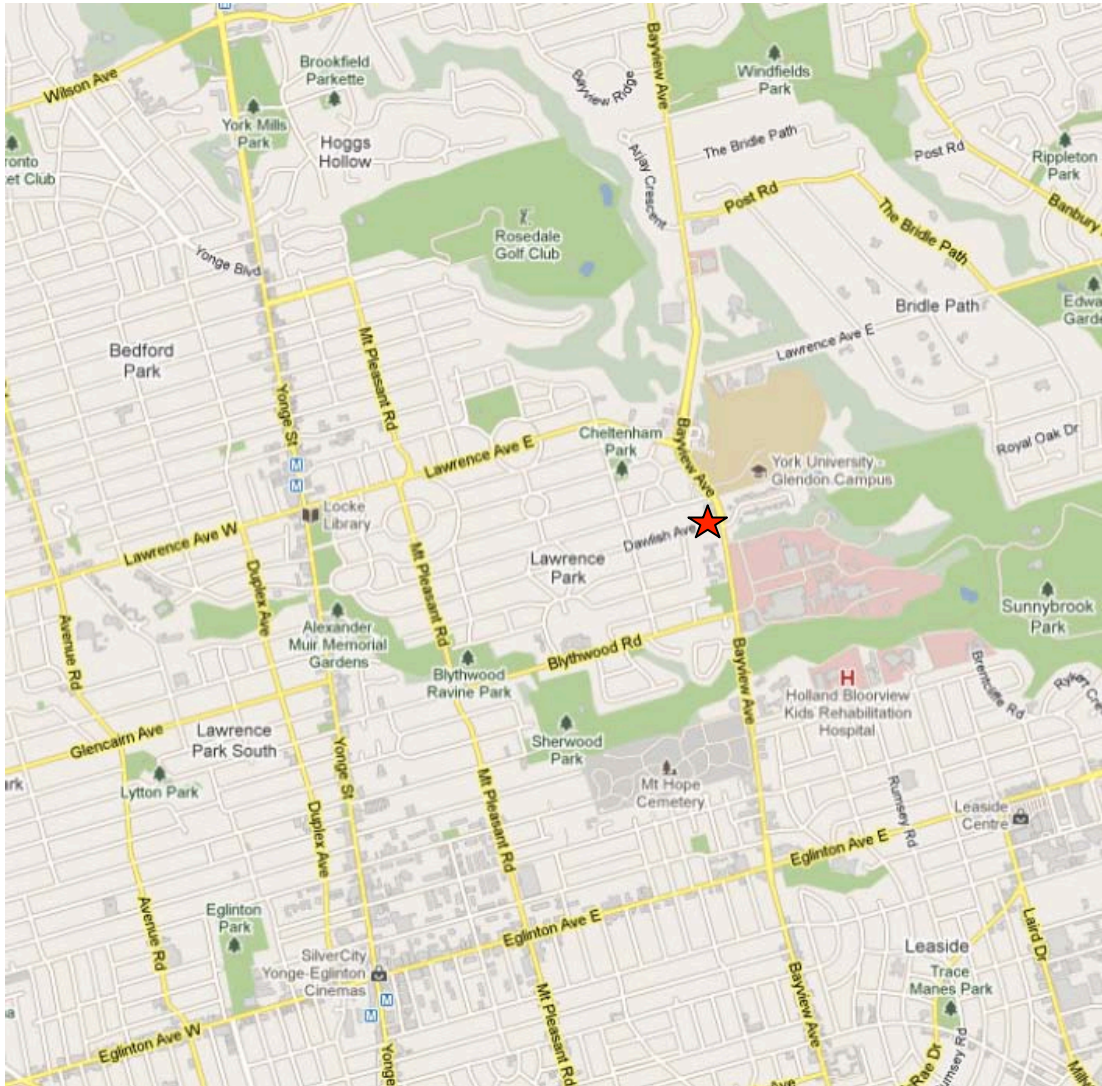
Bob Rumball School for the Deaf
Public schools (3 elementary, 3 secondary)
Catholic schools (1 elementary, 1 secondary)
Independent schools (the Toronto French School, Havergal College, Crestwood School, Crescent School, and the Junior Academy)
York University (Glendon College)

Recreational

YMCA
Sunnybrook Park
Granite Club

Lawrence Park Community Church and surrounding area

We are located at the corner of Dawlish and Bayview Avenue



Appendix III – Pastoral Charge Profile

Our History

Lawrence Park Community Church was founded by 30 families living in the area in the mid-1940s. Their faith backgrounds were 50% United Church, 35% Anglican and 15% Baptist, Quaker, Presbyterian, Roman Catholic and Jewish. Lawrence Park was tentatively accepted as a new congregation of the United Church of Canada in 1945 and was formally constituted as a congregation of the United Church on February 14, 1946. The first worship service was held on December 2, 1945, at Blythwood Public School. Services continued at Blythwood School until May 1949, when the present west wing of the church building was opened and dedicated. The Sanctuary was completed in 1952 and the Gymnasium wing of the church was completed in 1955.

More recently a \$5 million renovation of the building was undertaken (completed in 2008), which included a complete re-working of our building to create a new music rehearsal hall, bright and sunny classrooms, a modern and efficient kitchen, and updated comfortable seating in a contemporary, flexible worship space. With the installation of many skylights, windows and glass walls, the Sanctuary is a window to the community around us. We have greatly improved the Sanctuary's acoustics, sight lines, and hearing assist systems. The main entrance was redone to make it not only more welcoming but also to have wheelchair access.

Our Church Currently

Mission Statement

Within the United Church of Canada, the mission of Lawrence Park Community Church (LPCC) is to act as a community of faith, to nurture one another and to work together to reflect God's love in the world.

Our Objectives are:

1. To nurture the faith of all our members and adherents.
2. To reach out to, welcome, accept and befriend everyone in our community.
3. To support and serve the needs of our church family and the community.
4. To seek justice and resist evil in ourselves, in our community, and in the wider world.

The church is located on Bayview Avenue with easy access to the Don Valley Parkway and Highway 401. The demographic of the congregation includes young, largely professional, families who live in the neighbourhood or close by. A strong contingent of long-time members who raised their children in a vibrant church remains. Among this group are many active members and some who attend infrequently but who still provide financial support to LPCC.

The affluence of many members of the congregation affords them access to varied social and recreational activities. Many are members of social/recreational organizations that offer a broad spectrum of sports activities and social outlets. Many have country homes/cottages used for weekend skiing in the winter and lake-living in the summer. Children of LPCC families are involved in many organized, scheduled sports and cultural activities, which often conflict with children and youth activities at LPCC.

With so many choices it is not surprising that Sunday church attendance fluctuates widely and dips during the ski season, the March Break period and the entire summer season. The largest attendance is between Thanksgiving and Christmas, and after March through to late May. This is a challenge when planning worship services, and Sunday School and Youth programs. Sermons are available on our website, both in text and audio format. Like many other churches, a challenge exists in developing momentum for youth, which will be addressed later in the report.

The upside, however, is that when funds were needed to execute a major renovation of the church facilities a wide cross-section of members of the church donated a total of over \$3 million.

The potential exists for expansion of the ministry of LPCC into more diverse local communities including: the Glendon College campus of York University which has 2500 students, 400 of whom are residents; the staff, patients and long term residents at the Sunnybrook and Women's College Health Sciences Centre and other health care facilities in the Lawrence Park neighborhood. LPCC is wheelchair accessible.

The congregation of LPCC has always been very interested and supportive of outreach/social action programs both within and outside the immediate community and has demonstrated this on many projects in recent years. LPCC participation in the "Out of the Cold" program at Blythwood Baptist Church is a good example where LPCC volunteers serve meals to the homeless on Saturday night during the winter months. The congregation recently sponsored the immigration of a family of five from the Belgian Congo that required LPCC to cover all of their living expenses during their first year in Canada. Several members of LPCC continue to provide financial support for schooling of one member of the family. Outreach is largely project based and interest has been expressed for an ongoing core Outreach Activity Team.

Key to the survival and growth of LPCC is its ability to attract families with young children. There is no shortage of this demographic in the Lawrence Park neighbourhood and the experience of recent years has shown that many parents are eager for their children to be exposed to quality educational/spiritual opportunities. Many of these families are new to the community of Lawrence Park, and some do not have any United Church background. Their reasons for coming have more to do with intellectually stimulating sermons, a variety of relevant worship experiences, excellent education facilities and curriculum, and the attractiveness of our newly renovated building.

The Congregation - Demographics

It is hard to get an exact read of demographics in our church, but this is what we know. As is the case with many United Church congregations, the average age of the membership at LPCC is increasing. The percentage of members making a financial contribution to LPCC in 1995 was reported as 62% over the age of 60 years.

Out of 168 survey responses completed, the current age breakdown of respondents was:

12-17 years	-	7%
18-25 years	-	2%
26-35 years	-	4%
36-45 years	-	10%
46-55 years	-	18%
56 -75 years	-	37%
75 + years	-	22%

Similar to the 1995 figures, 59% of respondents were 56 + years old.

The following membership numbers have been reported to Presbytery over the years:

	2002	2003	2004	2005	2006	2007	2008	2009
Total Members	676	645	513	517	527	527	499	499
Financially supporting Households	288	275	253	273	273	240	240	240
Number of Households	400	312	315	299	299	299	299	299

Givings 2010

In 2010, there were a total of 236 reported givings (not including money given to the Building). The total amount received was \$ 319, 279 (a decrease from 2009). The breakdown is as follows:

% at \$10,000 +	< 1 %
% at \$ 5,000 - 9,999	3 %
% at \$ 2,000 - 4,999	18 %
% at \$ 1,000 - 1,999	19 %
% at less than \$ 999	59 %

The amount of the average giving is \$ 1,323.

Attendance for 2010

From	Total Attendance
January to March	1583
April to June	1929
July to September	523
October to December	2371
Total	6406

Attendance is seasonal and peaks at periods such as April/May (Easter), post-Thanksgiving to Christmas and Christmas. Weekly attendance ranges from 95 to 180, smaller in the summer months and higher at peak periods.

Worship

The high point of Sunday worship, for many, is the creativity and intelligence brought to the sermon. Sermons are challenging, life-centred, and take into account contributions of modern biblical scholarship. Our church members are quite comfortable with non-dogmatic, non-traditional concepts and discussion of traditional theological questions or candid consideration of social justice issues. The congregation has been exploring a progressive view of theology over the last 18 months, which most congregants have accepted and wish to see continued. For many, the picture of Jesus in Heaven, sitting on a throne at the right hand of God, will no longer do.

For example, we have recently completed a six-week sermon series on the Lord's Prayer and explored the concept of Shalom through an interactive service. Details are available at www.lawrenceparkchurch.ca.

Given the flexibility of our sanctuary space, worship patterns have been transformed from a traditional liturgical format to include opportunities for creativity that eliminate barriers between clergy and laity, enhance what is said and done, and support increased congregational participation. The congregation is comfortable with this creative use of space, as it makes for more intimate, informal and spontaneous worship.

TV monitors have helped us move away from papers and books. Hymns, prayers, sermon points, pictures or videos can all be projected on screens. Sermons, in audio and text formats, are now also available through a link from the Church's web site.

The congregation now expects that the worship format will take diverse forms and only demands that it be done well, is musically and intellectually of a high order, and that the congregation has opportunity for both intellectual and emotional involvement.

Worship is inclusive, and makes room for children before they leave for Sunday School, and may include their participation in music or at the play centre.

Additional Services and Special Event Services

LPCC conducts certain special services, e.g. Seder Supper, Good Friday, Lessons and Carols, Christmas Eve family services and candlelight communion, as do many other churches. What differentiates our special services is in the way these services are conducted and interpreted.

Communion services may be relatively traditional or take the shape of a family meal with structured conversation and perhaps words or pictures on TV monitors.

Baptisms are performed in the centre of the church with the congregation gathered around.

Baptisms, Funerals and Weddings							
	2000	2001	2006	2007	2008	2009	2010
Baptisms	17	13	7	5	8	11	11
Funerals	27	13	8	7	7	3	7
Weddings	13	11	3	2	0	4	0

Usage of the church is changing. Rental and community usage is increasing; however more traditional bookings like weddings are decreasing.

Other services can be characterised as interactive with opportunities for members of all ages to dialogue and bond. The mood is normally joyous, fun, instructive, energizing and motivating. There is always lay participation and individuals are acknowledged for their contributions (often in humorous ways) in announcements or sermons.

While children and youth normally leave during the service for Sunday School, on some Sundays, they stay and the content of the service is designed to include or involve them.

Music

Music plays an important part in the worship and congregational life of LPCC.

At the heart of the program is the Adult Choir with approximately 25 members made up of volunteers and a professional core of singers. Choral music from all periods is sung at worship services. The church has commissioned music from such accomplished composers as Ruth Watson Henderson, Paul Halley and Bob Chilcott. The Lawrence Park Children's Choir participates regularly in worship. This group includes school children from ages 5 to 12. There have been a number of Youth Music Groups over the years: El Coro Pillo and Good Noise. Currently, teenagers are invited to join periodically in group anthems and the hope is to establish a more regular program. A group of Handbell Ringers made up of adults, mainly seniors, add another musical dimension to worship.

Within the congregation are a number of musicians who will volunteer to play their instruments including flute, violin, harp and trumpet. Periodically a 'band' will be formed to provide music for a special occasion, e.g., a Christmas craft session. Professional instrumentalists are invited to participate in worship on special occasions: brass instruments for Easter Sunday and Remembrance Sunday and several percussion ensembles – drumming circles and African drummers – have been well received by the congregation. The church has a fine 1998 Casavant pipe organ, a number of pianos and an electronic keyboard.

The Fridays @ 8 Concert Series, with approximately 3 concerts each year, features the organ, a guest choir or instrumental ensemble and the Lawrence Park Choirs in concert. Four quality CD recordings have been produced, the most recent a CD of Christmas music.

Christian Education

Sunday School (ages 0 - 12)

The Sunday School Animator, along with two paid part-time assistants lead the educational program in Nursery, Pre-school and Gr. 1-6, with strong assistance from volunteer helpers.

Parents expect their children to receive quality education, so lesson plans include modern teaching methods utilising music, crafts, story telling and activities. The modern educational facility allows teaching to take place in bright roomy quarters that are well equipped with nearby washrooms.

Sunday School attendance begins to slip by age 10 as they transition to other interest and activities and towards youth and teens. Meetings are currently underway to address the factors that may be leading to this drop.

Part of the challenge is that parents expect a high level of education in the Sunday School, similar to the level the children are receiving at school. While parents expect their children to go to day school every day this same attendance standard may not be brought to church school attendance. These absences create challenges when there is no continuity of learning nor any familiarity or connection to the program.

Youth Education

Teen youth groups are difficult to maintain due to the many distractions and competing organisations to which young people are exposed. LPCC is no exception to this challenge. We recognise that it is essential for future reconnection of young adults with the church that teens are offered opportunities to explore and build the basis of a strong adult faith and Christian value system during these formative years. Although our youth may seem to largely disappear from LPCC during this period any church that does not invest heavily in youth and their future risks losing them completely, not only from that particular congregation, but from any ongoing engagement with Christianity.

In 2010/2011 LPCC employed a part time youth leader to work with some of our young people who are strongly supported and encouraged by their parents to participate. The youth program encompassed:

- various curriculum study materials
- discussion of LPCC sermon themes
- participation in worship, including creating and conduction teen-led worship services based on their interpretations and music
- creative input into worship events for special occasions (Christmas Eve) using video and drama

We are open to examining new ways and programs to keep our youth connected with us and with each other.

Adult Education

Special sermon series offered in conjunction with adult education programs have been popular. An example is “Our Faith in Six Songs”, based loosely on the book by Daniel Levitin. Running parallel to this six-week series was a Monday night study program led by the Ministers and Director of Music and featuring music chosen by all participants. Lively discussions on the topics of joy, friendship, knowledge, comfort, mystery and love were enjoyed.

The six-week series throughout Lent, “Praying ‘Our Father’ in a Post-Theistic World” was challenging and energizing as we studied The Lord’s Prayer and what it means to speak those ancient words as we worship in a different time. Trying to bring the two thousand year old prayer into the 21st century underscored the meaning and shift in our theological thinking.

A popular part of our yearly worship calendar is the annual sermon series held over a 4-5 week period in January and February. The series have been organised around relevant and topical themes, as diverse as The Spirit Alive in Africa; My Life, My City, and most recently, Food in Our Time. Guest speakers are featured on Sunday mornings during the series and mid-week films and special events enhance the program. This program also draws many visitors who are attracted by the high calibre of guest speakers and the relevant topics presented.

Pastoral Care

With the aging of a significant proportion of our congregation, pastoral care is important to their spiritual health, ability to live in dignity, and to assist in times of trouble.

Pastoral care is provided both in special services (e.g. funerals, weddings and baptisms) and home visits by the Ministers. At times of loss, such as death or separation, pastoral care and counselling are provided by our Ministers.

Our Ministers do an excellent job in critical situations and perhaps this is the main expectation of them in the area of pastoral care, other than new member visitations. There is a sense that members of the congregation may seek outside professional help for certain health issues, wishing to maintain privacy, and because they have the resources to do so.

While church visiting may be a traditional role played by clergy, it seems to be a minor role for our clergy at LPCC. It could also be that if strong support groups are developed these may fulfil the role of “friendly” visiting.

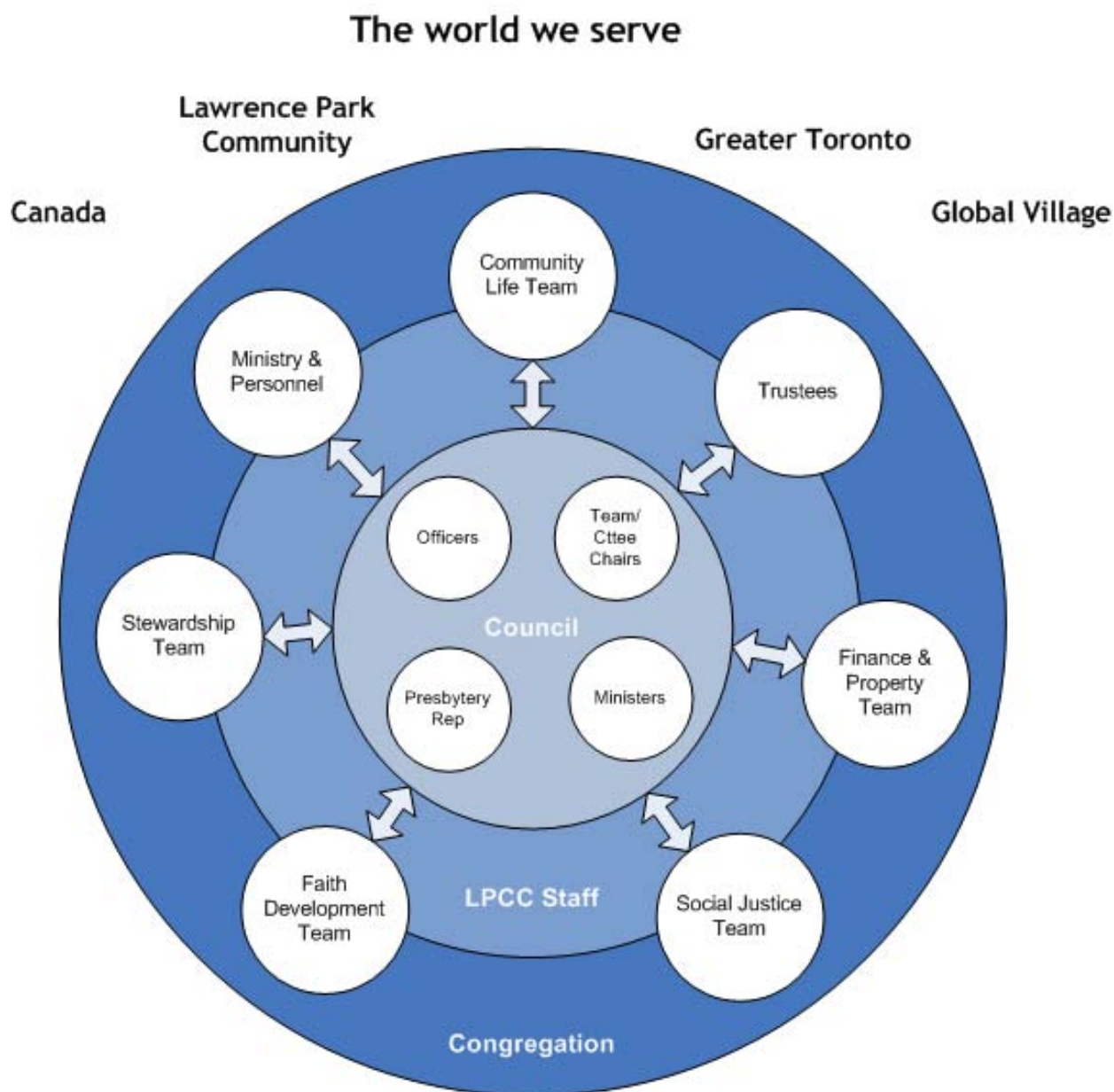
Communication

LPCC's methods of communication are primarily electronic.

- The Friday Update is sent via email each Friday morning to all members and provides information about the next service, church programs, and congregational news.
- A Sunday school email is sent to all Sunday School families on Thursday each week with details about the upcoming Sunday children's program.
- A weekly email is sent to the Youth.
- The LPCC website is updated frequently and provides detailed information about our worship and theology style, current congregational events and programs, copies of recent sermons and links to pertinent organizations. The website is: www.lawrenceparkchurch.ca
- Upon the completion of the renovations in 2008 an electronic sign was installed on the church property, on Bayview Avenue. Current information about events is displayed 24 hours a day and can be updated on a daily basis.
- A one page bulletin is printed for distribution at church services each Sunday morning and large television monitors at the front and side of the sanctuary are used to provide print and text support during the church service. The text for prayers and hymns are featured, as well as any photographs or video which may be pertinent to the sermon.
- A television monitor in the Gathering Space provides daily information about church events, meetings, etc. which may be useful to tenants or visitors to the building.

An advertising campaign, "U3", featuring the tag line "United, Unorthodox, Unlimited" was displayed on the TTC for several weeks in 2009. This innovative and colourful series of banner ads depicted the scope of activities at LPCC and invited readers to reach out to the church to learn more. Feedback to the ads was positive, although it was difficult to ascertain their final impact on attracting new members to the LPCC community. The campaign was discontinued due in part to financial limitations.

Church Structure



Members of the Council, the Activity Teams and the Ministry and Personnel Committee are chosen from among the members and adherents of the Congregation.

The Council consists of a Chair, Vice Chair, Secretary, Treasurer, a representative of the Trustees, the Chairs of the Activity teams, the Music Director and the Ministers. Council meets the 4th Tuesday of each month with the exception of July and August.

Activity Teams and their missions

The following is a brief profile of the Activity Teams and their missions. The JNAC would like to refer readers to the **Lawrence Park Community Church Constitution of 2010** on the website for a more in depth description of the Church Constitution, the Council, and the Activity Team Structure.

Faith Development

Develop and nurture the faith of our church family and to build community around faith. The team supports and reviews worship services and programs, Christian education programs for all ages, and leadership development for these programs.

Finance and Property

Responsible for overseeing the management of the finances and property of the congregation.

Community Life

Undertake to sustain the growth and well being of the congregation of LPCC.

Social Justice

Seek to identify and organise initiatives, which educate and engage our community in seeking and supporting just solutions for problems of the needy and the marginalised in our city, our country and our global village.

Stewardship

Responsible for the overall stewardship level of LPCC so that its full financial potential may be realised.

Other Groups

United Church Women:

There are two groups within the UCW umbrella.

- Group B continues to have a strong church connection with 42 active members, who meet once a month for six months of the year. This group is active in raising funds to support LPCC projects and programs. Recent projects receiving financial and volunteer support include: funds for a library in Africa; financial support for the teenaged son from our last sponsored refugee family; the Red Door Shelter; local food banks. Group B's main fundraising event is an annual card party and luncheon in April, which attracts a sell out crowd of over 100 participants.
- Group C meets on a semi-regular basis. Initially tied to LPCC, the group has stayed together out of friendship and is not strongly affiliated with the church, although a few of its members are still active church goers.

Flower Committee

This large and dedicated committee meets twice a year. Each month, 2 members of the committee are in charge of flowers for the month. This works out to twice a year for each member. The whole committee works together to decorate the sanctuary for Christmas.

Library

Our library is a welcoming and comfortable area adjacent to the Heritage Room and features a variety of books and resources for children and adults.

Special Church Events and Fundraising Activities:

- **Water for Africa** – April 2009 - \$20,000.00 raised to support a new well for an orphanage in Kenya, Africa.
- **Art for all Seasons** – October 2009 -\$17,000 raised to support mission and programs of LPCC in an exhibition and sale showcasing over 30 artists, painters, sculptors, jewellery designers.
- **My Life, My City** – January 2010 – a speaker and film series which promoted civic engagement as a catalyst for change by tackling a number of important issues facing Toronto such as: A Vision for Toronto; Crime and Community; Making Neighbourhoods Work; New and old Canadians; Being a Good Corporate Citizen.
- **Food For Thought** – January 2011 - a 4-week educational series about food issues, both locally and globally. Topics included sourcing food from 100 miles, the global food shortage, how cheap should food be and the dilemma of food banks: life-line or life sentence?
- **Refugee Support** - ongoing financial and resource support is provided for a young man who has lived apart from his family for over a year and will continue to need this support for an estimated 2-4 more years.
- **Collaboration with Metro Preparatory Academy** – April 2010 - provided visibility to raise funds for a school and orphanage in Kenya in support of a member of LPCC who was participating in the project. Over \$19,000.00 was raised.
- **Out of the Cold** – November – April - LPCC has been a committed partner of the Out of the Cold program at Blythwood Baptist Church for almost a decade. Our church is responsible for one dinner a month from November through April. Volunteers from our UCW groups; the Youth Group and congregational families offer support in the form of shopping for supplies, preparing food, serving the meal and cleaning up.
- **Mega City Concert December** - LPCC hosts a Christmas fundraising concert “Ushering in the New Year”. In 2010, the concert was headlined by the Mega City Chorus and raised approximately \$10,500 for the church operating fund. The Mega City Chorus practices weekly at LPCC.

Annual Church Events

- Welcome Back Barbeque (fall)
- Fall Study Program (“Our Faith in Six Songs” for 2010)
- Advent Communion and Tea (December)
- Hanging of the Greens
- Candlelight Service
- Speaker and Film Series (January-February)
- Annual Congregational Meetings – Financial (February); Program (June)
- Fridays at Eight Concerts
- Guess Who’s Coming to Dinner – (spring)
- Group B Card Party (April)
- Pancake Supper (February)
- Seder Supper
- Neighbourhood barbeque/picnic (June)

Appendix IV – Resources Profile

A. Financial Resources

Budget 2011

A summary of the 2010 Operating Fund and proposed 2011 budget is found on page 35. As can be seen, our revenue from congregational givings has not kept pace with operating expenses, as many members have directed a sizeable portion of their contributions towards the Building project. Givings are budgeted to increase by approximately 10% in 2011, although this will still result in an operating deficit of more than \$20,000.

Rental Income continues to be a very important source of revenue for the Church. Total Rental Income in 2011 is projected to be \$254,000 (see list of renters below) and is currently sufficient to cover building overhead costs.

- At the Junction
- Kalev Estienne Rhythmic Gymnastics
- MegaCity Chorus
- North York Suzuki School of Music
- Sportball
- Sportplay
- Sunnybrook Health Sciences Centre - weekday south parking lot rental
- The Elmer Iseler Singers
- The Lawrence Park School
- The Martha Hicks School of Ballet
- Wahnam Taiji
- Weight Watchers

Budget 2011

LAWRENCE PARK COMMUNITY CHURCH 2011 Budget

	<u>Budget</u> <u>Jan - Dec</u> <u>2011</u>	<u>Actual</u> <u>Jan-Dec</u> <u>2010</u> <small>(unaudited)</small>	<u>Budget</u> <u>Jan-Dec</u> <u>2010</u>
REVENUE			
CONGREGATIONAL GIVINGS	\$ 350,000	\$ 316,518	\$ 375,000
SPECIAL EVENT	17,000	7,015	18,000
RENTAL INCOME	254,000	220,565	228,000
INTEREST & OTHER INCOME		590	- 1,580
MUSIC REVENUE	8,000	15,456	15,000
TRANSFER TO OPERATING FROM ENDOWMENT FUNDS	40,000	40,772	40,000
TOTAL REVENUE	669,000	600,916	674,420
EXPENSES			
SALARIES & WAGES	346,500	370,423	377,180
ADMINISTRATION EXPENSES	75,200	80,549	80,650
COUNCIL EXPENSES	2,500	782	
FAITH DEVELOPMENT EXPENSES	57,100	56,420	63,300
COMMUNITY LIFE EXPENSES	9,400	9,988	13,500
SOCIAL JUSTICE EXPENSES	7,000	1,326	2,000
UNITED CHURCH OF CANADA	14,700	17,390	17,190
PROPERTY & MAINTENANCE	159,600	157,967	120,600
CAPITAL RESERVE	10,000		
BUILDING RENOVATION CARRYING COSTS	10,000		
TOTAL EXPENSES	692,000	694,845	674,420
DEFICIT	-\$ 23,000	-\$ 93,929	\$

Capital Fund

There are two endowment funds, which consist of the Spirit Fund (\$266,378) and the Manse Fund (\$593,670). The total of the two funds as of December 31st, 2010 was \$860,048. In addition to this amount there is \$300,000, which has been loaned to the operating fund which eventually will have to be paid back.

Each year, income from the Capital fund is transferred to the Operating Fund. In 2011, the transfer payments are \$14,903 from the Spirit Fund and \$25,975 from the Manse Fund for a total of \$40,878.

B. Church and Property

In March 2005, the Council appointed a 13-person Building Review Committee (BRC) and gave it a mandate to conduct an extensive review of the church's physical plant and to present a detailed report and proposal for the redevelopment and renewal of the church's property.

During the architect selection process, the BRC (with input from Council and the congregation) developed a set of principles that served as a benchmark for the design proposal that was brought forward. These principles, or core value statements, encompassed such issues as accessibility, youth programming facilities, flexible worship space, and welcoming and logical entranceways.

The project was completed in December 2008. The result has been an acoustically improved sanctuary for voice and music, a defined front entrance, energy improvements, a children's garden space, and enhanced visibility in the community. The renewed building has brought a positive reaction from the congregation and has allowed the church to reinforce its place in the neighbourhood as a community resource. As a result of the changes made, the tenant spaces have generated a 25% increase in tenant income as an integral part in the church's operating revenues.

The project was completed at a cost of \$5.7 million, within 3% of budget. Thanks to the support of members, we have raised \$3.4 million, plus \$1.9 million from the sale of our north parking lot. This represents more than 90% of our fundraising goal. The table below shows a breakdown of the number of donors by dollar contribution:

Building Fund Donations	
Amount	Number of families
Up to \$10,000	120
\$ 10,000 to \$25,000	32
\$ 25,000 to \$49,999	8
\$ 50,000 to \$99,999	9
\$100,000 to \$149,999	7
More Than \$150,000	5
Total	181

The church is currently carrying a bank loan in the amount of approximately \$555,000 (at April 30, 2011) to bridge our \$350,000 fundraising gap and outstanding pledges of \$170,000. The loan, which carries an interest rate of Prime +3%, is due in November 2011. The church has set aside funds to cover the total amount of remaining loan payments, which are \$12K principal and interest per month. The loan principal will be approximately \$489,000 at November 2011. A committee has been established to examine the options and strategies available to the church to reduce its funding costs or eliminate the bank loan entirely, and recommendations will be made to Council in September 2011.

C.Human Resources

Church Staff

Over the last 12 months, this model has evolved to include eight (8) staff members, with more emphasis on part-time positions:

Current positions

Minister - Ken Gallinger joined LPCC in 2003. Ken's excellence in preaching, engaging sermons and progressive theology has captured the congregation's attention and helped LPCC grow exponentially in our faith. Ken has also led LPCC through the largest renovation in the church's history.

Lay Minister - Alison Mock joined LPCC in 2006. Alison has assisted with Sunday worship, Youth and Sunday school programming, stewardship and administration. Alison is now working part-time while studying at Emmanuel College.

Music Director - Dr. Mark Toews joined LPCC in 1991. Mark currently works 80% time, and is changing to 50% time by 2012. Mark is responsible for the music program at LPCC, the adult choir, which includes six soloists, the children's choir, as well as the handbell ringers.

Administrator - Michael Larkin joined LPCC in 2010. Michael works 80% time and is responsible for the day-to-day management of the physical facilities at LPCC and for the financial management systems of the congregation.

Program Secretary - Sarah Pascoe joined LPCC in 2010. Sarah works 26 hours in the role of program secretary and is responsible for assisting persons, either by phone or in person, providing general support to the Minister for Sunday worship services, and ongoing support for the church office. Sarah has temporarily accepted the position of Sunday School Animator following the resignation of the incumbent, adding an additional 12 hours to her position.

Sexton - Sal Longo, an employee since 1986, works 4 days per week and is responsible for the maintenance of LPCC's physical facilities and grounds.

Sunday School Animator - currently held by Sarah Pascoe but needs to be filled in the fall.

Youth Leader - Charlotte Petrie works part-time during the school year delivering the youth program to approximately 10 youth. Charlotte is a full-time student at York University (Glendon Campus).

Volunteer Resources

LPCC offers a multitude of opportunities for volunteer participation. Despite extremely demanding careers and other volunteer obligations, there has been tremendous support and participation in the life of the church by a very dedicated congregation. This includes, but is not limited to:

- Music program (senior choir, children's choir, handbell ringers)
- Pastoral care team (lay visitors keep in regular touch with the sick, bereaved and elderly)
- Office (assistance with small weekly tasks, information updating, telephone answering, welcome desk)
- Worship (ushering and greeting, lay participation during Sunday worship, Sunday coffee service, weekly Bible study)
- Worship planning (Faith Development Activity Team is a resource team available to the Minister to assist in the preparation, coordination and implementation of Sunday worship services)
- Outreach (community programs such as the 'Out of the Cold' have been very well supported)
- Christian Education (Sunday school teachers, assistants and nursery volunteers)
- Communications (website design, Sunday service audio visual support)
- Library (both maintenance and growth of resources in the library, book sales, etc)
- Consultation, trouble-shooting and repair for the sound equipment and office computers
- Special events (Speakers Series, Auctions, Art shows, fundraising, to name a few)
- Church Activity Team Chairs and members

Appendix V – Online Survey Questionnaire

LPCC is going through the process of a Joint Needs Assessment (JNAC). The JNAC Committee is working to understand where LPCC is now, some of the trends that are shaping our congregation, the community (and the world). We need your input to prepare our recommendations as we move to our next phase of Ministry.

Every member of the congregation is being asked to fill out this online survey. Your participation is critical to our success. It should take 15 - 20 minutes of your time.

Thank you in advance for your commitment to our future.

The JNAC Team

Joint Needs Assessment Committee (JNAC) Questionnaire

1. Please indicate your age:

12-17 18-25 26-35 36-45 46-55 56-75 75+

2. Please indicate your gender:

M F

3. Please indicate your marital status:

- Married
- With a Partner
- Single

4. Do you come to LPCC with children?

Yes No

5. If Yes, what age are they?

- Less than 12 years old
- 12- 17 years old
- Both

6. How do you contribute financially to Lawrence Park Community Church? (select one)

- Weekly envelopes
- PAR
- Credit card
- Other (please specify) _____

7. How long have you been attending LPCC? (select one)

- Less than 3 years
- 3 - 5 years
- 6 - 10 years
- 11 - 20 years
- More than 20 years

8. What attracted you to LPCC initially?

9. How often do you attend Sunday worship at LPCC? (select one)

- Most Sundays
- Once a month
- Spring and fall
- Only seasonal holidays

10. How far do you travel to attend LPCC? (select one)
- 0 - 2 km
 - 3 - 5 km
 - 6 - 10 km
 - more than 10 km
11. How are you involved with LPCC? (select all that apply)
- I attend church on Sundays
 - I volunteer at church on Sundays (ie. serving coffee, ushering, lay assisting)
 - I sit on a church committee
 - I sing in the choir or am a hand bell ringer
 - My child/children participate in the Junior choir
 - I help out at LPCC functions / special events
 - I am a member of the United Church Women's Group (UCW)
 - I volunteer at the church during the week (ie. welcome desk, office assistance, library)
 - Other: (please specify) _____
12. If you had one hour available to spend at Church each week, in addition to the time you spend on Sunday morning, how would you spend that hour? (select one)
- Attending adult Christian education
 - Volunteering on a committee
 - Participating in community outreach
 - Attend special events (ie. Speaker series, Movie night)
 - Volunteering at the church
 - Other: (please specify) _____
13. The kind of Church I want to be part of, would invest in and focus on:
(select and prioritize your top 5 items, 1 being your most important)
- An inspiring worship experience
 - Intellectually challenging sermons
 - Outreach projects that engage the congregation
 - A diverse music program
 - Thought provoking adult Christian education
 - Exciting educational Sunday School programs
 - Engaging youth programs
 - Innovative use of technology to support and enhance church activities
 - Increasing awareness of LPCC in the broader community to grow our church
 - Family discussion groups
14. I would be more committed to LPCC church if:
(select and prioritize your top 5, 1 being your most important)
- LPCC was more engaged in outreach programs
 - I had more contact with the Minister
 - I could access the sermon and interact with the church staff and congregation via social media
 - There was more adult education offered
 - The music program was more diverse
 - We had a more active youth program and my teenage kids wanted to come to LPCC with me
 - There were more social events
 - The church was more diverse (i.e., culturally, other)
 - There was more collaboration with other churches
 - I could worship at LPCC on Sundays throughout the summer
 - I received better communications regarding church life

15. Please rate the following areas of the church programming:
 (1 means you are very satisfied and 5 means you are very dissatisfied, please select N/A if you don't know)

	Very Satisfied			Neutral		Very Dissatisfied	
Sunday Worship experience	1	2	3	4	5	N/A	
Outreach projects	1	2	3	4	5	N/A	
Music program	1	2	3	4	5	N/A	
Adult Christian education	1	2	3	4	5	N/A	
Sunday School programs (1-11 years)	1	2	3	4	5	N/A	
Youth programs (12-17 years)	1	2	3	4	5	N/A	
A welcoming congregation	1	2	3	4	5	N/A	
Awareness of LPCC in the community	1	2	3	4	5	N/A	
Communications regarding church life	1	2	3	4	5	N/A	

Comments: (please be specific)

16. What are the attributes and skills you feel we need on the ministerial staff at LPCC? (Please prioritize list below – 1 being most important, 12 being least important)

- Inspiring sermon content and presentation
- Strong collaboration and consensus leadership
- Musical understanding and ability
- Strong communications skills
- A leader that would inspire the congregation to engage in more outreach
- Leadership in the broader United Church
- Visionary that can motivate the congregation
- Knowledge of alternative types of worship services
- Strong pastoral care skills
- Ability to relate to children and youth
- Program development skills (ie. Speaker Series)
- Interest in and knowledge of financial side of church business

17. What type of leadership style do you believe we need at LPCC? (select one)

- Maverick, spark plug, on the edge
- Classical, well grounded, balanced
- Social Activist, higher awareness of global issues and local impact
- Theological Educator / Scholar, background in theology
- Pastoral Caregiver, spiritual leader, counselor

18. On a scale of 1 to 5 describe your theology, where 1 is "Traditional" and 5 is "Progressive":

Traditional 1 2 3 4 5 Progressive

Open Ended Questions:

19. In our next phase of ministry, what 3 things do you believe need to stay the same?

20. In our next phase of ministry, what 3 things do you believe need to change?

21. Do you feel the theology presented in worship should be more “progressive” or “traditional” or stay the same?

22. Imagine it is the year 2015 and LPCC is a thriving church with a growing and active membership. To what do you attribute this success?

23. Have we missed something?

24. Would you like to be part of a JNAC focus group or would you welcome the opportunity to speak to a member of JNAC directly? (all conversations would be confidential)
If so, please provide your name and number, or contact a JNAC member directly.

25. The best way for the church to stay in touch with me in an ongoing manner is via:

- Email
- Weekly announcements in church
- Regular mail
- Social media (ie. Facebook, blogs)
- Text messages
- Announcements on the website
- Paper announcements on Sunday

Thank you for your participation.

9. What would you like to see added to your Sunday church experience?

10. The best part about coming to church on Sunday is...

11. The best part of Youth Group is....

12. The one thing about Youth Group I would change is....

13. Have we missed something that you would like to tell us about?

14. Would you like to be part of a JNAC focus group or would you welcome the opportunity to speak to a member of JNAC directly? (All conversations would be confidential.)

If so, please provide your name and number, or contact a JNAC member directly.

15. The best way for the church to stay in touch with me in an ongoing manner is via;

- Email
- Weekly announcements in church
- Regular mail
- Social media (i.e., Facebook, blogs)
- Text messages
- Announcements on the website
- Paper announcements on Sunday

Thank you for your participation.