

Pastoral Relations: Community of Faith Ministry Profile

Template Last Revised – Feb 25, 2020

Regional Council: Pacific Mountain Regional Council

Name of Community of Faith: Squamish United Church

Address: 38014 Fourth Avenue, Squamish BC V8B 0A3

Recommendation:

We are recommending that the board and congregation of Squamish United Church support our recommendation to move from full time ministry to half time. We will reduce our minister to 50%. We have created two new committees, the Worship Team and the Pastoral Care Team.

Date: October 27, 2020

Search Committee Members:

1. Marilyn Caldwell

2. Bruce Larson

3. Julie Larson

4. Carlotta Liechti

5. Reverend Karen Millard

6. Grace Halvorson



Pastoral Relations Relations pastorales

The United Church of Canada
L'Église Unie du Canada

Pastoral Relations Committee Report
October 27, 2020

Team members: Marilyn Caldwell, Bruce Larson, Julie Larson, Carlotta Liechti, Reverend Karen Millard, Grace Halvorson

Thank you to the team members listed above for their hard work in completing our submission to the Pacific Mountain Region to **move from full time to part time ministry.**

The board struck a pastoral relations team that has worked in conjunction with Marc Coulombe from the Pacific Mountain Region.

Bruce Larson, church treasurer completed the **Financial Viability Review**, Marilyn Caldwell, Julie Larson and Grace Halvorson created the **Position Description** for the minister and the whole team, with input from surveys, congregational meetings and focus group meetings, created the **Living Faith Story**.

Please see the attachment below with a copy of each of the three documents.

Moving to part time ministry has been an overwhelming task and somewhat emotionally draining as we came to terms with such a huge move. While we are a growing, vibrant and alive family congregation, we are just too small to sustain staffing costs. This has not been a new revelation, as for over 3 years we have been wrestling with the reality of financial restrictions.

Congregants when asked described what SUC meant to them as: **“meaningful worship, caring and compassionate people and fellowship and friendship”**.

We are looking now to our congregation to volunteer on a number of committees to sustain SUC as a loving, spiritually alive congregation where people still have a sense of belonging.

We are asking now that the board and congregation of Squamish United Church support our recommendation to move from full time ministry to half time (50%) Ministry and that we all actively engage in participation that will keep us alive and well.

Covid 19 has been an added concern for all of us at this time and we pray that we will all get through this as we make many new adjustments.

Blessings, Grace Halvorson, member of the Pastoral Relations Committee

Living Faith Story

Category Title	Guiding Questions
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Administration

List all the activities that currently support administration

We have a part-time administrator (20 hours/week).
We have an accounting firm that does our books.
We have volunteers who assist with Board meeting minutes and with SUC Financials.

What is your specific goal related to administration? (If you don't have one at this time, that's okay.)

No goal at this time.

How is your work in this area connected to your Christian faith? Why do you do what you do? How is it connected to your witness of the gospel?

What level of administrative support is offered to your community of faith and to your ministry personnel? Is it staff? Volunteer?

Paid admin staff (20 hours per week). Volunteer/paid staff combination when holiday time. Volunteers taking board minutes. Volunteers doing accounting tasks, e.g., TEWS, CEWS. Contract out accounting as well.

During COVID era, our administrator is supporting ministry by producing Sunday Service videos.

What kind of information technology infrastructure does your community of faith have and use? Are there expectations around using social media?

Website
Communication through Facebook
Power point during in-person services and meetings
Vimeo while services are being prerecorded (COVID era), and to update the faith community
The website is updated weekly along with Facebook and vimeo.

What model of governance do you use in your community of faith (e.g., council, official board, session)?

We are governed by an official board. The proposal for the new constitution will be presented for approval at our upcoming congregational meeting. The board will consist of a Chair, Treasurer, Secretary, and 2 members at large. This proposal to restructure was a result of the recent Leadership work that was done with Reverend George Meier supported by the Pacific Mountain Region.

How frequently do you review your financial situation? How would you describe your financial position: healthy? abundant? struggling? near to crisis? other? What is the “story” behind this description? How did you get here?

We review our financial situation monthly at board meetings, and yearly at the AGM. The financial position is near to crisis. Our congregational givings are currently not enough to support our expenses, and our rentals are a help but there is a huge shortfall. We currently do not have an ethos of fundraising and for the past several years the overarching realization has been that we simply cannot afford staffing as it has been (a full-time minister and part time administrator).

The annual deficits have been so daunting it was hard for members to see the possibility of new ideas and service. However, through hard and faithful work, and the support of the region, we engaged with Reverend George Meier in visioning a way forward. A new Spiritual Wellness Church plant is under development. This will employ our minister and administrator on a half time basis. This will enable us to reduce our staff accordingly and achieve a balanced budget for the coming year. Fundraising can then focus on new and interesting ideas and service rather than just meeting operating costs.

Describe the human gifts you have in your midst. What are your strengths? What areas do you need to nurture and grow?

Our minister, musical support, our members. We nurture congregational volunteerism and support for worship, fundraising and fellowship events. We have a growing Children and Family ministry, with congregants who have special gifts in working with children.

How much of your budget is allocated to administration?

Administrative costs (which includes part time Office Administrator, and accounting, auditing and legal fees) in this year’s budget is \$27,472 which is approximately 15% of our total budget. More details are included in our financial viability review.

<p>Community Outreach and Social Justice</p>	<p>List all the activities that currently support community outreach and social justice (e.g., soup kitchens, homeless shelters, seniors' centres, vacation Bible schools, English as a second language training, food bank, Christmas hamper, used glasses donations).</p> <p>Community Christmas Care (CCC), In from the Cold (homeless shelter support), Syrian refugee support, shawl ministry, M & S, Multifaith participation, 12 Step program, First United Mission Support, Benevolent Support, Hilltop hymn sing, Messy Church, Spirit Kids before/after school care, day camps, book studies.</p> <p>What is your specific goal related to community outreach and social justice? (If you don't have one at this time, that's okay.)</p> <p>To create a new entity focused on Spiritual Wellness for the Sea to Sky corridor. This entity will offer programs caring for individuals and the community in body, mind and soul. Ministering to youth and children is an important part of the Wellness Centre. A partnership between SUC and the new centre whereby the minister is employed 50% and the Wellness Executive Director is employed 50%.</p> <p>To live into being a "downtown church"- being a place that meets the needs of congregants and others in the community. To partner with other organizations to help meet these needs and to be innovative in creating programs of community outreach and social justice.</p> <p>How is your work in this area connected to your Christian faith? Why do you do what you do? How is it connected to your witness of the gospel?</p> <p>"We are a dedicated group of people with a desire to share God's grace and love within the community in which we live, work, play and worship".</p> <p>We live into our mission statement being: "An Inclusive Community Sharing God's World".</p> <p>How do you understand community outreach and social justice to be part of your community of faith?</p> <p>In the past, outreach has been an important part of this community of faith through the Community Food Bank, Community Christmas Care, M&S, working with First United Church in Vancouver for fundraisers, Hilltop Hymn Sing, Howe Sound Women's Centre, and the Syrian refugee program.</p> <p>Community outreach is currently done by a small group within the congregation that sees this as important. A group of younger families</p>
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in the church engage in Messy Church and were a part of starting up the before/after school care program. This is seen as a key part of the work and life of this community of faith for these families.

Ethos: Worship and work must be one.

How do you identify community needs? Who are the marginalized and vulnerable within your faith community? within your local community?

We reach out into the community by being active or connected in some way to social agencies such as the Sea to Sky Community services, the Women's Centre, the District of Squamish, the Multifaith group. We are aware of needs by actively living and working in our community. Invitational meetings have been initiated and an enthusiastic response was received from 5 groups. Our role was to listen to what were perceived as the needs of various groups and the question asked was how can we help? What can we do?

The minister in recent years has been the president of both the Women's Centre and the multifaith committee. This has given us a connection with these agencies and has brought forth other community connections through these roles. Our building is a strata partnership with Sea to Sky Community Services, which helps us to be aware of and connected to needs in our community.

One of our roles is to find the underserved. As a small church we have partnered with community organizations, including Under One Roof and Helping Hands, to help meet larger needs such as homelessness and food insecurity.

To what extent do you collaborate with other groups with common goals or interests?

The minister is the co-chair of the yearly Community Christmas Care project. Every year, a number of church members volunteer their time with this project. Until this year the minister was also the president of the Multifaith society for five years. SUC staff also collaborate with Sea to Sky community services and support their events when appropriate.

What are the unique needs or strengths or issues facing the community right now? How have you responded?

The need for support and programs for children, youth and their families and the need to reach out to seniors and shut ins has been identified.

We have responded to the needs of children and families by offering Messy Church - an opportunity for both church and non-church families to come together with all ages for a time of faith and learning along with a meal. We have also created a social enterprise and ministry outreach through our before/after school care program.

If someone were to visit your community of faith, how would they know you are involved in community outreach and social justice activities?

Our website and church weekly ENews share some information about our outreach activities making them visible to others. Communicating both within and to the community about our work is an ongoing goal.

Our Spirit Kids before/after school program, participation with the PRIDE community and the Women's Centre.

Many people in the community are now aware of our generosity because of the building of Centrepont. SUC was a busy place in the 60s, 70s, 80, and 90s and finances were not a problem. But, by 2000 the membership was starting to decline. It also became apparent that we would need to do renovations to our building (which was originally built in 1963, as the Christian Education Centre, with a church to be built at a later date). In early 2000, we also sold our manse which provided us with a very nice sum of money with which to consider building a new facility.

We began visioning and researching. We had 5 lots in downtown Squamish and after a great deal of visioning around our mission, we decided to enter into a partnership with Sea to Sky Community Services Society (SSCS), an active social agency, and BC housing. We **gifted** the 5 lots to the society with the understanding that we have a 99-year lease and can use the building when not being used by the society (for example the board rooms in the evening, the commercial kitchen, etc.). Each of the partners was responsible for their own building costs for their areas of the building.

The building is called Centrepont and we own our sanctuary and offices. SSCS financed their portion and BC Housing financed the housing project. Building began in 2015. Our part of the building is mortgage free and we were left with some funds but not enough to exist indefinitely with full time staff. We were fortunate to worship with the folks at St John the Divine Anglican Church for the 2 years that we were out of our building. In 2017 we moved back into our new church.

This endeavor jointly created a brand new facility, that now provides affordable housing, before and after school care and a new multipurpose congregational space for the church. However, in retrospect our generosity and mission contributed to our current financial challenges.

How do you think your community of faith is seen in the local community?

Since the building of our new facility that is connected with Sea to Sky Community Services, our church has become more visible in the community.

While local service agencies know us well and are often in touch with the minister and administrator around how we can support one another, we are not high profile. We are still mostly 'invisible' to the larger community of Squamish. Our mission and work in the community are not (yet) well understood in the larger community of Squamish.

Would community members (people not involved in your community of faith) describe you as being involved in specific local, global, or community issues? What would those issues be? If you don't think your community of faith is seen as being involved in local or global community issues, how do you feel about that?

Community members would see the minister as involved in the wider community through the Women's Centre, Multifaith, Community Christmas Care, Pride events and some recent work with anti-racism rallies.

In recent conversations with other local agencies they have expressed interest in seeing greater involvement from members of our faith community. This is something a small group in the community of faith continue to work on.

To what extent do you know and use General Council resources about specific justice issues (e.g., climate change, Indigenous justice, intercultural vision, becoming an Affirming congregation)?

Only minimally at this time.

How are those who are involved in community outreach and social justice activities supported by others in the community of faith?

UCW receives strong congregational support for fundraising for First United, the Women's Centre, Helping hands Clothing Drive.

The congregation is very active in Community Christmas Care.

How much of your budget is allocated to community outreach and social justice activities?

None of our budget is directly allocated to community outreach and social justice.

We support M&S and the Syrian refugee families; these are flow-through items in the budget.

<p>Denomination and Communities</p>	<p>List all the activities that currently support your denomination and communities (e.g., active in your regional council or General Council, collaborating with local agencies or tenants within your building).</p> <p>SUC has always had members who are active in Presbytery. Our minister has been the Chair of the Region’s Spiritual Care Network and is active in supporting Regional initiatives.</p> <p>What is your specific goal related to your denomination and communities? (If you don’t have one at this time, that’s okay.)</p> <p>To nurture Christian faith and discipleship practice.</p> <p>How is your work in this area connected to your Christian faith? Why do you do what you do? How is it connected to your witness of the gospel?</p> <p>How is leadership by lay people and ministry personnel exercised in your community of faith? at the regional council or General Council?</p> <p>We have a committed board, an active UCW, a Healing Touch group, and a Men’s Group.</p> <p>We have created a Leadership Team to look beyond the day-to-day administration of the church.</p> <p>We are looking to create active pastoral care and worship committees.</p> <p>How is leadership exercised in your local community? How important is it for your community of faith to be involved with other local leaders (not necessarily within the church) and/or with other faith communities and their leaders?</p> <p>A number of congregants are involved in outreach activities: Syrian Refugee support (tutoring, administration), Multifaith volunteering, World Day of Prayer.</p> <p>How does your minister’s ability to develop meaningful partnerships affect your community of faith’s ability to thrive and move toward your mission priorities?</p> <p>The minister is very involved in partnerships with other community groups. This has connected us with other agencies and groups.</p>
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How important is it that your minister is well-connected with other ministers (has a support network)? with other community leaders outside the church (e.g., social service, ministerial, local politicians)? to the work of the regional council? to General Council activities?

Team connections with a number of other ministers are very positive. Our minister is currently co-chairing CCC which is sponsored by the ministerial. During the time when the building was under construction, our minister worked in a team situation with the Anglican minister. He has since retired and she works well with the new minister. They work together during Advent and Lent, in offering book studies and on occasion when one or the other is ill or on holiday they may offer services jointly for both congregations.

It is important to us to have a minister who engages with other religious and community leaders. To be successful we need to understand and support what others are doing and partner with them when appropriate. Our minister previously chaired the Multi-faith group for 5 years.

What role do lay people play in developing and nurturing effective ministry partnerships?

It is encouraging to see more lay people becoming involved in events such as Messy Church, children's church, World Day of Prayer, and Men's breakfast (a partnership with the local Anglican Church), Hilltop hymn sing and birthday parties, and Community Christmas Care.

Is this a formal team ministry position? If so, what are the relationships among the team members—who reports to whom? Or are the relationships based in cooperation and collaboration?

We currently only have one minister moving to part time.

In the past, we have had a part-time staff person as Director of Family Programming. She is currently on maternity leave and we hope to fill this position again as our congregation grows. As the Spiritual Wellness Centre develops this program may better fit there.

How do you expect the ministry personnel to work with other non-ministry paid staff? with lay people?

The minister is a resource and partner with other staff at the church. She supervises the administrator with support from M&P.

Faith Formation and Christian Education

List all the activities that currently support faith formation and Christian education growth (e.g., Sunday school, youth group, confirmation classes, seekers' group, Bible study, prayer circles, seniors' circles, spiritual practices, activities for families, parents of teens support group).

Children's Church

Pro - d Day camps

Summer camp

Messy Church

New members groups

Study groups (offered frequently but not well attended)

Book study

Meditation group

What is your specific goal related to faith formation and Christian education? (If you don't have one at this time, that's okay.)

We are proposing the creation of a Spiritual Wellness Centre (The CUP is within this) that is an inclusive environment that empowers children and youth to:

- realize their value as individuals
- develop meaningful relationships
- understand, appreciate and actively engage in the world.

The proposal will unite people with their potential and purpose. We imagine offering programs for the whole of the Sea to Sky Corridor. The mission of The Cup is to care for individuals and community, body, mind and soul.

How is your work in this area connected to your Christian faith? Why do you do what you do? How is it connected to your witness of the gospel? Describe why you think this is important or unimportant.

In light of our challenges, a leadership team was struck in March 2020, with the direction of Rev. George Meier. A passionate, spirit-led pursuit of a group of lay leaders and the minister of Squamish United Church met weekly over a period of 5 months. Out of these meetings, after reflecting on our history, our current context, our mission, the needs of our community, and our own spiritual quests, a vision of a Spiritual Wellness Centre emerged.

Our vision for The Cup (uniting people with their potential and purpose) is a Spiritual Wellness Centre offering programs for the whole of the Sea to Sky Corridor. Its mission is to care for individuals and community, body, mind and soul. There is a special emphasis on programs for children and youth, which has always been an area of emphasis for SUC, and which we have heard addresses a need within our wider community.

How are these activities supported by ministry personnel? by lay people?

We have a strong sense of commitment for Mission and Service and committed lay leadership.

UCW, healing touch, and Men's groups are entirely lay led without ministry personnel involvement at this time.

All other groups are led by the minister.

To what extent do you think these activities are effective? How do you know they are or aren't?

Messy Church and Children's Church are building Christian formation with families. We recognize this through the regular attendance and growth of the programs.

How important are small groups to supporting people in the formation of their identities as "disciples" and as members of this community of faith?

Church members have expressed a strong desire to be connected as a community. This came out during COVID era and in talking with people about their priorities as we move to a part-time minister. Small group ministry was mentioned as one significant way to be connected as a community.

How much of your budget is allocated to supporting faith formation and Christian education activities?

There is not a specific budget allocation for faith formation or Christian education at this time, beyond the budget that is already allocated to the minister's salary for these activities.

Leadership

List all the activities that currently support leadership (e.g., lay leadership training, conflict resolution workshops).

A small board retreat is held usually once a year. Attendance at conferences is encouraged by our minister and lay people sometimes attend. This year, our minister and a few lay members attended Inhabit conference.

What is your specific goal related to leadership? (If you don't have one at this time, that's okay.)

We have a goal of building lay leadership through the Worship committee and Pastoral Care committee. New committee descriptors for both teams have just been developed. These teams will add significant leadership capacity to our congregation which will free up more of the minister's time.

How is your work in this area connected to your Christian faith? Why do you do what you do? How is it connected to your witness of the gospel?

Pastoral Care and Worship are the foundations of our Christian faith.

Describe the minister whose leadership skills best matched your community of faith's needs. What was it about their style of leadership that made a good match?

The congregation works well when the minister connects on an individual basis with each member. A minister who can help people connect the Bible, current events, and literature to support living a Christian life.

What kind of leadership skills are you looking for in your minister (e.g., strong authoritative leader who sets direction and motivates others to follow; strong consensus-builder who takes time to include everyone in decision-making and enables others to participate; an able companion who supports and nurtures)?

A collaborative leader who supports and nurtures. In addition, a leader who helps carry our new vision for The CUP and can work in a tandem role.

Who do you look to for leadership in your community of faith?

Our minister, our board, our newly-formed leadership team, and other congregants.

How much responsibility for leadership is placed on ministry personnel? on lay leaders?

Currently our minister is shouldering much of the leadership with some help from the board and the newly developed leadership team.

How does your community of faith support the development of leadership skills in ministry personnel? in lay leaders?

Study leave, continuing education and connection with the Pacific Mountain Region of the United Church of Canada

What are the barriers in your community of faith to achieving your goals? Do any areas of leadership need to be developed in order for you to achieve your goals? Are there unacknowledged areas of conflict that prevent you from moving forward? To what extent do you have the skills to address conflict and communication challenges in your community of faith?

The congregation is tired and somewhat fractured and nurturing is needed. It is a tall order but necessary. The Covid Pandemic is also contributing to the congregation being disjointed. We are in need of a Worship committee and Pastoral Care committee. We are entirely reliant on our minister and the region at this time. A lack of resources offered for grassroots congregations is evident. Financial concerns have also added stress.

How much of your budget do you allocate to leadership development for ministry personnel? for lay leaders? for those who are not currently in leadership but who demonstrate interest and potential abilities?

There is an educational allowance for the minister, but no direct allocation for lay leaders.

How do you support lay people in discerning their gifts for leadership?

People identify their own strengths and interests. The minister is also skilled at listening to people, discerning how their skills fit the needs of the church, and engaging people in leadership roles.

<p>Pastoral Care</p>	<p>List all the activities that currently support pastoral care (e.g., home visitation, caring phone calls, prayer shawl knitting).</p> <p>There is nothing formal. We have a caring ministry team that is not fully functioning and needs some leadership. We have reinstated a Pod system to help keep in touch and if anyone is known to need a visit, they are referred to our minister.</p> <p>What is your specific goal related to pastoral care? (If you don't have one at this time, that's okay.)</p> <p>This is an important goal for SUC going forward that needs to be further developed.</p> <p>How is your work in this area connected to your Christian faith? Why do you do what you do? How is it connected to your witness of the gospel?</p> <p>Pastoral Care is one of the foundations of our Christian faith.</p> <p>How do you define pastoral care in your setting?</p> <p>Overall it is not functioning well.</p> <p>How much time is spent on pastoral care by your current ministry personnel?</p> <p>In an informal assessment of how she spends her time, our current minister reported spending 15% of her time on pastoral care.</p> <p>To whom is pastoral care provided (e.g., members, adherents, community members)?</p> <p>Members, adherents, and community members.</p> <p>Who (in addition to ministry personnel) provides pastoral care now? What training do they have? To what extent are they supported by the ministry personnel?</p> <p>A number of very caring individuals do offer support to others.</p> <p>SUC has offered 2 formal training sessions for pastoral care prior to 2019.</p>
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Creating a lay pastoral care committee has been discussed as we considered the consequences of moving to a part-time minister. During listening sessions, we heard that people want to receive care from the minister. This new committee will need training and partnership with the minister to be successful.

Have you identified specific spiritual care needs in your community of faith or local community for which special skills are required? (E.g., Do you have a special ministry for people struggling with addictions, or do you have a large number of seniors? How important is palliative or end-of-life care, or support for families of children with special needs?)

No specific focus.

Is there a team of trained lay people that support the pastoral care of the minister?

See above.

How much of your budget is allocated to supporting pastoral care?

There is no direct allocation. Pastoral care, other than what is done by the minister, is carried out by volunteers.

<p>Self-care</p>	<p>List all the activities that currently support self-care and spirituality within your community of faith (e.g., healing touch, spiritual practices).</p> <p>Healing touch, Hymn sing at the local Extended Care Facility, Prayer group, meditation group</p> <p>What is your specific goal related to self-care and spirituality within your community of faith? (If you don't have one at this time, that's okay.)</p> <p>How is your work in this area connected to your Christian faith? Why do you do what you do? How is it connected to your witness of the gospel?</p> <p>We are a dedicated group of people with a desire to share God's grace and love within the community in which we live, work, play, and worship, fulfilling our mission of:</p> <p>An inclusive community serving God's world.</p> <p>Out of this has grown our proposal for The Cup: A Spiritual Wellness Centre.</p> <p>How do you support the development of a community of faith identity?</p> <p>We have been working since April with the Region, Reverend George Meier, the Board and the new Leadership Team. The board of SUC will be continuing to engage with the congregation in forming a sense of identity and purpose as the church makes its way through COVID times.</p> <p>How do you build a sense of community within your community of faith?</p> <p>Coffee hours after Sunday service, luncheons, fall dinners, fundraisers that foster socializing and fundraising (Talk Turkey luncheon to raise money for First United and provide lunch for the congregation), pancake breakfast.</p> <p>During COVID era, a weekly online coffee hour.</p> <p>How do you love and support one another?</p>
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Informally through phone calls and visits. A weekly e-newsletter is sent out to the SUC community and helps to keep people connected to church events.

How do you encourage participating members to find a balance (e.g., helping people not to burn out)?

We're working on this... we don't currently do this well, but we are a welcoming congregation and have invited newcomers to become more involved in the church's leadership which has created space for longer serving members to take a rest. This new energy has been wonderful and allowed long time members to engage in other aspects of church life, notably, pastoral care and worship teams.

How much time is spent together as a community that isn't about raising money?

Pre-COVID, we spent a large percentage of time in fellowship in activities such as Men's breakfast, UCW, and after-service coffee hour. Typically, there would be at least one event offered each week. Difficult to give a percentage.

How much do you like each other? How do you have fun together?

Fellowship and friendship are high on everyone's list as to what they love about SUC. Music was also an area of great fun for people but for the past few years we have not had a choir (though we have had a music team for worship services).

In the past, we have had a ski day, curling day, and a walk in the estuary.

How vulnerable and honest are you able to be with each other?

This will depend to some extent on different people's personalities. We try to be forthcoming, and we want to encourage people to share what's on their minds.

How would you describe the spiritual life of your community of faith?

There is a vibrancy and an opportunity for a very spiritual life at SUC. Sunday worship, children's church, messy church, a band, book studies and meditation are all offered by our minister. The opportunity to attend conferences (for example the Inhabit conference; our minister and 3 others attended) is made available to us.

How does your community of faith support the health and spiritual growth of your minister?

Supporting self-care and professional development are in her position description. In Summer 2019, we supported a sabbatical. We have been cognizant and supportive of the minister investing in her growth plan and in taking time for self-care.

How important is the health and spiritual growth of your minister for the health and spiritual growth of your community of faith?

Our minister is active in seeking her own spiritual growth through conferences, courses, and staying current and engaged with the Christian world. This is reflected in her worship services and teaching, which enables us to grow spiritually as a congregation.

What do you hope your minister does to support their own health, wellness, and spiritual growth?

It is important for her to balance time for herself and her family and her work environment. We hope our minister doesn't feel she has to make up for time taken for spiritual development and self-care. It is our goal to see that she feels refreshed and not overburdened when she returns.

Worship

List all the activities that currently support worship (e.g., traditional order of service with hymns, prayers led by one person, 20-minute sermon/reflection, scripture readings; contemporary with shorter sermon, more music, variety of prayer styles; reflective with lots of time for silence and contemplation).

Traditional order of service

PowerPoint

Children's time

Special music at times

Lots of inclusion/variety of hymns

Regular sermon time

Scripture readings

Visually interesting and relevant decorations on the altar and walls of the church

Some interactive opportunities for the congregation (participating in the children's moment, post-it note gathering of ideas, open ended questions for internal reflection)

What is your specific goal related to worship within your community of faith? (If you don't have one at this time, that's okay.)

To find a balance that works for the majority so that all can feel comfortable worshipping together. This was coming along nicely before the pandemic hit. It is a challenge to be inclusive for all.

And to provide an opportunity for people to grow in their faith journey-balancing learning and absorption of new ideas with opportunities to actively engage in living out one's faith.

How is your work in this area connected to your Christian faith? Why do you do what you do? How is it connected to your witness of the gospel?

Worship is a foundation of our Christian faith.

Describe the demographic profile of your community of faith at worship. (You may have to describe multiple profiles if your community of faith offers more than one worship opportunity or if you are a multi-point pastoral charge.)

0-20 15

21-30 1
31-40 7
41-50 10
51-60 12
61-70 21
71-80 13
81+ 11

Messy Church has from 10 - 30 attending monthly. Regular worship has an average of 25 - 40 adults. Most adults attend regularly at least twice a month and there are from 6 - 12 at Sunday children's church.

What makes worship inspiring for your community of faith?

Being with others who are interested in growing in their faith, while engaged in thoughtful conversations and activities that promote Christian spirituality. Music, diversity of presentation styles, relevant conversations, and interactive participation are elements of worship that are appreciated.

What aspects of the worship service are led by the minister? What aspects are often led by lay people?

80% by the minister

Led by lay people: Greeters, M & S, receiving of offering, music, lay readers for scripture.

How do you use technology in worship?

PowerPoint, speaker system, streamed music and videos. The sanctuary has two large screens, projectors, and a sound system to support worship.

Is music most often accompanied by organ? piano? praise band? no accompaniment?

Piano, supported by a small band, guitar, recorder, singer

What types of music are most frequently used (e.g., classical church music, traditional hymns from *Voices United*, range of music from

both *Voices United* and *More Voices*, other contemporary hymns, secular music that lends itself to worship)?

We use all of the named hymnals and music styles. We strive to use a range of hymns and secular music that lends itself to worship.

Is there a choir? a children's choir? other musical groups? Are there professional musicians in music leadership?

We have a professional piano accompanist who plays weekly. We also have a children's choir at Christmas and occasionally at other times and an adult ensemble that plays regularly during worship service (including during the Covid era).

What type of worship leadership is most frequently used during sermon time (e.g., sermon delivered by minister, sermon with dialogue, dialogue based on the text, drama)?

Sermon delivered by the minister. She frequently uses a video to support the sermon theme.

Who usually leads prayer? Do participants offer prayers aloud? in silence? Are there sung prayers? circle prayers? written-down prayer requests?

The minister leads prayer. There is an offer to pray aloud or in silence, at times there is a call for congregants to write down prayer requests.

What translation of the Bible are you most comfortable with?

What is meaningful for you in sermons in terms of content, relevance, academic/theoretical/historical components, length?

We value sermons that link the Bible, current events, and literature providing an opportunity for Christian growth and reflection.

How do you support the ministry personnel to grow in their worship leadership? How do you support lay people to grow in their worship leadership?

We support the minister by supporting professional growth and welcoming new practices during worship and embracing a variety of cultures; their faith practice and languages.

How much of your budget is allocated to providing inspiring worship?

Currently, less than 5% of the budget is allocated directly to worship costs. We recognize we need to address this.

How comfortable is your community of faith in experimenting with worship? Give an example of some experiments you've tried and what you've learned.

During listening sessions about worship with a part-time minister, people expressed an openness to new ways of worship combined with traditional worship. Discussion based worship using a written, spoken, or video document, small group discussions, and music were named as possibilities. People feel it is important to have some form of worship on a weekly basis and want some of it to be traditional. However, with careful implementation and flexibility the congregation seems comfortable with alternative worship styles.

Some of the things we've done successfully in the past include a First Nations guest story teller and drummer, opportunities for congregants and friends to tell their unique stories, dramatizations, and a homecoming pancake breakfast followed by an interactive worship service.

How is stewardship kept visible? Who takes responsibility for it now? How comfortable is your community of faith with talking about money?

Stewardship was not really visible at all. Since the pandemic hit, our Sunday services have been videotaped prior to Sunday morning and we view the service on Sunday morning or later in the week. Coupled with the e-news and the video, the ask for support has been happening and right in front of us! This has been a good thing. Various ways of giving have been highlighted. At almost the same time it was announced that we would have to go to half time ministry. Both of these major events have made speaking about stewardship easier.

Comments Current year has significant federal COVID salary assistance after July 1. There were more grants prior to 2 years ago, but I have not been able to ascertain just how much
Prior to building Centrepont the proceeds from the sale of the manse (in 2008) were invested. The funds totalled about \$2M, and generated significant returns. As the deficit grew in operating funds an amount of \$5000 per month was transferred to offset the shortfall. The annual earnings from the investments were greater than these withdrawals, so that the total of the investment funds remained approximately constant during this time.

There were committees and congregational meetings to discuss how best to use these funds. Eventually it was decided to build a new church, in conjunction with Sea to Sky Community Services (SSCS).

SSCS encompasses many of the local social services. Prior to the construction of Centrepont the SSCC offices were spread out in several buildings, generally in rented space. The agreement with SSCS also included the construction of a 4 storey building of low rent apartments. As part of the agreement SUC gave 4 of its 5 lots to the project, and formed a strata arrangement with SSCS.

Fundraising for the SSCS and the new Squamish United Church facilities were separate. Designs and financial estimates for the buildings evolved over perhaps a year. During this time SUC appealed for support from its members and raised another approximate \$200K . Once the design was agreed upon, funds to cover the expected costs were transferred from the investments to accounts designated for the new building. Initially it was expected that there would be \$500K to \$700K left in the investments after the completion of the new building. By the end of 2018 only \$223K remained of the original investments, in the form of two \$100K GICs and \$23K in another account. One of these GICs was cashed in 2018 to cover the deficit in operating expenses.

In 2018, 2019, and 2020 various grants were obtained for a variety of purposes that offset our deficit budgets. Last year a significant building project (new sound panels for the sanctuary) which cost approximately \$20,000 was completed using money remaining from money set aside for additional buildings costs. This fund (referred to as the New Building fund) had the 23K that was not put into the two GIC's. That money in this fund is now used up. An untapped GIC still exists which is described below.

A recent financial statement is appended to this document.

2. Payroll Costs

At present we have called or appointed the following paid staff:

Minister: 40 hours per week

Secretary: 39 hours per week

Custodian: 4 hours per week (cleaning and chair set-up)

Other (youth, Sunday School, etc.): _____ hours per week

Cost of payroll (\$ paid plus employer contributions (EI, etc.) for everyone:

Current year (July 1)	1 year ago	2 years ago	3 years ago	4 years ago	5 years ago	6 years ago
\$46,613*	\$139,517	\$134,759	\$80,478	\$72,634	\$68,015	\$78,565

* This is net of federal COVID assistance

Two years ago a significant deficiency was noticed in both the salaries of our minister and church secretary. These deficiencies (which included several years) were paid to them. Then Spirit Kids began operation which included staffing for the before and after school programs

3. Have you experienced a deficit for more than two consecutive years in the last five years?

Yes, each year

4. Are there any outstanding loans?

no

5. Do utilities, maintenance, and repairs exceed 25 percent of revenues?

Year	Utilities and phones	Strata fees	Total	Exceeds 25% of Revenues (Yes or No)
Current year (July 1)	\$1,120	\$5,144	\$6,265	No
1 year ago	\$2,760	\$10,030	\$12,790	No
2 years ago	\$2,047	\$9,256	\$11,303	No
3 years ago	\$2,248	\$2,314	\$4,562	No

6. How many contributors support your congregation?

Current year	1 year ago	2 years ago	3 years ago	4 years ago	5 years ago	6 years ago
75	63	64	55	61	106	95

Note: an earlier Treasurer believes that the numbers from 5 and 6 years ago are probably higher than actual because of a clerical error.

7. How many contributors would you have in each age group this year?

0–20 years	
21–30 years	1
31–40 years	7
41–50 years	10
51–60 years	12
61–70 years	21
71–80 years	13
81+ years	11

8. Is there a reliance on a few generous contributors where 50 percent of the revenues come from one or two contributors?

Contributors and Givings

Annual giving	Number of givers: Current year	1 year ago	2 years ago	3 years ago	4 years ago	5 years ago	6 years ago
\$0–\$100		16	18	12	17	57	32
\$101–\$500		11	13	11	12	11	25
\$501–\$1,000		11	11	10	10	13	12
\$1,001–\$5,000		24	22	21	22	25	26
\$5,001+		1	0	1	0	0	0

The breakdown of contributors 4 years ago was not recorded in the annual report. We had a different church secretary/administrator at that time and I have been unable to find the files that would contain those data.

9. Have you taken part in a stewardship project (campaign) in the past two years?

No project

Letters to congregation when we have the need

Regular information and letters sent to all members and adherents

Program such as *Called to Be the Church* (www.stewardshiptoolkit.ca) with information during worship, letters, and a request for commitment

Program and information presented at a congregational get-together

All-member visitation

Other

If you did, what were the results?

Visitation was very positive

Have you encouraged members, yearly or more regularly, to increase PAR givings? Yes No

10. Please list any investments, special funds, and other monies your community of faith holds. What are the rules/restrictions around the use of those funds?

We have \$103,000 in a GIC. This is money from the sale of the manse. Use of this money requires approval from the Trustees, approval from the Board and approval from the congregation. The Trustees feel that this money should only be used as an absolute last resort; for example, to pay the Minister's salary if we had no money left.

Having examined your current financial situation, you will want to examine the minister's salary schedule (www.united-church.ca/leadership/church-administration/ministers-salary-schedule-and-cost-living-groups) and work with your treasurer to determine the cost of ministry personnel at different increment categories. This will include salary, allowances, and employer contributions to government plans, pension, and benefits. Your treasurer will perhaps understand these tools more clearly than members of the search team.

- *The United Church of Canada provides Budgeting Tools for Treasurers for both ministry personnel and lay employees on the General Council website: www.united-church.ca/leadership/church-administration/budgeting-tools-treasurers.*
- *In addition to the employer costs noted in the tables in these United Church tools, there are employee and employer premiums for Employment Insurance and Canada Pension Plan. (Tables for these costs are available on the Canada Revenue Agency website: www.cra-arc.gc.ca.)*

Thinking about the Data You Have Collected

The covenant with a minister that you call is seen to be at least a three-year commitment. Show how you will be able to meet that commitment.

By going to a half-time ministry and sharing the basic utility and strata costs with the proposed CUP: Wellness Centre we will have a balanced budget

Observations

Treasurer's observations:

Our current financial situation is dire and many options for remedy have been tried over the last four years. Creation of a Leadership Team that developed the proposed Wellness Centre has presented a way forward.

Search team's observations (if separate from above):

Regional council's observations (optional):

Recommendations

Now that you have all of this information, what is your plan for ministry (ministry stream, highest category you feel you can afford, full- or part-time), and how are you planning to pay for this ministry for at least a three-year commitment?

Recommendation of search team, treasurer, and governing body:

The Squamish United Church _____ community of faith is viable to call/appoint a minister in Category F for 20 hours per week.

POSITION DESCRIPTION

MINISTER Part-Time (50% of Full Time) Squamish United Church

GENERAL PURPOSE

The Minister's role is to lead and support the congregation in fulfilling its mission — "*To be an inclusive community serving God's world*".

SUPERVISION & ACCOUNTABILITY

The Minister is accountable to Squamish United Church, through the Ministry and Personnel Committee and the Official Board for the fulfillment of the job functions described in this job description, and is accountable to the Office of Vocation for oversight and discipline, and to the Pacific Mountain Region for support and collegiality.

AUTONOMY IN DECISION-MAKING

The minister can make independent decisions regarding the worship services for which she is responsible, including choosing the music. The minister provides direction to the Office Administrator and Director of Family Programming (or volunteer substitute) as needed, and is responsible for the approval of all overtime hours. For the most part, there is flexibility around the structure of her day, depending on work commitments. She can also, as time permits, choose community events to be involved with and to what extent. Most other duties require consultation with the various teams and/or committees, mainly worship and pastoral care. Vacation and continuing education plans are made in consultation with M&P. The minister has the authority to make decisions around expenditures, mainly from Worship Expense or Ministerial Education & Resources, but must keep expenditures within the approved budget. Extraordinary expenses beyond the scope of the budget are to be brought to the attention of the Treasurer prior to approval of the expense.

OVERVIEW OF RESPONSIBILITIES

Worship: (41.25% or 33 hours per month)

- Plans, facilitates and leads full worship services two times per month with input from the Worship Team and others as required. One of these two Sundays is a Communion Sunday.
- Provides training and guidance to the Worship Team.
- With input from the Worship Team, plans, facilitates and leads worship services on Christmas Eve and Easter, and ensures that worship is planned for Holy Week.
- Conducts baptisms, memorial and funeral services, and weddings as requested and available.
- Works with congregational musician(s).

Pastoral Care: (12.5% or 10 hours per month)

- Provides support and open communication to the Pastoral Care Team who will manage the routine pastoral care on a regular basis.
- Ensures training and guidance for the Pastoral Care Team
- Provides pastoral care and visitation in consultation with the Pastoral Care Team.
- Demonstrates good communication skills; be a good listener, be approachable, be respectful, and respect confidentiality.
- Refers individuals and families needing support to the appropriate agencies or assistance when appropriate.

Outreach: (7.5% or 6 hours per month)

- Supports and encourages members of the congregation to be involved in community events, e.g., the Community Christmas Care Program, Refuge Families, Multi-faith Association. The minister participates when available.
- Welcomes all members of the community to attend and/or participate in the various activities of the church.

Administration: (18.75% or 15 hours per month)

- Is a member of the Strata Board representing Squamish United Church. (1 meeting/quarter)
- Ensures that everyone using our facilities are aligned with our mission and values.
- Provides direction to the Office Administrator and the Director of Family Programming as required.
- Remains current with the United Church of Canada's policies, procedures and requirements, as well as our own congregation's policies and procedures, and works with the Board to ensure that the congregation is in compliance.
- Attends Church Board meetings and is an ex-officio member of all other committees with the exception of the Ministry & Personnel Committee and Nominations.
- Responds to communications or drop-in visitors that cannot be handled by the Office Administrator, or are better handled by the minister as time permits.

Christian Education: (10% or 8 hours per month)

- Works with the Director of Family Programming and the Worship Team regarding programming and resources for Children's Church and other family programs.
- Works with the Worship Committee to plan an Advent/Lenten Series on an alternating basis.
- Organizes and conducts an Introduction to the United Church program for new members and others as required.
- Organizes pre-marital and baptism classes when needed.

Pacific Mountain Regional Council: (5% or 4 hours per month)

- Attends meetings as required.
- Participates in a committee or work group of the wider church as time permits.

Self-Care: (5% or 4 hours per month)

- Works closely with the M&P Committee to set goals and guidelines for on-going self-care.

Requirements:

- Ordained, Commissioned, or Recognized Ministry Personnel in the United Church of Canada.
- Be experienced, especially in the areas of leadership, pastoral care and worship.
- Be a good communicator who is able to relate to people of all ages.
- Be proficient with social media and technology.

Terms of Employment:

The United Church Manual, the United Church Employment Guidelines, the original Call/Appointment Form, and any relevant Provincial Legislation shall be used as terms of employment for this position. Increments of salary and benefits, consistent with the National United Church Schedules, are to be determined by the Board, in consultation with the minister and the M&P Committee.

Approved: November 10, 2020

POSITION DESCRIPTION

P/T CHURCH OFFICE ADMINISTRATOR Squamish United Church (Approved October 28, 2020)

GENERAL PURPOSE

Responsible for the organization and co-ordination of office operations and management of facility rentals in ways that support the congregation's mission — "*To be an inclusive community serving God's world*".

SUPERVISION & ACCOUNTABILITY

The Office Administrator is accountable to the Ministry & Personnel Committee for general direction and overall job performance, and takes direction from the Minister for day-to-day issues.

HOURS OF WORK: 20 hours per week.

OVERVIEW OF RESPONSIBILITIES

- Records, edits and produces the worship services.
- Provides administrative and clerical support to the minister.
- Prepares and distributes weekly E-News announcements.
- Tracks registrations for various church programs, e.g., Morning Meditation, Children's Church, Evening Prayer, etc.
- Deschutter & Associates will provide the majority of bookkeeping services with the exception of the following:
 - the timely payment of bills including the preparation of cheques for signature
 - prepares documents for the accountant, including the coding of expenses and donations, payroll statements including EI, CPP, & pension.
 - inputs payroll through the ADP payroll system
 - prepares invoices for user groups
 - prepares bank deposits
 - issues tax receipts annually for all appropriate donations
- Manages all rental bookings and the ongoing administration associated with these rentals.
- Provides general information to congregants, the public and others.
- Maintains, edits and updates the church website.
- Publishes the Annual Report, newsletters and other reports as requested.
- Performs other related duties as assigned.

SKILLS REQUIRED

- be proactive in planning and establishing priorities, and adjust work flow accordingly in order to meet deadlines
- be proficient in bookkeeping practices using QuickBooks (experience with equivalent software is acceptable)
- be able to work well with other people, including user groups
- be flexible, resourceful, tactful, and confidential
- be able to represent the church to the public positively

JOB REQUIREMENTS

- Secondary school graduation or equivalent
- Experience working in a professional office

Proficiency in the following:

- Video-taping and editing
- Microsoft Office – Word, Excel, PowerPoint and Publisher
- Windows Media or equivalent
- Social Media platforms utilized by the church
- Bookkeeping, QuickBooks
- Rental booking management
- Website management and editing expertise

SQUAMISH UNITED CHURCH
WORSHIP TEAM

1) **Purpose**

Working in tandem with the minister, plans, facilitates, and leads when required, the worship services of the congregation.

2) **Membership**

The minister, keyboardist, and a minimum of three lay members of the congregation. Gifts that will be valuable on this team are creativity, leadership and enthusiasm.

3) **Reporting Relationship**

To the minister and the Board.

4) **Duties**

- I. Plans, facilitates and leads a variety of alternate worship services 2 or 3 times per month (including but not limited to video-based discussion, music reflection, etc.).
- II. With the minister:
 - (a) Assists with the planning of worship services on Christmas Eve and Easter, and the coordination of worship for Holy Week.
 - (b) With the assistance of the Director of Family Programming, ensures that the resources for Children's Church have been ordered and available when required.
 - (c) Assists with the planning, facilitating and/or leading an Advent/Lenten Series on an alternating basis.
 - (d) Organizes Sanctuary décor
- III. Arranges for readers, and coordinates elements for communion and baptisms.
- IV. Coordinates pulpit supply for the minister's vacation and continuing education leave.

SQUAMISH UNITED CHURCH
PASTORAL CARE TEAM

1) **Purpose**

The Pastoral Care Team takes a leading role in supporting the pastoral ministry of Squamish United Church for all members and adherents.

2) **Reporting Relationship**

To the Minister and Board

3) **Membership of the Pastoral Care Team**

The minister and lay members of the congregation. Members must demonstrate good communication skills, be good listeners, be approachable, be respectful, and respect confidentiality.

4) **Duties**

- a) Provides routine pastoral care to members and adherents of the congregation on a regular basis, offering support to those who are adjusting to change, loss, illness or death. Support is also offered to shut-ins who may require a visit or phone call.
- b) Keeps the minister informed of the pastoral care needs of the congregation and in consultation with the minister, coordinates visits by the minister when required.
- c) Informs the minister of situations where individuals or families are needing support or assistance beyond the scope of the Pastoral Care Team.
- d) Sends out cards on behalf of the congregation as appropriate.