



Kincardine United Church
Joint Needs Assessment
2013

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INTRODUCTION

As agreed at the Annual Congregational Meeting in February, 2011, the Council contacted Bruce Presbytery to ask that a Joint Needs Assessment process be initiated at Kincardine United Church. The Presbytery agreed and appointed two representatives to the JNAC (Joint Needs Assessment Committee): Reverend Herb Klaehn of Walkerton and Charles Clarke of Teeswater. Council then named the congregational representatives who are: Marion Boyd, Rod Coates (Secretary), Liz Dillman, Joan Leaning (Co-Chair), Rad Michielson and Caitlin Roscoe (Bailey) (Co-Chair).

The JNAC held its initial meeting on April 18, 2011, and determined that future meetings would be held monthly. The JNAC agreed upon an open process in which all ideas were up for consideration, all information aggregated to ensure individual confidentiality, and any issues of conflict of interest declared and dealt with properly. Unlike many JNAC processes, which result from an announced change in Ministry Personnel, ours was part of our ongoing effort to define "who we are" as Kincardine United Church and clarify our ministry and mission. We approached our task with optimism and hoped that this would be a positive and creative exercise for all involved, built on trust and rooted in faith.

The JNAC process is defined by sections of *The Manual*, United Church of Canada, and is set out in a Handbook which provides a step-by step guide to congregations undertaking a Needs Assessment. The Handbook refers to the relevant sections of *The Manual* and a JNAC is required to follow each step to the end of the process. The Handbook sets out the following terms of reference:

The purpose of the Joint Needs Assessment Committee (JNAC) is to consider and review the ministry and mission of your pastoral charge and your relationship with the community you serve. The JNAC then considers how these affect the ministry personnel needs of your pastoral charge.

- i. Section 052 (c) of *The United Church Manual* states that the JNAC is to study and report on the ministry personnel needs of the pastoral charge through an open and participatory process of information gathering and analysis. This process concludes with the adoption of a report to the church council...

The job descriptions of Ministry Personnel are required to be based on the most recent JNAC Report. Our most recent Report was accepted in 2007. Much has changed in our church since then. We have changed our Mission Statement, which at that time read:

Kincardine United Church is determined to provide the highest quality and broadest possible range of Christian Worship, education, fellowship, and service that it is capable of supporting within its membership, community and the

world, in accordance with our calling as a Church of Jesus Christ within the United Church of Canada.

On November 16, 2010, Bruce Presbytery approved our new organizational structure for Kincardine United, which evolved over an eighteen month process of study and discernment. The Mission Statement was revised to read as follows:

The Congregation of Kincardine United Church seeks to foster a journey of spiritual growth through hospitality, service, fellowship and study, and, in community, to build up the ministry of every person and together experience God's abundant love and grace.

We must discern whether our current Mission is adequately supported by financial resources, Ministry Personnel and lay ministries.

The new organizational structure anticipated a greater lay involvement in governance, practical tasks, mission and outreach through a variety of Ministry Teams, made up of and led by lay volunteers. Under United Church policy and our own organizational rules, job descriptions of Ministry Personnel must be based in the most recent JNAC Report. Because the job descriptions of the Ministry Personnel set out in the previous JNAC were based primarily on the division of duties between nine Committees, the current job descriptions do not match the current needs of the church under our new organizational structure. The previous JNAC described a team ministry model, whereby the two Ministry Personnel were assigned primary responsibility for specific ministries and shared responsibility for others. Council identified problems with this model that needed to be redressed. Hence, the impetus to create a new JNAC.

Many other things have also changed in the six years since the last JNAC Report. As a Church, we have been examining our own base of support. Through the work of the House Leaders and the Membership and Mission Committee, people who were nominally on our membership roles have been engaged to confirm their commitment to our church. This process has determined that some did not wish to continue their relationship with our church and as a result our active membership base has declined. A number of stalwart members of our congregation have died and their presence is sorely missed. We have attracted new members, including young families. But as membership declines, so do expected revenues to support the mission of the church.

As part of the process of information gathering, JNAC consulted with each of the Standing Committees of Council, as well as the Ministry & Personnel Committee, and staff. Additionally, a congregational survey was completed in fall of 2011 and the results analyzed and presented to the congregation in two meetings in July 2012. With the information gathering completed, the JNAC Report has been prepared in accordance with The Manual.

RECOMMENDATIONS

1. That Kincardine United Church accept the JNAC and proposed staffing model of:
 - 1.0 FTE Ordained Minister of Worship, Sacrament and Pastoral Care
 - 0.6 FTE Person (Order of Ministry or Lay) Coordinator of Ministry Teams.
2. That, while the job description for the Minister of Worship, Sacrament and pastoral care has changed in a number of respects, the JNAC recommends continuing the pastoral relationship with the current incumbent under the revised job description.
3. That Bruce Presbytery accept the proposed staffing model and declare a vacancy at Kincardine United Church for:
 - 0.6 FTE Congregational Designated Minister (Lay or Order of Ministry willing to accept a CDM designation) as Coordinator of Ministry Teams.
4. That the Kincardine United Church Organizational Handbook be updated to reflect the roles and responsibilities as identified in this JNAC report.
5. That the JNAC be disbanded upon approval of this report by Kincardine United Church Council, Congregation and Bruce Presbytery.

Brief History

When Jesuit missionaries and French explorers arrived in the Kincardine area in the early part of the seventeenth century, Indians of the Tobacco and/or Wyandotte nations were hunting and fishing in the area. The treaty by which the Indian title was surrendered in this part of Bruce County was concluded by Sir Frances Bond Head at Manitowaning, on August 9, 1836.

The Kincardine area was settled in 1848 under the name of Penetangore, by a small group of Scottish immigrants. They built a dam and sawmill at the mouth of the Penetangore River, and were soon joined by settlers from Ireland, England and Germany. The wooded land was then cleared for farming and the harbour developed for fishing and trading. These industrious immigrants started mining operations after the discovery of local salt deposits and began to manufacture furniture and other necessities. The Town of Kincardine was incorporated in 1858. The lighthouse was built in 1880 to service the busy harbour. The area just south of Kincardine had substantial deposits of clay, and limestone was plentiful along the coast to the north. Lime kilns were constructed and the limestone was reduced to quicklime, used in mortar for bricklaying. A vibrant brick and tile industry flourished; both bricks and quicklime were exported by ship to outside communities. The remnants of lime kilns are still found along the beach north of Kincardine, and hundreds of local houses and businesses in the area were built from locally produced bricks and mortar. By 1873 the first train steamed into Kincardine, serving the agricultural and manufacturing industries, which were to dominate the local economy for nearly a century. The current municipality was created in 1999 by the amalgamation of the Town of Kincardine, the Township of Kincardine, and the Township of Bruce.

Local Industry and Businesses

The primary private sector industries in the area today are agriculture, energy and tourism. In the energy field, Bruce Power, which operates the Bruce Nuclear Generating Stations with a total of eight reactors, is the largest employer in the area, and (including its predecessor Ontario Hydro) has been for over 40 years. Enbridge Power, a large scale wind turbine farm operator, is a more recent player in the local energy economy. Commercial Alcohols, a division of Greenfield Ethanol, also operates a corn-to-ethanol plant in the Tiverton-Bruce Energy Park area. Superheat, which offers specialized heat treatment technology, employs many local personnel as well as maintaining several branch operations world wide.

Public sector industries such as local government, Bruce Telecom (the municipal-owned telecommunications services provider) and the local school district, as well as healthcare - both public and private - also contribute significantly to the local economy. The local hospital offers 24x7 Emergency Department facilities, Cardiac Care Unit, Diagnostic Imaging, Laboratory and Surgical O.R., including colonoscopic and endoscopic examinations, while the adjacent Medical Clinic offers physician services along with the Family Health Team services. Ambulatory Services at the Hospital include cardiology, gynecology, urology, plus other services provided from physicians whom have their primary health care practice outside the Kincardine area. Major surgery is referred to Goderich, London or Owen Sound; Obstetrical services are available in Walkerton. Many other medical, health and social services are available within the community, and are listed in Appendix B.

Kincardine has an active BIA group, a vital downtown area and several outlying plazas and store groupings, which together provide retail access to most necessities. There are many local

restaurants, including several in the moderate-to-high-end North American food offerings category, as well as specialty Chinese-Canadian (2), Korean/Japanese and Italian cuisine, plus pizza shops (3), wraps and breakfast/lunch-only establishments, fast food outlets, well-known and local coffee shops and a few chain restaurants. The immediate area boasts two large chain hotels and a number of smaller motels and numerous bed-and-breakfast establishments.

The neighboring towns of Port Elgin, Walkerton and Goderich provide additional shopping and service opportunities less than an hour away by automobile. Large-scale shopping and services can be found in Owen Sound, Kitchener-Waterloo and London, all within a two-hour drive.

Local Heritage and Cultural Activities

Kincardine's Scottish Heritage is celebrated today, primarily in the summer months, in nightly celebrations of the Lone Piper legend and the weekly Pipe Band parades, and in our annual Scottish Festival and Gathering of the Bands events. There are many buildings and private homes designated as Heritage sites, and recognizable by the displayed plaque. Kincardine hosts several tours of homes/buildings annually, as well as an annual summer private garden show. Until recently, the Town of Kincardine and Village of Tiverton competed in the Communities-In-Bloom program (operating throughout Canada), and won every available award at the provincial and national level for their size category.

Kincardine contains a wealth of cultural and community activities - with several choirs and instrumental groups, local as well as summer stock theatre groups, a two-week-long summer music festival, an active car club, many special interest group and local service clubs, a horticultural society, summer concert venues - to name just a few. A more comprehensive list of local clubs, groups, activities and services can be found in Appendix B.

Local Tourism and Environmental Attractions

Kincardine has always been, and continues to be a popular tourist and vacation destination. A unique & picturesque natural environment, well articulated historical and cultural identities, and an excellent hospitality industry and gardens are major attractions. The town's appeal stems from its array of shopping amenities, restaurants, reasonable housing prices and excellent medical facilities, all located in a uniquely beautiful natural setting along Lake Huron's shore. Beach walking and sunset viewing are major activities for our residents and visitors. Lake Huron's sunsets are acknowledged to be among the finest available on the Great Lakes.

Local Population and Land area

Today Kincardine is the major town in the Municipality of Kincardine, located in the southwest corner of the municipality, with a population of approximately 6500. The village of Tiverton and the hamlets of Bervie, Armow, Inverhuron, Underwood, Millarton & Glammis are also part of the Municipality of Kindardine, giving the municipality a total population of 11,174, representing a percentage change of 0.0% from 2006. This compares to the national population growth average of 5.9%¹. With a land area of 538.02 square kilometers, the population density of the municipality is 20.8 persons per square kilometre¹.

Local community population statistics by broad age groups & sex

In 2011, the percentage of the population aged 65 and over in Kincardine, municipality was 18.9%, the percentage of the working age population (15 to 64) was 66.7% and the percentage of children aged 0 to 14 was 14.3%(Table 1). In comparison, the national percentages were 14.8% for aged 65 and over, 68.5% for the population aged 15 to 64 and 16.7% for the population aged 0 to 14¹. These local vs. national figures have become more disparate when one considers the 2006 figures for these same age groups (Table 2).

Table 1 Kincardine, MU – Age distributions by broad age groups and sex, 2011 Census

Age groups	Both sexes	Males	Females
0 to 14	14.3%	14.5%	14.1%
15 to 64	66.7%	67.7%	65.9%
65 and over	18.9%	17.9%	19.9%

Table 2 Age group data from the 2006 and 2011 censuses.

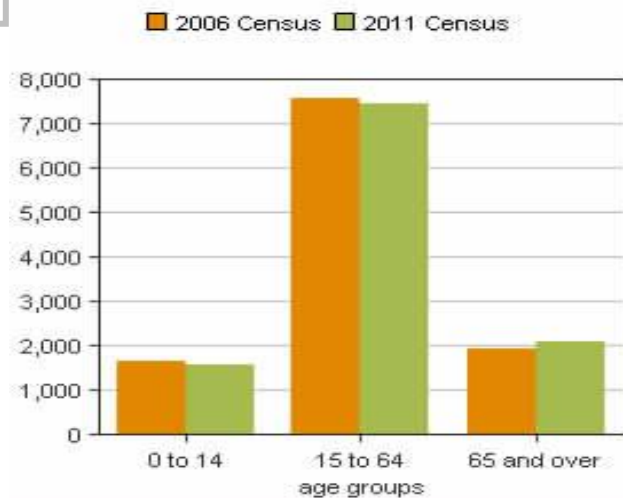


Table 3 presents the age & sex statistics for Kincardine in finer detail, and the data shows that the age groups between 45 and 65 are also quite sizeable in the Kincardine area.

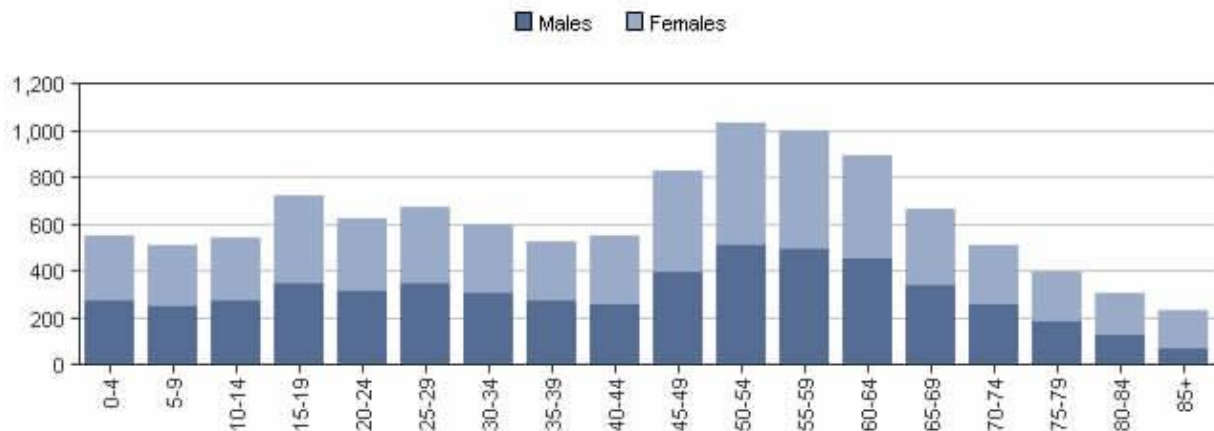


Table 3 Kincardine, MU – Population by five-year age groups and sex¹

In 2011, the median age in Kincardine, municipality was 46.9 years. In comparison, the median age of Ontario was 40.4 years and that of all of Canada is 40.6 years (Tables 4 & 5)¹. The median age in all three categories is up vis-a-vis the 2006 census data.

The neighboring Municipality of Huron-Kinloss also provides nearby vocational & residential opportunities to a number of area residents who focus their livelihoods and lives (spiritual and otherwise) in the Kincardine area. While population data for this nearby area is not presented, it

is likely that the age & sex distributions are similar. All these data show that the population locally in Kincardine is older than the population nationally in Canada, and getting older, and is consistent with the recognition that Kincardine has been and is continuing to be a popular retirement destination.

Table 4 Kincardine, MU – Median age of the population (incl. provincial & national median ages)

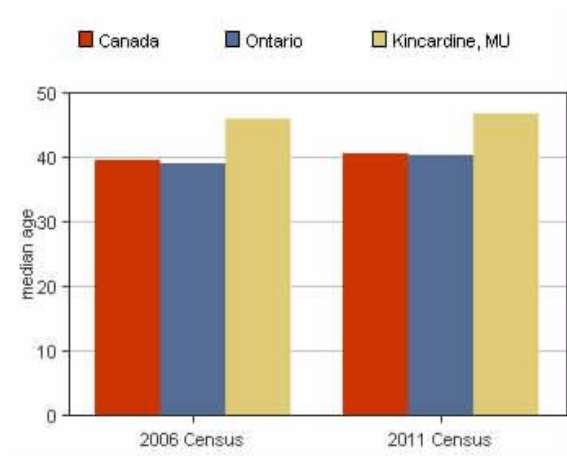


Table 5 Canada Ontario & Kincardine, MU – Median age, 2006 and 2011 censuses

	Median age	
	2006	2011
Canada	39.5	40.6
Ontario	39.0	40.4
Kincardine, MU	46.0	46.9

Local Community Languages

In 2011, 89.6% of the population in Kincardine reported English only as mother tongue, 1.7% reported French only, and 7.9% reported a non-official language only. In comparison, the provincial / territorial percentages were 68.2% for English only, 3.9% for French only and 25.7% for only non-official languages.

Selected languages	Mother tongue		Language spoken most often at home	
	number	%	number	%
Total	11,040	100.0	11,045	100.0
English	9,895	89.6	10,530	95.3
French	190	1.7	45	0.4
Non-official language	870	7.9	330	3.0
Multiple responses	85	0.8	130	1.2

Table 6 Kincardine, MU – Mother tongue and language spoken most often at home, 2011 Census

In 2011, 95.3% of the population spoke only English most often at home, 0.4% spoke only French and 3.0% spoke only a non-official language. In comparison, the provincial / territorial percentages were 79.0% for only English, 2.2% for only French and 14.4% for only a non-official language.

In 2011, the three most common non-official mother tongues were German (3.1%), Dutch (0.8%) and Tagalog (Pilipino, Filipino) (0.5%), in Kincardine¹.

Local Faith Community

Kincardine is home to many expressions of Christian faith, including Roman Catholic, Anglican, United, Presbyterian, Lutheran, Baptist (2) and Pentecostal churches, and some newer, more fundamental denominations. There is also an active Muslim community meeting regularly in the area for prayer and study. There is an active interdenominational Ecumenical group in town, which sponsors or supports many interdenominational activities, including an ecumenical bazaar, shared services (such as Good Friday, World Day of Prayer, and Holy Week), and many more. The church buildings are frequently host sites for concerts and other civic and community group meetings

The population age and sex statistics presented earlier in this profile are but previews of those available to describe the faith community here in Kincardine and also nationally in Canada and the USA.² The United Church of Canada (UCC) recently conducted a United Church Identity Survey, and found that the median age of the active members of United Church congregations who responded to the Survey was 65.²

All of the churches in the Roman Catholic and traditional Protestant denominations are experiencing declines in their membership and adherent populations throughout North America. The UCC's 2010 statistics show a clear drop in church participation and membership in the last 50 years. For example, in 1960, the church welcomed 66,226 people (adult and children) into the church by baptism, and 40,482 by profession of faith. In 2010, 9,733 baptisms and 3,847 professions of faith were recorded.²

Citations:

- 1 Statistics Canada. 2012. *Focus on Geography Series, 2011 Census*. Statistics Canada Catalogue no. 98-310-XWE2011004. Ottawa, Ontario. Analytical products, 2011 Census. Last updated October 24, 2012. <http://www12.statcan.gc.ca/census-recensement/2011/as-sa/fogs-spg/Facts-csd-eng.cfm?Lang=Eng&TAB=1&GK=PR&GC=3541024>
- 2 The State of the Church - A Report on The United Church of Canada for the 41st General Council 2012, citing data accessed from The United Church of Canada's Statistics and Information office.

PASTORAL CHARGE PROFILE

Our History

The Methodist Church of Kincardine was founded in 1851. The present church building was completed in 1876 and became Kincardine United Church in 1925 when the United Church of Canada was founded. The sanctuary was remodeled in 1962. A large addition in 1991 provided an expanded facility to serve our membership & community outreach.

Our Mission Statement

The Congregation of Kincardine United Church seeks to foster a journey of spiritual growth through hospitality, service, fellowship and study, and, in community, to build up the ministry of every person and together experience God's abundant love and grace.

Our Behavioural Covenant

Our Promises to God

We are called to be the church at Kincardine United.

We gather in God's name and, in all our interactions, celebrate God's presence.

We promise to worship and work together, seeking to follow God's will with grace and humility, always mindful of God's wisdom and abundance.

Our Promises to the Church

We are called to love and serve one another. Our community of faith depends on our living in right relationship with one another.

We will respect the different perspectives, stories, talents and gifts we each bring to our community, and will encourage one another to fulfill God's promise, which is in each of us.

We will be open to change.

We will strive to create a safe and inclusive environment where all are free to do God's work with joy and peace.

When we hold positions of responsibility, we will seek to exercise authority wisely and well for the benefit of the whole community.

We will undertake to develop and maintain avenues of consultation and open decision-making. Once a decision is made, we will honour that decision, and move forward.

Our Promises to One Another

We believe in God, who works in us and others by the Spirit.

We will interact with honesty, trust, compassion, affirmation and courtesy. In all we say and do, we will be aware of our body language, tone of voice, the words we use and how they impact others.

We will listen to each other, seeking understanding, and will act with respect in order to develop cooperation.

We acknowledge that at times disagreements, disputes or conflicts will arise. We will seek to follow God's example of forgiveness and reconciliation in resolving such conflicts.

We are committed to build up this body of Christ which is Kincardine United Church, remembering that God is with us. We are not alone. Thanks be to God.

Church Structure

From 1980 to 2003, Kincardine United Church was served by Rev Dr. Norman Perry as the full time ordained minister. During that time we had three youth staff who worked with Rev Perry at various times and a lay pastoral minister in training for three years. The three youth staff were all working on various forms of ministerial education within the United Church and left as their education was completed. Rev Perry oversaw all aspects of the Church and was an "in-charge" minister. During much of this time the Church was overseen by Elders and Stewards. Rev. Perry introduced and effectively implemented the Council model of governance, which at the outset included representation of around twenty committees within the church.

In 2004, Kincardine United Church revised its committee structure within the Council model of governance. The JNAC model under which the current incumbent was called in 2004, envisaged two full time equivalent (FTE) Ministry Personnel, one of whom would be primarily responsible for a ministry of Word and Sacrament, and the other divided between Pastoral Care and Christian Education (2 half-time appointments.) The model was based on a team ministry approach. In the JNAC model accepted in 2007, the second Ministry Personnel position was reduced to .6 FTE; the team approach was retained and some tasks were assigned primarily to each with the rest to be shared. The existing organizational structure included nine Standing Committees reporting to the Church Council; these Committees varied in size and there were no limits on the terms of office of Committee members. The chairs of the Standing Committees or their designates were the members of Council and, with the addition of the Ministry Personnel, a President, Vice-President and Secretary, the Council comprised fourteen members. The structure had proved to be unwieldy and time-consuming, especially for the Ministry Personnel, who were expected to guide and mentor all the groups. Members of the various Committees were overworked, while many in the congregation seemed excluded from the ministry of the church.

Kincardine United Church began a process of discernment in the fall of 2009 to answer the question, "Who Are We Anyway?" We discussed our mission, considered our organizational structure and identified issues that needed to be addressed to strengthen our faith community. We recognized that we had fewer people who were willing to commit the time and effort to the organizational structure then in place. Many members of the congregation identified a serious

issue with burn-out and expressed a desire to be able to devote themselves to specific task areas in which they could perform concrete service rather than spend their energies on policy or administrative issues. Workshops were held to help congregants determine their gifts and talents; it was clear that there was an abundance of knowledge, experience and ability that could be employed to carry out a new mission, focusing on the ministry of all believers. Council set up a small workgroup to develop a revised organizational structure which would streamline the administration of the congregation and encourage the development of specific Ministry Teams to carry out ministry tasks among the congregation.

The Working Group decided to concentrate on a model that would support the vision of the ministry of all believers, encouraging a wider involvement of the congregation in ministry tasks particularly suited to their talents and their interests. This vision, as one member of the JNAC reminded the congregation, means that "Ministry is 20% the responsibility of the ministry personnel and 80% the responsibility of the whole congregation." The Working Group prepared a report recommending that the number of Standing Committees be reduced to three: Programme, Administration, and Membership and Mission and that the Committees would include no more than seven members each. The chair or a designate of each Standing Committee, would represent that Committee on Council, in addition to a President and a Secretary and the ministry personnel for a total of seven Council members. In addition, as required by the Manual, there would be a Ministry and Personnel Committee and a Board of Trustees that would undertake the specific and independent tasks outlined in the Manual. The Standing Committees were assigned the task of developing policies and recommending actions to the Council. Each Standing Committee was to have responsibility for the development, oversight and mentoring of Ministry Teams working within the Committee's area of concern.

Ministry Teams are groups formed to undertake specific tasks. Ministry Teams may consist of one or more members or adherents. Ministry Teams may be self-generating or may be recruited by Council or a Standing Committee to meet a perceived need. Some Ministry Teams may meet regularly while others will function on an "as needed" basis. These groups are designed for those in the congregation who are called as "doers" rather than policy makers or administrators. Participation on Ministry Teams is unlimited and based on personal interest. When Ministry Teams discern that their mission is fulfilled or that there is no ongoing need for their activities, they may disband.

Ministry Teams may form or disband without any formal application to Council or Committees; however, when a Ministry Team forms or disbands, Council shall be informed so that their oversight function is fulfilled. Council shall inform the relevant Standing Committee when a new Ministry Team is formed. Ministry Teams shall be empowered to act under the umbrella of the relevant Standing Committee, which shall represent their interests, concerns and activities in discussions, policy decisions and actions of the Council. In particular, requests for all budgetary requirements and accounts of spending shall be through the relevant Standing Committee. The relevant Standing Committee shall be responsible for communicating decisions and actions of Council to the Ministry Teams they empower.

Because the Ministry Teams are expected to form and disband from time to time, the following list of possible Ministry Teams and the relevant Standing Committees to which they may relate are intended **as examples only**. Some Ministry Teams cited are well established and functioning; others are possible new Ministry Teams that might form to meet perceived needs in future.

Programme Committee:

- Sunday School Teachers
- Choir
- Junior Choir
- KUCIE
- Sacred Dancers
- Special Flowers
- Nursery Helpers
- House/House Leaders
- Confirmation Class
- Book Studies
- Sacrament Guild
- Audio-Visual
- Newsletter
- Webmaster
- Resource Centre

Administration Committee:

- Finance/Budget and Treasurer
- Offering Counters
- Fix-it Team/Handy Helpers (formerly Property Committee)

Membership and Mission Committee:

- Pastoral Visitation Team
- Fish Dinner Group
- Easter Egg Hunt and Party
- Youth Group
- Quilters
- Catering Club
- Church & Sunday School Picnic
- Food Grains Bank Project
- Bee for Bears
- Pancake Supper Group
- United Church Women (General and 3 Groups)

The current JNAC has identified a number of difficulties about the new organizational structure and the existing job descriptions that impede the revised mission of the church. A primary issue has been that there is no clear line of accountability in the shared team approach to Ministry tasks; if consensus between Ministry Personnel is not achieved, effective action is prevented and the model does not provide for a final arbiter when disputes arise. In some cases, these difficulties have resulted from lack of communication; in others, Committees and Ministry Teams have lacked the consistent mentoring required for their development. Although the organizational model is clear, there have been gaps in implementation that have resulted in difficulties with coordination. The JNAC has determined that consistent mentoring, support, facilitation and coordination for Ministry Teams is essential if the model is to be effective. Although the JNAC anticipates that the spirit of collaboration and cooperation envisioned by a team ministry approach can be maintained and strengthened, JNAC recommends a Ministry Personnel model that would make the full-time Ordained Minister primarily responsible for all aspects of Ministry and accountable to the Council and the Presbytery as outlined in the *Manual*.

Our Congregation

Kincardine United Church draws members from the town of Kincardine and its surrounding townships.

According to current Church records, there are;

404 members

445 Non-resident members

137 adherents

In general the Congregation demographics can be described as follows:

Currently weekly attendance would average 100 – 150 adult and youth.

The following table provides additional insight into membership statistics and activities:

Statistic	2010	2011	2012
Number of identifiable givers:			
Offering envelopes	118	104	94
Par	72	75	75
Other Identifiable Givers	38	38	36
Number of Baptisms	1	2	5
Number of Marriages	6	2	3
Number of funerals/memorial services	17	22	8
Members received by Faith	7	6	1
Transfers In	0	2	2
Transfers Out	1	2	1
Number of Children in Sunday School	19	14	2 - 15

Our Services

Kincardine United Church provides many services and activities. We have highlighted some of these below:

1. Worship and Spiritual Growth

- Sunday morning Worship (10:30 – 11:30)
- Sunday School
- Pastoral Visitation including visitation performed by lay people
- United Church Women
- Senior Choir
- Youth Group
- Kincardine United Church Instrumental Ensemble
- Christmas Eve Candle Light Service
- Bible/Book Study Groups
- Youth/Adult Confirmation Classes
- Well attended coffee time after worship service
- Soup and Sandwich Lunches
- Seder Service

2. Outreach

- Support for Mission & Service Fund
- Support for local Chaplaincy and Benevolent Fund
- In the past two years the Congregation has also supported several local organizations and UCC M&S projects in addition to the budgeted M&S givings.
- The Congregation supports the Foodgrains Growing Project

3. UCW

Kincardine United Church has a strong UCW in existence for over 50 years. This dedicated group of women provides both spiritual and financial support to the Church. There are currently three units that meet at different times each month. Their activities include social gatherings, soup and sandwich lunches, bazaars, The Scottish Tea Room and catering.

The UCW supports the United Church of Canada Mission and Service each year with a donation of approximately \$5500 (in addition to the Congregational donation) as well as financially supporting the Church itself.

4. Christmas Eve Service

A tradition at Kincardine United Church is the Candle Light Christmas Eve Service which includes Christmas readings and carols/hymns.

5. Shared Facilities

Kincardine United Church is blessed with facilities that enable us to share space with many community and religious groups. We host adult self-help groups, Early Years programmes, a robust quilting group, support groups and hospitality for the clients of community service agencies, and fundraising and appreciation events for other charitable organizations. We have recently begun to host twice-weekly gatherings for a local Muslim group.

RESOURCES OF THE PASTORAL CHARGE PROFILE

Kincardine United Church is located in the centre of the Town of Kincardine with ample parking around the building.

Our Church includes Features such as:

Size:

- two-story structure with large Sanctuary and balcony, 22-year old addition of offices and meeting space, Fellowship Hall and large kitchen
- wheelchair accessible with an elevator to the main level of the Sanctuary and Fellowship Hall
- parking around the building

<u>Sanctuary</u> <ul style="list-style-type: none"> • Seating for 275 • Grand piano and pipe organ • Sound system 	<u>Fellowship Hall</u> <ul style="list-style-type: none"> • Large hall with elevator access • Perfect for dinners, coffee/tea served after service and meetings • Two wheelchair accessible washrooms • Nursery room attached
<u>Kitchen</u> <ul style="list-style-type: none"> • Large and functional • Direct serving access to gathering areas • Industrial electric stove, dishwasher, fridges and freezers, large prep areas 	<u>Administration</u> <ul style="list-style-type: none"> • Main Administration office with two working offices off it
<u>Music Room</u> <ul style="list-style-type: none"> • Practice Facility for Choir • Staging area 	<u>Additional Features</u> <ul style="list-style-type: none"> • Library for Congregation • Additional rooms for meetings • Small Chapel • Large Narthex • Ample storage space

During the week the building is used by internal programming and outside groups.

For many years Kincardine United Church maintained a manse but in 2003 it was sold and the proceeds invested. A housing allowance is provided in its place.

Our Staff

1. Music

Our music program is a blend of traditional and contemporary programming and is supported by a highly trained and talented Minister of Music and substantial lay involvement. Our Choir sings weekly ten months of the year; in the summer, volunteer musicians and singers from the congregation provide musical presentations. Music programming includes Sunday Worship, special events and musical/drama productions. The Kincardine United Church Instrumental Ensemble (KUCIE), the Kincardine Brass, and other guest musicians perform regularly throughout the year. The Minister of Music is currently paid for approximately 12 hours per week.

2. Youth/Sunday School

At this time there is no ministerial staff dedicated to a Youth/Sunday School program. The Sunday School is run by a Ministry Team made up of dedicated volunteers. Kincardine United Church also has a Ministry Team providing sharing time for the children during the weekly worship service. The Programme Committee oversees these activities with guidance from the Minister of Word, Sacrament & Pastoral Care.

3. Office

To assist with administration tasks there is an Office Coordinator currently working 14 hours per week. Responsibilities include document preparation (bulletin, annual reports, photocopying), facility booking, answering and responding to phone calls and emails, some support to Ministerial staff.

4. Custodial Care

To ensure the Church is maintained to the highest standards custodial service of 14 hours per week is provided. Additional hours are worked as required to support special events. A dedicated Property Ministry Team oversees outside maintenance, minor repairs, and major capital projects.

5. Congregational/Lay Support

The Congregation of Kincardine United Church is a diverse population, covering a range of ages. We are committed to carrying out the work of Jesus Christ. There is a core group of volunteers organized into Ministry Teams who are very active in supporting the Church. There is recognition that additional volunteers are needed from the Congregation to support existing and new ministries. We believe that if volunteers are given the proper coordination, support and training, that we will be better able to leverage the broad variety of talents and skills in the Congregation. The Council has done "skill and gifts surveys" in the past but have lacked the coordinating leadership to put many of the skills and gifts identified to work in the Church.

Financial Resources

The 2013 approved budget for Kincardine United Church is \$240,418 (including M&S). For nine of the past twelve years the Church has had a financial deficit at year end. In order to be fiscally responsible many of the sub-committees do not spend their budget each year.

Direct Sunday donations, PAR giving, UCW donations, memorials and fundraising account for approximately 95% of revenue, the balance coming from interest income and donations for the use of our facilities.

Currently there is one loan payment of approximately \$6400 outstanding for the brick pointing to the building which will be paid off in 2013.

As can be seen in Table 7 (following page), if the Committees had spent their actual budgets each year the Church would be in a large deficit position.

The financial constraints of the Church have limited the Church's ability to become more involved in outreach projects.

As membership declines, so do expected revenues to support the mission of the church. The previous JNAC Report noted the following:

Kincardine United Church has been and is running month to month deficit cash flows in that our expenses exceed our revenues. Special appeals [have enabled us] to bolster our bank balance and continue operation without obtaining a bank loan. However, our bank balance is being depleted and at our current 2007 rate it will be exhausted by the end of this calendar year.

In the intervening six years, the Finance Committee, now part of the Administration Committee, continued to sound warnings of impending financial instability. In the 2010 Annual Report, the following concerns were stated:

We had a positive balance at the end of the year. However, expenses continue to exceed revenue, leaving us with a deficit for the year 2010 [of \$4,560], in spite of the fact that all Committees operated in an effort to keep expenditures to a minimum. We were able to meet all our financial obligations for 2010, including the bank loan and the loan payments to the congregation.

However, the bank loan is now paid off and we are anticipating the congregational loans will also be retired in 2013 per the payment schedule. We have continued to raise funds through such initiatives as the Fish Dinner and the Memorial Hymn Sing, and the UCW has continued to contribute generously to Mission and Service givings and general fund. In 2012, the M&S givings from Kincardine United Church were the second highest in Bruce Presbytery. We have received bequests and directed donations.

Naturally, the largest portion of our budget, set at \$212,148 for 2013, is dedicated to pay salaries, benefits and expenses to our staff in the projected amount of \$135,282. Every Committee in 2012 under spent the budgeted amount, which contributed to a surplus of \$10,731. Unfortunately, as can be seen in the Annual Report, in order to achieve this financial bottom line, we had to curtail the work and mission of our church.

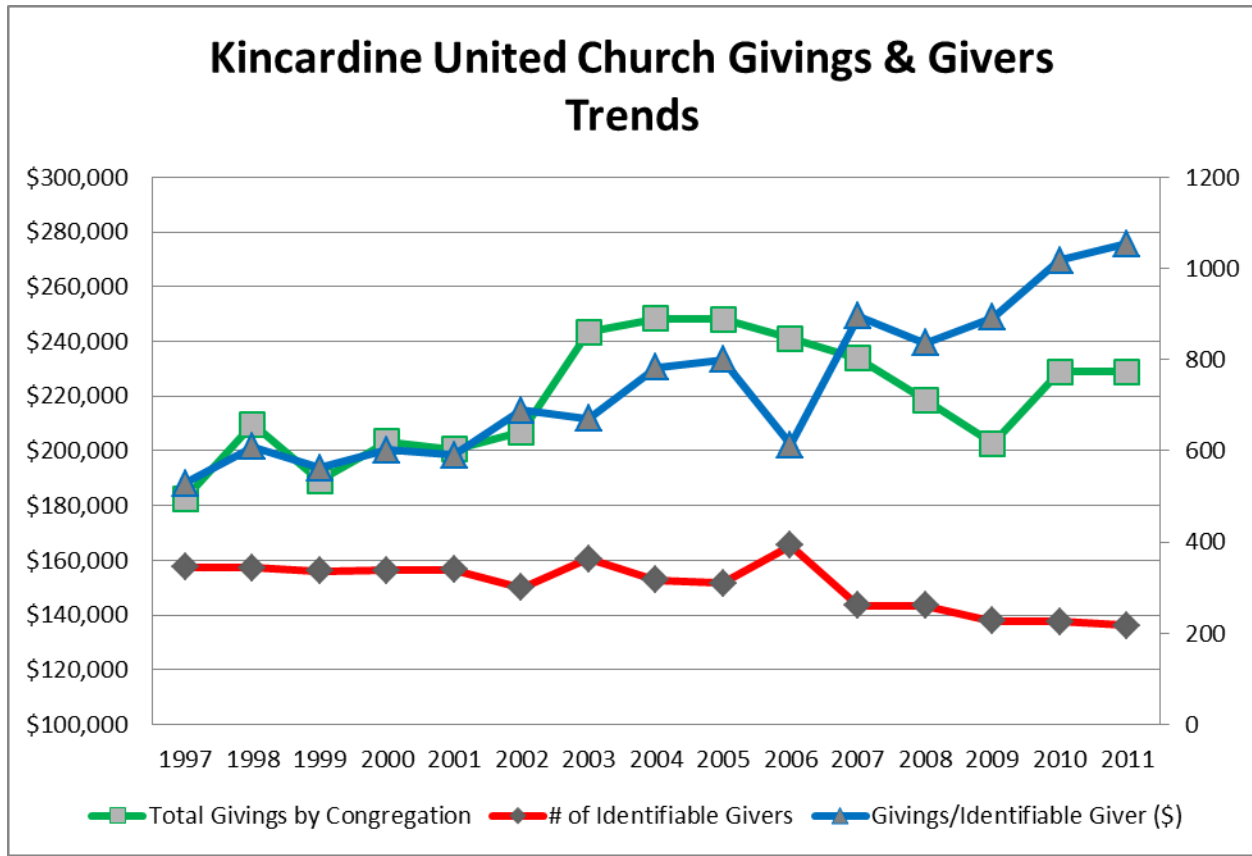
Despite the financial concerns, as evidenced by Chart 1, the congregation has actually increased its per capita level of givings during the past 15 years. The # of identified givers in 1997 was 345, declining to 217 in 2011 (37% decline); the average contribution per giver in 1997 was \$680, increasing to \$1464 in 2011 (115% increase). A significant increase was also noted for the years 2004-2005 when a successful appeal for funds to support the brick re-pointing project was conducted. As noted at past congregational meetings, financial support provided by the congregation has historically been generous when a demonstrated need was identified.

TABLE 7 – SUMMARY OF REVENUE FOR 5 YEARS PLUS 2013 BUDGET

Income	2008	2009	2010	2011	2012	2013 * Budget
General Fund	\$177,621	\$205,438	\$200,360	\$197,944	\$197,116	
Other Income	\$2,900	\$2,705	\$2,774	\$1,563	\$2270	
Fundraising	\$4,105	\$5,208	\$3,643	\$2,914	\$3239	
Loan Contributions	\$7,809	\$14,292	\$6,587	\$3,610	\$2024	
Fund Interest	\$11,260	\$7,066	\$4,057	\$8,658	\$10,500	
M&S	\$27,921	\$24,268	\$29,090	\$26,558	\$27417	
TOTAL INCOME	\$231,616	\$258,977	\$246,511	\$241,247	\$242,566	
EXPENSES						
SALARIES/ BENEFITS	\$141,699	\$162,679	\$155,896	\$157,483	\$154,043	\$135,282
LOANS	\$14,130	\$12,869	\$11,765	\$6,449	\$6132	\$6200
BUILDING EXPENSES	\$29,588	\$28,898	\$27,571	\$31,458	\$20,989	\$40,950
OFFICE AND GENERAL	\$18,818	\$17,578	\$18,555	\$13,681	\$12,851	\$17,836
COMMITTEES	\$9,019	\$7,666	\$8,104	\$11,466	\$10,403	\$12,150
M&S	\$27,921	\$24,268	\$29,090	\$26,558	\$27,417	\$28,000
TOTAL EXPENSES	\$241,175	\$253,958	\$251,071	\$247,095	\$231,835	\$240,418
NET INCOME SURPLUS/ (LOSS)	(\$9,559)	\$5,019	(\$4,560)	(\$5,848)	\$10,731	
APPROVED BUDGET INCLUDING M&S	\$272,893	\$272,277	\$268,590	\$260,896	\$275,062	\$240,418

* The budget for 2013 was approved at the congregational meeting February 24, 2013.

CHART 1 – REVENUE TRENDS



Definitions

1. Total Givings by Congregation: total givings for operation of the pastoral charge, its preaching places and for the Mission and Service fund
2. # of Identifiable Givers: all individuals who gave a minimum of \$50 during the year to the congregation or pastoral charge and who received a receipt for income tax purposes. (It does not include special donations or memorials.)
3. Givings/Identifiable Giver: the ratio of the total givings by the congregation divided by the # of identifiable givers; i/e/, the per capita givings.

Notes

1. Information Source: Year Book & Directory, United Church of Canada, 1997-2011
2. Additional contributions for years 2004 – 2005 to support church brick pointing fund.

MINISTRY PERSONNEL PROFILE

Ordained Minister of Worship, Sacraments and Pastoral Care: 1.0 FTE

Coordinator of Ministry Teams: .6 FTE

ORDAINED MINISTER OF WORSHIP, SACRAMENTS AND PASTORAL CARE

Position Summary

The Ordained Minister works within the multi-generational congregation of Kincardine United Church and is accountable to the Council and Bruce Presbytery as outlined in the KUC Organizational Handbook and the United Church of Canada Manual. All paid staff and other Ministry Personnel shall be accountable to the Minister of Worship, Sacraments and Pastoral Care.

Key Responsibilities

1. Worship -- 40%

- Research, prepare and deliver sermons; write liturgies for the worship services, acknowledging sources as appropriate. Includes reading theology, doing valid theological research for sermon preparation so that sermons are applicable to the experiences of the congregation today, challenging the congregation to consider ideas and concepts, providing inspiration to carry the congregation into their everyday lives after the service.
- Assist the Programme Committee to create and update on a monthly basis a long-term Programme Calendar detailing the worship schedule and events affecting the church
- Consult with the Minister of Music in selection and styles of music for services
- Plan and lead worship events such as sacraments, weddings and funerals, including members of the congregation as appropriate.
- Provide, with the assistance of the Coordinator of Ministry Teams, direction and mentoring to the laity in planning and leading services.
- Encourage creativity in the delivery of services, being open to the inclusion of alternative worship styles
- In conjunction with other ministers in the area and the Coordinator of Ministry Teams, provide services at residential facilities for the elderly and/or disabled.

2. Leadership and Visioning -- 15%

- Provide leadership, assistance and mentoring to other ministry personnel and staff, all of whom are accountable through the Minister of Word, Sacraments and Pastoral Care to the Council.
- Work closely in conjunction with the Coordinator of Ministry Teams in providing leadership and mentoring with the members/adherents of the congregation to develop and implement effective Ministry Teams accountable to the appropriate Standing Committees of Council.
- In conjunction with the Coordinator of Ministry Teams, inspire and guide lay leadership in the congregation
- Participate, in conjunction with the Coordinator of Ministry Teams, in planning and delivering Christian Education initiatives for adults, children and youth, including confirmation, marriage, funeral and baptism preparation.

- Work with the Council and staff in regular strategic planning for the church, providing guidance as to new ideas, trends, and ministry opportunities in rapidly changing times.
- Be involved in key events and activities at KUC.

3. Pastoral Care -- 15%

- Provide spiritual guidance, emotional support and counselling for the congregation, including bereavement counselling.
- In conjunction with the Coordinator of Ministry Teams, develop a list of agencies and services available for referral when appropriate and make referrals as needed.
- In conjunction with the Coordinator of Ministry Teams, support the development and maintenance of a vibrant Pastoral Care Team to ensure all members and adherents have access to a strong ministry of visitation and care for all ages.
- In conjunction with the Coordinator of Ministry Teams and the Pastoral Care Team, do pastoral visiting as requested.

4. Beyond the Congregation -- 15%

- Attend Presbytery meetings and serve on Presbytery Committees and task forces as required.
- Attend the Kincardine Ministerial Association and participate in various committees and projects as required.
- Engage with other area United Churches in seeking to facilitate cooperation and coordination with respect to resources and services.
- Provide leadership in engaging the congregation in the broader community.
- Participate in Conference and General Council activities based on personnel interest.

5. Administrative -- 10%

- Participate in the governance of Kincardine United Church as outlined in the KUC Organizational Handbook; includes participation in and mentoring of assigned Standing Committees, Council deliberations, and Ministry Teams.
- Act in a supervisory role to all paid staff and ministry personnel; call and lead regular staff meetings and provide guidance and leadership on a day to day basis.
- Work closely with the Coordinator of Ministry Teams to ensure coordination and facilitation of programmes within and beyond the church as appropriate.
- Respond to general and specific requests for information and assistance, referring to other ministry personnel, staff, Council or Committee chairs as appropriate.
- Monitor compliance with the United Church Manual and other church policies.

6. Continuing Education -- 5%

- In consultation with the Ministry and Personnel Committee, participate in continuing education, such as courses, seminars, workshops and personal study to keep abreast of current thinking, to stimulate new ideas, and to support ongoing developments to meet the changing needs of the congregation and the church at large.
- Provide appropriate feedback on such learning activities to congregational groups.

REQUIRED SKILLS AND KNOWLEDGE

- Ordained to a Ministry of Word, Sacrament and Pastoral Care
- Engaging and skilled speaker, able to plan and deliver cogent and cohesive worship experiences to meet the diverse expectations of the congregation
- Ability to create original, well-researched sermons that are Biblically-based, are relevant to today's world and encourage the congregation to apply faith concepts in their own lives.
- Ability and/or willingness to learn how to take advantage of technology (audio, visual, PowerPoint, etc.) to enhance sermons and the entire worship experience
- Willingness to experiment with various styles of worship and different styles of music and liturgy, to be inclusive of lay leadership and participation, and to be creative, while remaining deeply grounded in personal faith
- Experience in setting goals, long term strategic planning and decision making in ways that encourage broad support for new directions
- Ability to work collaboratively with the Ministry Team Coordinator, the Minister of Music, and lay leaders to foster enthusiasm and creativity in the development and delivery of programmes
- Ability to work with the rest of the ministry team to motivate and energize the congregation to participate more in the life and work of the church
- Excellent communication skills, including reflective listening, the ability to hear and understand what people are saying and to respond appropriately.
- Experience in providing empathetic pastoral care and counselling; willing to make appropriate referrals
- Ability to work with all age groups, to recognize the unique needs of each and to encourage the development of programmes to meet those needs, including intergenerational programmes
- Ability to set and maintain appropriate boundaries, professional objectivity and confidentiality
- Demonstrated maturity, tolerance and inclusiveness
- Ability to appreciate and use humour appropriately, even when it means laughing at oneself
- Self-directed and positive work habits
- Ability to set priorities within a wide range of competing professional demands, to monitor own capacity and to seek assistance where required
- Commitment to maintaining a healthy balance between work, family responsibilities and personal needs
- Good understanding of the United Church structure, policies and procedures
- Willingness to share gifts and skills within the wider church courts as time permits.
- Demonstrated interest in current events in the world and in the community; uses such contemporary issues to encourage the congregation's appreciation of the connection between faith and involvement in the broader community

COORDINATOR OF MINISTRY TEAMS

Note: This position is designed for a 0.6 FTE

POSITION SUMMARY

The Coordinator of Ministry Teams is a congregationally appointed minister who works within the multi-generational congregation of Kincardine United Church and is accountable to the Minister of Word, Sacrament and Pastoral Care and to the Council as outlined in the KUC Organizational Handbook. The Presbytery is the primary court of discipline for a congregational designated minister. For the purpose of oversight and discipline, congregational designated ministers are treated as ministry personnel as outlined in sections 067 and 363 of *The Manual* (2010.)

The Coordinator of Ministry Teams will work under the direction of the Minister of Word, Sacrament and Pastoral Care to facilitate the creation, mentoring and coordination of dedicated Ministry Teams, made up of members of the congregation, to carry out the mission of Kincardine United Church in a focused and coordinated way. Initially, the priorities of this Ministry are to be in the areas of pastoral care, Christian education, and communications; future priorities will be determined through strategic planning in conjunction with Committees and Council.

Appointed as a Congregational Designated Minister (CDM) the Coordinator of Ministry Teams may be "A baptized lay person employed by a Pastoral Charge in a specified ministry position designated by the Presbytery as accountable to the Church Council of the Pastoral Charge" (*The Manual*, 2010) or may be a member of the Order of Ministry who chooses to work under the CDM designation.

KEY RESPONSIBILITIES

1. Developing Leadership and Coordination (this is a general description of all the duties expected and will be a component of each of the specific duties)

- Provide vision, resources and support for the development and nurturing of lay Ministry Teams, as outlined in the KUC Organizational Handbook.
- Recruit lay Ministry Team members, help define the responsibilities and accountability of each Ministry Team, assist the Teams to determine the necessary resources to carry out their work, and facilitate communication between Ministry Teams and the appropriate Standing Committees and Council.
- Communicate the activities and requirements of the Ministry Teams to the appropriate Committees, the Council and the congregation, building acceptance and support for their ministry role.
- Provide leadership training as required by various Ministry Teams, alerting them to training opportunities offered by other churches, the Presbytery, the Conference, the National Church or other learning resources and encouraging participation in such initiatives.
- Under the direction of and in conjunction with the Minister of Word, Sacrament and Pastoral Care and the Council, plan regular "town hall" meetings at least three times a year to facilitate the congregation's participation in policy planning and deliberation on issues facing the church.
- Provide overall coordination and problem-solving as required to foster a vibrant environment for lay leadership and participation in the church.

- Assist in the planning and the delivery of occasional worship leadership and pulpit supply, as required from time to time.

2. Pastoral Care -- 25%

- Under the direction of and in conjunction with the Minister of Word, Sacrament and Pastoral Care, strengthen and maintain a vibrant Pastoral Care Team to ensure all members and adherents have access to a strong ministry of visitation and care.
- Coordinate training and resources to members of the Pastoral Care Team on an ongoing basis.
- Develop mechanisms to ensure that Pastoral Care Team members are supported and mentored throughout their terms of service.
- Devise ways in which pastoral care needs can be addressed by Pastoral Care Team members and ministry personnel which respect the confidentiality of those served.
- Update the Minister of Word, Sacrament and Pastoral Care on a weekly basis on the work of the Pastoral Care Team and ministry needs that are identified.
- Plan and coordinate special projects in which the congregation can participate to support the work of the Pastoral Care Team and the individuals served by it. Examples might include sending cards, providing seasonal flowers, supporting worship events at area facilities, etc.

3. Christian Education -- 25%

- Provide vision, resources and support to the Sunday School Ministry Team, the Nursery Ministry Team, the Sharing Time Ministry Team, the Youth Group Ministry Team and other Ministry Teams which might be formed in planning and developing effective Christian Education programmes for all age groups in the congregation.
- Assist in coordinating volunteer schedules, supplies, and communication for each Ministry Team.
- Under the direction of and in conjunction with the Minister of Word, Sacrament and Pastoral Care, develop and deliver specific learning opportunities for members of the congregation.

4. Communications -- 25%

- Provide leadership and coordination for the Ministry Teams responsible for communication, including the Audio-Visual, Newsletter, Website, and Advertising Teams.
- Facilitate the optimum use of technology for all forms of communication at KUC, including projection, web, e-mail, social media and print media.
- Facilitate the preparation of policies and work plans to ensure an integrated communications strategy for KUC.
- Provide technical advice and guidance with respect to equipment purchase, use and maintenance.

5. Administrative -- 12.5%

- Participate in the governance of Kincardine United Church as outlined in the KUC Organizational Handbook; includes participation in Standing Committees, Council deliberations, and Ministry Teams as required.
- Participate in regular meetings of staff and of the ministry team.

6. Beyond the Congregation -- 12.5%

- Liaise with other area churches to explore and support joint projects, events and communication.
- Participate in training programmes, workshops, and seminars with the agreement of the Minister of Word, Sacrament and Pastoral Care in consultation with the Ministry and Personnel Committee.

REQUIRED SKILLS AND KNOWLEDGE

- Is a baptized person who understands and is willing to articulate the theology and polity of the United Church of Canada.
- Has a strong grounding in theological concepts and in particular has a basic understanding of scripture and its authority within the United Church of Canada.
- Is able to participate in the leadership of formal worship and to plan and lead informal worship as directed.
- Demonstrates proven training and experience with counselling and pastoral care; has a clear understanding of the duty of care, confidentiality and trust.
- Demonstrates strong communication skills, both written and oral.
- Demonstrates proven leadership, programme planning and coordination skills.
- Has a clear understanding of the concepts of community development.
- Demonstrates the ability to work effectively and collegially amidst diverse theological perspectives.
- Demonstrates strong skills and knowledge in the use of technology in learning and communication; is at ease and familiar with the use of technology, necessary hardware and software.
- Has strong interpersonal skills and a commitment to teamwork with staff and volunteers.
- Has the proven ability to identify and encourage the strengths and gifts of volunteers through the use of discernment, humour and empathy.
- Demonstrates organizational skills, including strategic planning and implementation.
- Has the ability to inspire enthusiasm and a positive perspective.
- Is able to draw on spiritual resources to sustain self and others
- Demonstrates a healthy sense of humour, including the ability to laugh at oneself.

APPENDIX A

PASTORAL CHARGE SURVEY RESULTS

On Sunday, July 15th and Sunday, July 22nd, 2012, members of the JNAC presented the results of the Pastoral Charge Survey (conducted in the spring of 2012) during the Worship Services. The graphics and slides presented on both of those occasions are reproduced here, in the interests of offering a comprehensive explanation of the Joint Needs Assessment process as recently conducted here in Kincardine. Slides #1-#5 are identical for both presentations, and are presented here only once. An analysis of the extensive comments received as part of the survey process is presented at the end of this section.

Kincardine United Church Joint Needs Assessment Report to the Congregation July 2012

Slide #1

July 15 & 22, 2012

Purpose of the Joint Needs Assessment Committee

“The purpose of the Joint Needs Assessment Committee (JNAC) is to consider and review the ministry and mission of our pastoral charge and our relationship with the community we serve. The JNAC then considers how these affect the ministry personnel needs of our pastoral charge.”

Some Background to the JNAC

- At the 2010 annual meeting (February 2011), the congregation approved the formation of a Joint Needs Assessment Committee (JNAC)
- Committee began meeting in April 2011
- Congregational input October 2011
- Analysis and review Jan-April 2012
- Presentation to Congregation July 2012

Slide #3

July 15 & 22, 2012

Our Church Presentation Outline

- What we have learned about ourselves
 - Discussion about who we are
July 15th 2012
- What we have learned about our ministry personnel needs
 - Discussion about our ministry personnel needs
July 22nd 2012

Slide #4

July 15 & 22, 2012

Limitations of the Data

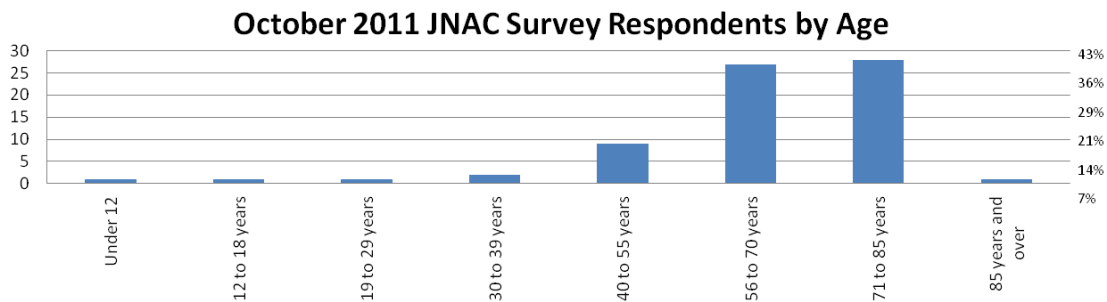
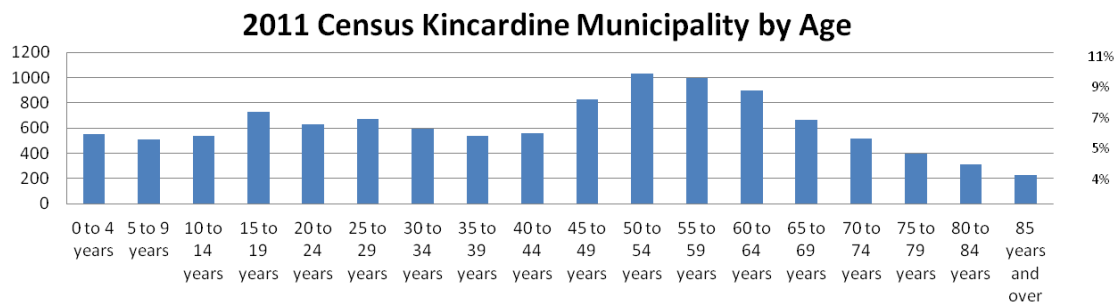
Only 70 people responded to the JNAC survey in the fall of 2011.

73 people responded to the United Church of Canada identity (UCC identity) survey in 2011 to which we compare our data. We have no idea what overlap there is in respondents to the two surveys.

The statistical data does not give us much information about those who are members and adherents but who did not answer the survey. However, the extensive comments offered by respondents will be very helpful in our deliberations.

This section of the survey results deals with the Demographics portion of the spring 2012 Pastoral Charge Survey, and was presented by members of the JNAC on Sunday, July 15th during the Worship Service. That presentation included the above-reproduced 5 slides as well as the following six slides.

Community and Church Demographics



Slide #6

July 15, 2012

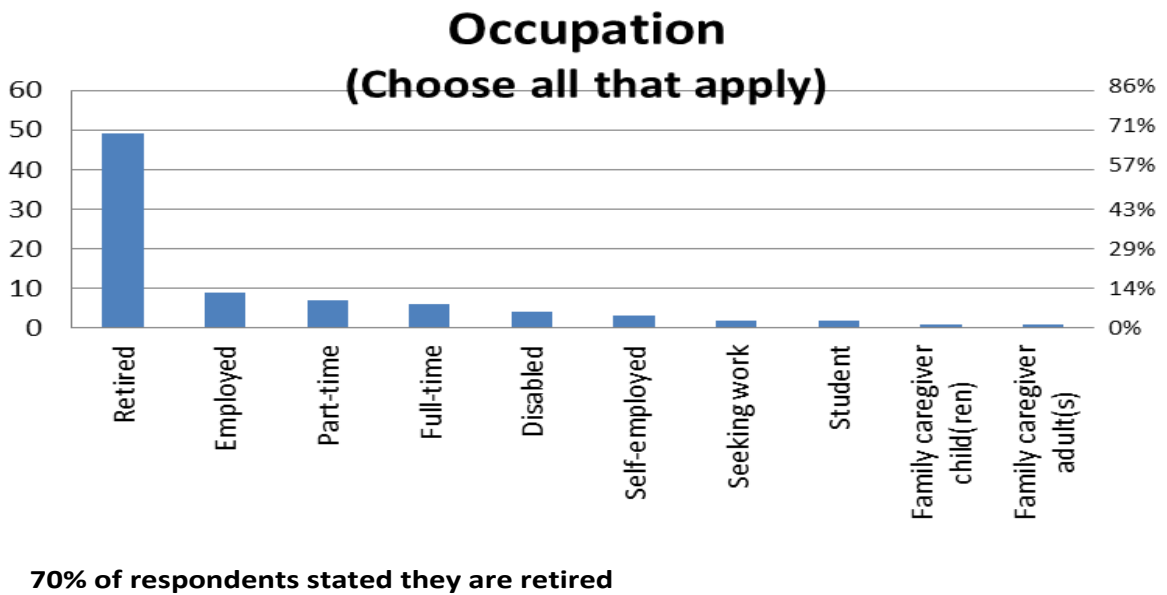
Community and Church Demographics

- **Kincardine Municipality Gender - 2011 Census**
 - Male: 49%
 - Female: 51%
- **October 2011 JNAC Survey Respondents**
 - Male: 53%
 - Female: 47%

Slide #7

July 15, 2012

Occupation – 2011 JNAC Survey

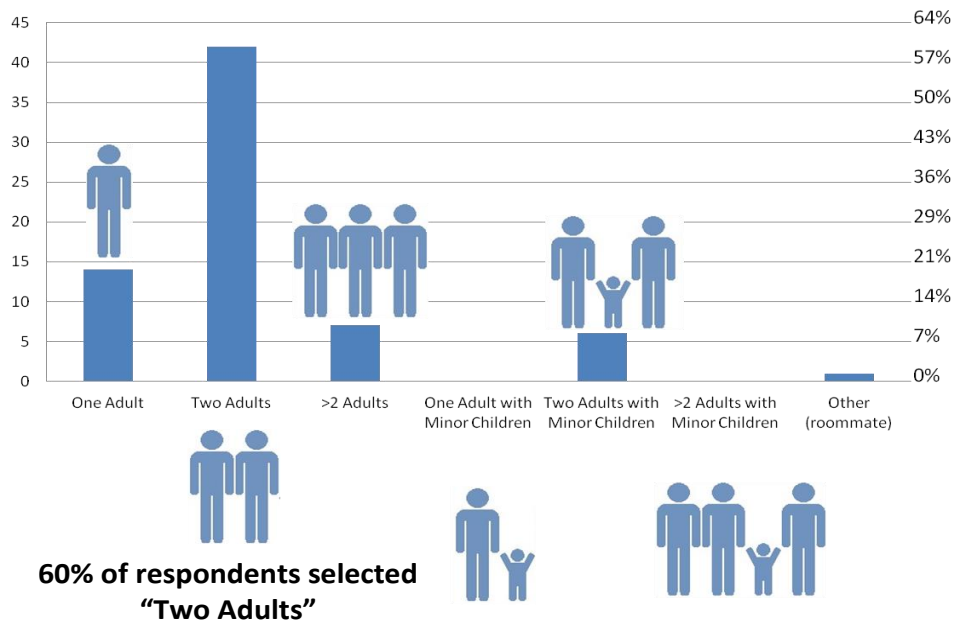


Slide #8

July 15, 2012

Families – 2011 JNAC Survey

October 2011 JNAC Survey Family Configuration

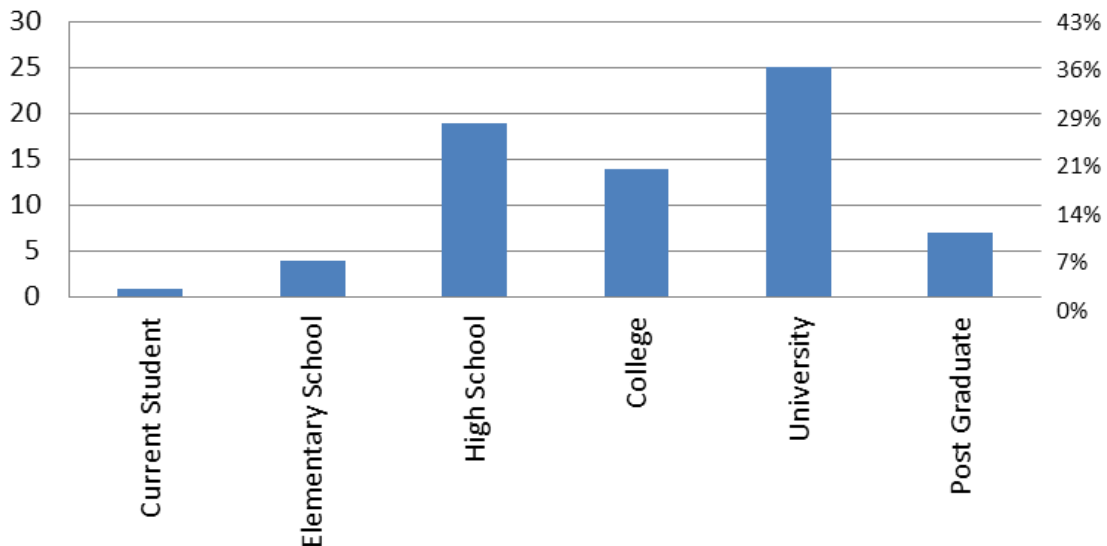


Slides #9

July 15, 2012

Education – 2011 JNAC Survey

Education of Respondents



Slides #10

July 15, 2012

Questions for Discussion

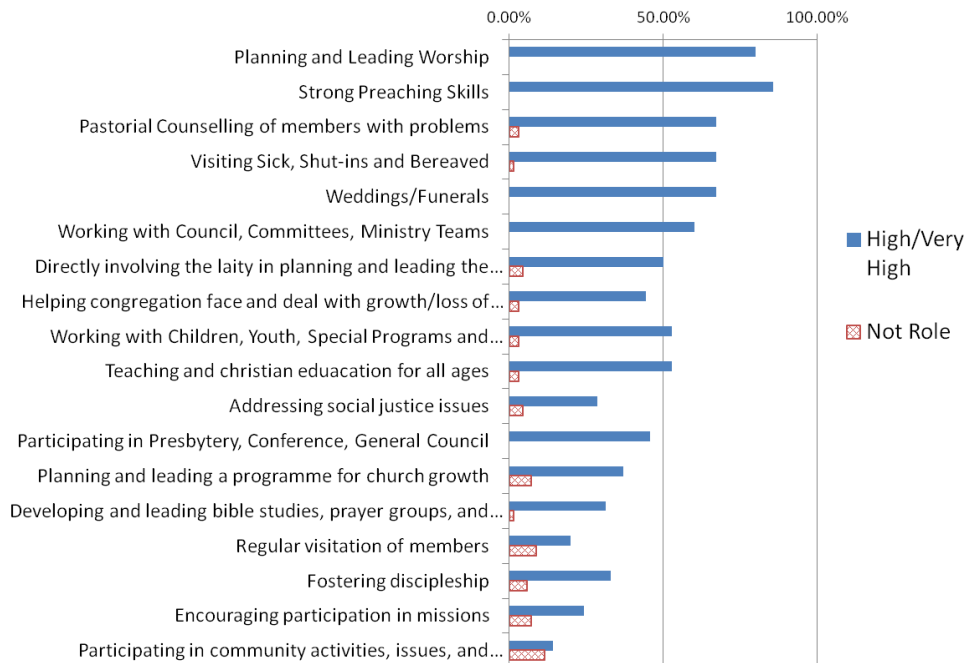
- What do these demographic statistics tell us about who we are?
- How can the statistics help us in determining our ministry needs in the future?

Slide #11

July 15, 2012

The next group of slides were presented by members of the JNAC during the Worship Service on Sunday, July 22nd, 2012. That presentation included the first 5 slides and the following 10 slides, and outlines the results of the Ministry Personnel Needs portion of the spring 2012 Pastoral Charge Survey Results, as well as an analysis of the Strengths & Weaknesses of Kincardine United Church.

Priorities for Ministry Personnel



Slide #6

July 22, 2012

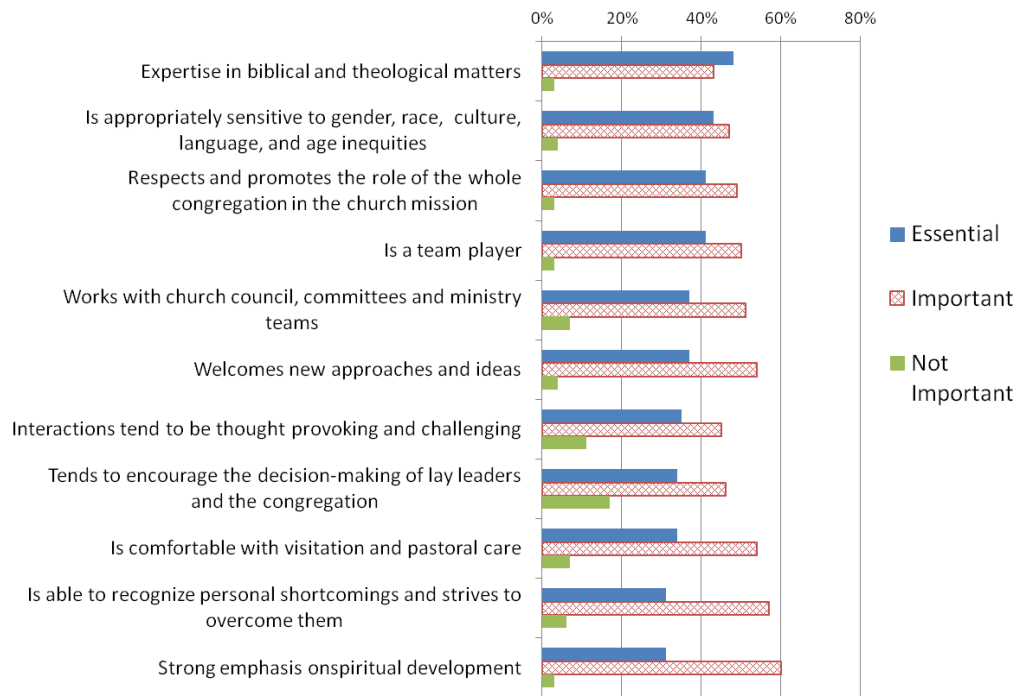
Priorities for Ministry Personnel



Slide #7

July 22, 2012

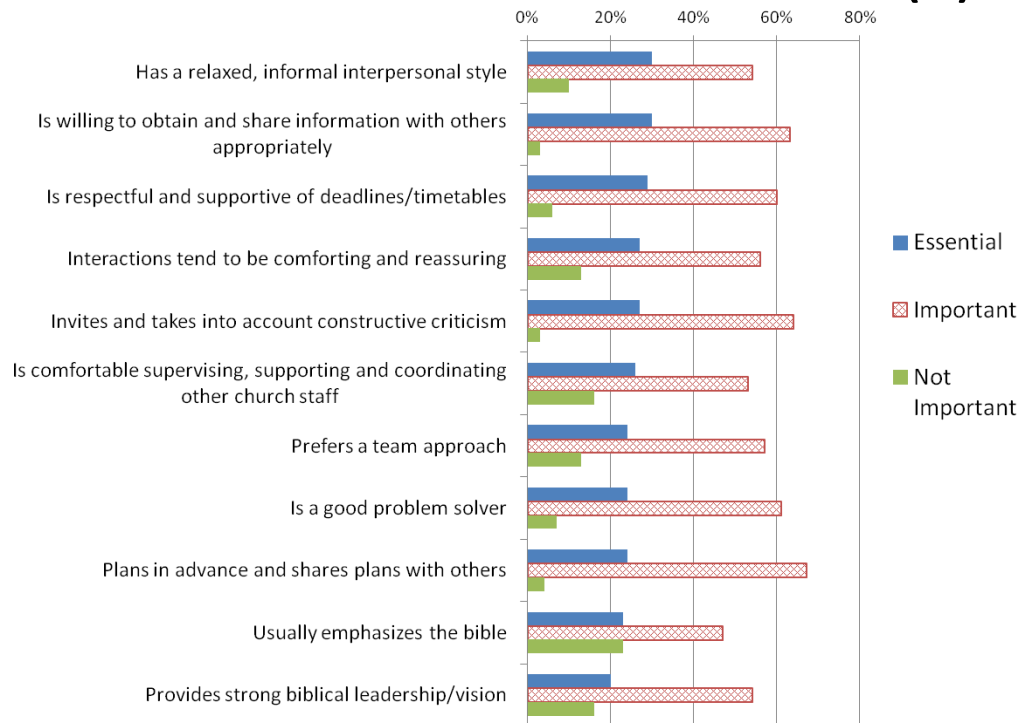
Characteristics of Minister(s)



Slide #8

July 22, 2012

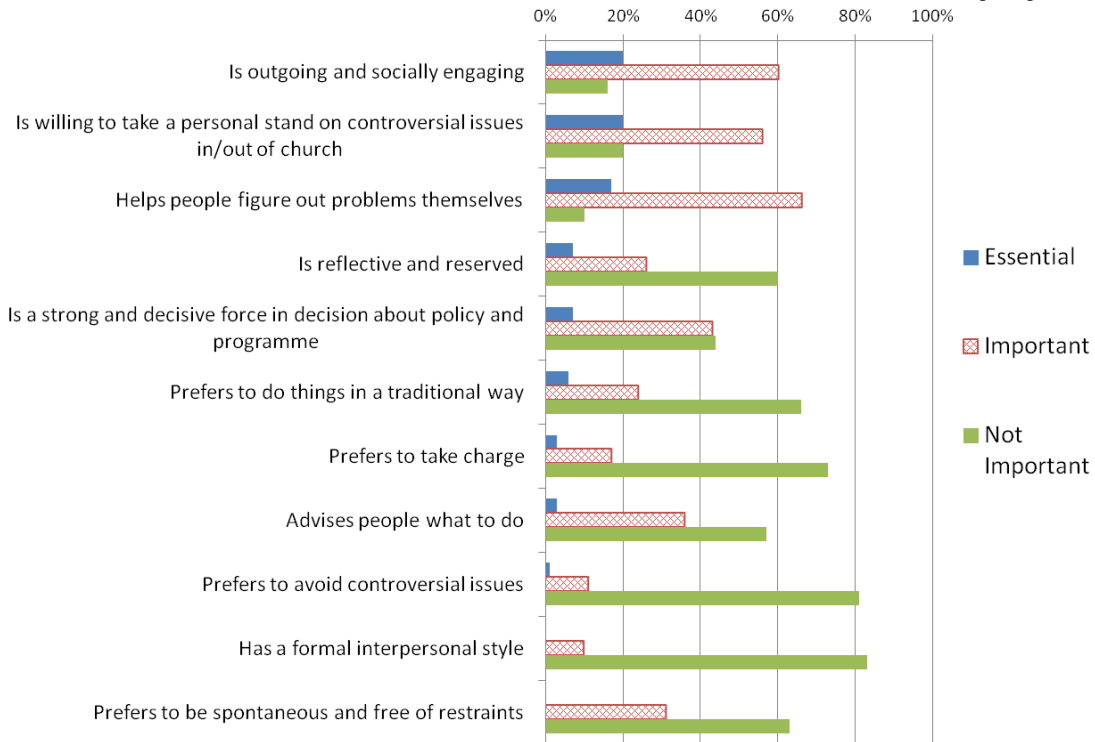
Characteristics of Minister(s)



Slide #9

July 22, 2012

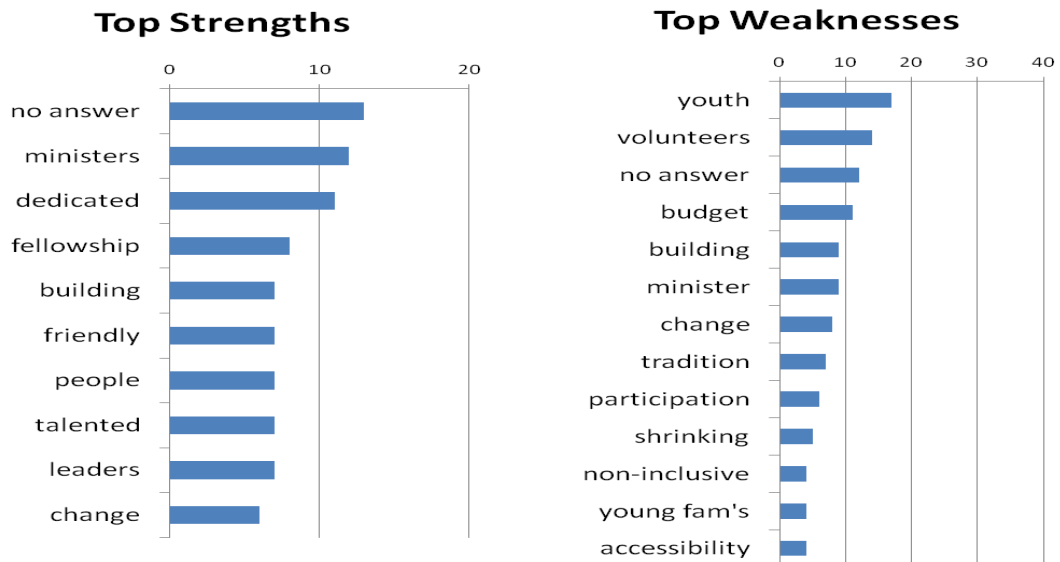
Characteristics of Minister(s)



Slide #10

July 22, 2012

Strengths and Weaknesses



Slide #11

July 22, 2012

Comparison of Strengths and Weaknesses

- **Volunteers** was provided by 19% for strengths and 17% for weaknesses
- **Building** listed on strengths at #6 (10%) and weaknesses at #5 (13%)
- **Change** was a strength (9%) and weakness (11%)
 - Strength: “open to change” Weakness was conflicted: “resistant to change” vs. “trying to change too much”
- **Tradition** was a weakness, but conflicted
 - “too traditionalist” vs. “lack of respect for tradition”

Slide #14

July 22, 2012

Questions for Discussion

- How do we build on our strengths?
- How do we turn our weaknesses into strengths?

Slide #15

July 22, 2012

JNAC Survey Comments Summary

1. Methodology & Rating Criteria

- A #1 rating is assessment of primary category
- Additional rating (#2, #3, etc) applied if comment seems to apply to another category
- If "no answer", no rating applied

2. Statistical Information

- 763 discrete comments
- Breakdown of 763 comments: 763 - #1 rating, 225 - #2 rating, 2 - #3 rating (not statistically significant)

3. Common Comment Themes

3.1 Worship (17.8%)

- Positive comments about music, with a few suggestions for more variety (non-traditional).
- Don Harry's sermons & overall approach generally very positive, with some areas of improvement suggested.
- Lark Kim comments negative with respect to content and understandability; also noted in some veiled comments (e.g., "*must be willing and able to communicate effectively in English*")

3.2 Pastoral Care (10.9%)

- Positive comments about our caring for each other (by ministers, ministry teams, or each other); a "*caring ministry*".
- Several areas for improvement regarding communication within congregation & committees.

3.3 Outreach (25.6%)

- Similar to Pastoral Care comments, we see ourselves as a caring community with several positive outreach programs (e.g., food bank, funeral teas)
- Common recurring theme is inability to attract young people to church.

3.4 Christian Education (9.4%)

- Several comments about the need for spiritual growth, building lay leadership, developing a youth group, and Sharing Time (i.e., who/how to do this)

3.5 Sustainability (31.7%)

- Main themes are paying down the debt, increasing membership, cost of maintaining the church building, and "*can we afford two ministers?*"

4. Detailed Statistical Information

	<i>Worship</i>	<i>Pastoral Care</i>	<i>Outreach</i>	<i>Christian Education</i>	<i>Sustainability</i>	<i>Other</i>	<i>Total</i>
TOTAL of #1 Responses	136	83	197	72	242	33	763
% of Overall	17.8%	10.9%	25.8%	9.4%	31.7%	4.3%	100.0%
TOTAL of #2 Responses	43	60	49	19	54	0	225
% of Overall	19.1%	26.7%	21.8%	8.4%	24.0%	0.0%	100.0%

Top Words in Anecdotal Comments



These words appeared at least 10 times

Top Ten Words in Anecdotal Comments



These words appeared at least 25 times

APPENDIX B

Congregation discussion & comments from JNAC presentation July 15th, 2012

What do the demographic statistics tell us about who we are?

- not many young people
- wonderful, well-matured people
- young people move away
- retired people are largest part of our congregation – who will be left to carry on?

How can the statistics help us in determining ministry needs?

- someone to relate to young people
- someone to relate to aging members of the Church
- junior choir to attract parents and grandparents
- need to attract the 20 – 40 year old population as opposed to children – live here, work here, part of the community
- house system has been a complete failure – people are only here the Sunday they have to work
- has not been a failure – people are coming back because we ask them to – otherwise they would not be here at all
- don't have people in pews like before – means reduced revenue
- need to think about how else to utilize the building to pay our bills and our staff

SECOND HALF OF DISCUSSION (following ' Trapped on the Escalator' video)

- Church is sitting on elevator waiting to be saved
- Why are members not coming – what would bring them out – need to talk to them
- People are great – broader problem is society – need to talk to people more – find out what they want/need
- Church is boring to young people – consider having Junior Church in the basement (not Sunday School)
- Need to give youth another reason to return to the area once finished school\
- One young person comes because he likes the idea of community
- Worshipping a greater entity
- People come because they respect God – young people don't have that respect for worship
- Come of out of respect for people they want to be with

Congregation discussion & comments from JNAC presentation July 22nd, 2012

STRENGTHS

1. Music
 - fortunate to have a very rich music program
 - fabulous choir
 - great band
 - wonderful soloists and instrumentalists
 - need to see more of that
 - need a big sign at front of Church we could change weekly announcing our musical presentations
 - need to advertise more – we are too shy/modest about ourselves
2. Fellowship
 - need to continue to find ways to contact people who are not here each week
3. Behavioral Covenant
 - this would appeal to young people – what they look for – need to share it with them
 - other parents have indicated that they need to get their children to Church but do not know where to go
 - sharing our Covenant would open people's eyes to who we are
 - print it on business cards we can hand out
4. Music
 - more updated music to appeal to younger people
5. Volunteers
 - have great volunteers
 - need a list of all members to call and ask for help when we are doing events – often just takes a call to get others involved
 - would like to see the Minister start telling stories at the Library again – contact with young families is important
 - ask young people to help with events and services
 - have a Youth Sunday
6. Miscellaneous
 - needed more time to discuss
 - are most people comfortable with change? Stats seem to indicate this
 - need to be open to change
 - need to be open to using new technology such as powerpoints in services and facebook

WEAKNESSES

1. Youth
 - Victory Church has a strong youth program – send a small group there to see what they are doing and bring back ideas
 - many in the congregation have enjoyed the interpretative dances in the past
 - need youth involvement to continue – need volunteers to do the dances etc
 - change in format of services – more open discussions rather than sermons – something younger people like
 - what do we (members of congregation) do when youth do attend service?
 - do we welcome them, get excited they are here – ask them what they want to see in a service?

2. Leadership
 - need a strong leadership to change
 - change has to start at the top
 - needs to be engaging
 - needs to be inspiring
 - needs to connect
 - needs to be encouraging
 - change brings energy/youth to everyone

3. Current Membership
 - members who are here now also need to be tended to

4. Privacy Act
 - has depersonalized our ability to know who is sick, etc and who needs our prayers
 - lacking the ability to pray for each other in a personal way

APPENDIX C

SUPPLEMENT to COMMUNITY PROFILE

This Appendix to the Municipality of Kincardine Profile section of this Joint Needs Assessment report, contains a more comprehensive listing, with descriptions, of the local clubs, groups, activities and services available in the Kincardine area. These amenities are grouped for your convenience. This listing is not to be considered exhaustive.

Business & Employment:

- Bruce Nuclear Generating Stations, operated by Bruce Power
- Nuclear Waste Management facility, operated by Ontario Power Generation
- Bruce Telecom (formerly Bruce Municipal Telephone System)
- Greenfield Ethanol plant (corn-to-ethanol facility)
- Enbridge Power (wind farm operator)
- Superheat FGH (multi-national business main facility)
- Agricultural farming and related businesses
- Many small local businesses
- Many part-time employment opportunities

Medical, Health and Social Services:

- Local Hospital (Kincardine and District General Hospital of the South Bruce Grey Health Centre), with ER, Cardiac Care, Diagnostic Imaging, Labs and Surgical O.R.
- Large medical clinic, with family medicine & general surgery providers
- Regular visiting specialist clinics - Cardiology, Gynecology, Urology, and others...
- Kincardine Family Health Team, a Ministry of Health & Long-Term Care Initiative, offering programs and services surrounding health promotion and disease prevention.
- Several dental offices, some with oral surgery services
- Several optometric, chiropractic and audiologic service offices and clinics
- Community Rehab Services (physiotherapy services)
- Massage, reflexology and spa services providers
- Tri-level, long-term-care facility (Trillium Court)
- Mental Health services
- Community Living services
- Women's House of Bruce County facility (abuse center, women and children)
- Bruce Shoreline family services
- Brighter Futures programs
- Fitness and exercise centers

Service Clubs and Organizations:

- Adults: Rotary, Lions, Legion, Shriners, Probus, Masonic and other lodges and fraternal organizations, Hospital Auxiliary, Friends of the Kincardine Hospital, Hospital Foundation
- Children & Youth: Sparks, Brownies, Girl Guides, Pathfinders; Beavers/Cubs/Scouts/Venturers; Air/Sea Cadets; Big Brothers/Sisters

Sport, Recreation and Exercise facilities:

- Davidson Community Recreation Center
 - indoor arenas, Olympic pool, gymnasium (offering recreational volleyball, badminton, basketball), fitness rooms, exercise track, senior center, social hall, meeting rooms
 - outdoor running track, soccer field, skate park, Lions tiny-tot playground & park
- Other fitness centers, offering supervised and tailored exercise programs
- Tai Chi domo
- Curling Club
- 5-pin Bowling lanes, Lawn bowling (summer only)
- Outdoor tennis courts
- Municipal 9-hole golf course & country club (with two additional 18-hole courses and a second 9-hole course in the nearby area)
- Hockey teams (all ages/genders), Western Junior C Kincardine "Bulldogs" team, ringette, Youth Hockey school (summer)
- Figure Skating Club
- Gymnastics Club
- Triathletic Club, Women's Triathlon event (summer)
- Biking club
- Yacht Club (which operates the marina), 2 annual fishing derbies, boating, fishing
- Square dancing club, Scottish dancing
- Summer kids and youth soccer program, utilizing the many soccer fields throughout the town
- Hardball and slow-pitch softball teams
- Local rugby team, the Barbarians, playing other communities in league play
- Local baseball team, playing other communities at Connaught Park diamonds, as well as Seniors, intramural and 'pick-up' games
- Beach volleyball on Station Beach (summer)

Naturalist, Gardening and Outdoor/Environmental groups & activities:

- Horticulture society, Field Naturalists, Birding groups
- Friends of The Boardwalk gardeners
- Kincardine Trail System - hiking trails throughout the village of Kincardine
- Geddes Peace Garden & Labyrinth
- Kincardine Dog Park
- Snowmobile Club
- Cross-country ski club (winter)
- Volunteer teams that plant and help maintain the many fine floral displays in the Towns of Tiverton and Kincardine and throughout the Municipality of Kincardine (summer), in conjunction with the Parks Department and the town Horticulturalist and their crew.

Arts, Galleries, Festivals and Entertainment

- Musical groups - Kincardine Scottish™ Pipe Band (now in its 103rd year of continuous service to Kincardine!), Kincardine Brass Band, Kincardine Community Concert Band, Kincardine Community Singers, Celebration Singers (Seniors)
- Pipe Band parades and concerts - Saturday evening parades (during the summer) - join the Kincardine Scottish Pipe Band as it marches the length of Queen Street and back to Victoria Park, with concert following at the Bandshell.
- Bagpiping 'mini-concerts' from the lighthouse catwalk, in remembrance of the "Phantom Piper" legend, every evening but Saturday, throughout the summer

- Annual Scottish Festival - 3-day summer event (July 1st weekend), with concert stage, Scottish dancing competition, and Grade 5 through Grade 1 pipe band competition and individual piping/drumming competitions, held in and around Victoria Park (food and refreshments galore); Highland Games 'heavy' event competition at a nearby venue.
- Annual Gathering of the Bands weekend-long event, near the end of August, with visiting pipe band concerts and a massed band parade in the evenings.
- Kincardine Summer Music Festival - 1st two weeks in August - Jazz, Blues, Chamber music and vocal instruction with professional musicians, and daily concerts featuring festival faculty, students and top guest professional musicians and groups
- Music in the Park concerts - Wednesday evenings (summer), Victoria Park bandshell
- Sing-A-Long concerts - Sunday evenings, Dunsmoor Park, July to Labor Day
- Bruce County Blues Society - sponsoring concerts throughout the year, and a weekend-long Blues Festival in the summer
- Victoria Art Gallery, featuring local artists
- Scougall Gallery, an extensive photo-historic glimpse into life in Kincardine in the late 1800's/early 1900's
- SeeView Gallery - stained glass and other objects d'art, available for purchase
- Kincardine Theatre Guild - amateur theatre group, producing (minimum) two plays and a musical in a fall-through-spring season
- Bluewater Summer Playhouse - professional actors, directors and crews, four shows in a summer season
- Aztec movie theatre (summers and special occasions)
- Woodworking Guild
- Carnegie Library (with modern addition), part of the Bruce County Libraries, on Queen Street, as well as a Bruce County branch library in Tiverton
- Fall Agricultural Fairs - in many local towns and villages
- Annual Multicultural Fair & Festival
- Companions of the Quaich, Kincardine chapter
- Robbie Burns Society dinner
- Nighttime Christmas parade, with Santa Claus

Amenities and Attractions

- Proximity to Lake Huron, with extensive public park areas, playgrounds, venues and beaches (one, Station Beach, is a designated Blue Flag beach)
 - Lakeside "Downtown", offers beautiful street-scape, with shops, banks, restaurants and other services
 - Magnificent sunsets over the lake
 - Lakeside boardwalks both north and south of the harbour
 - Large summer cottage population
 - Popular family tourist destination
 - Modern harbour and marina for pleasure craft
- Architectural Heritage
 - Many private residences and public buildings officially designated as Heritage sites
 - Heritage lighthouse & museum, part of the downtown area, near the harbour (tours available in the summer)
 - Heritage hotel, Paddy Walker House, built in 1850 and recently restored with community volunteers and funding
 - Heritage lakeside Dance Pavilion, recently restored and available for booking functions
 - Inverhuron Lime Kiln (restored), responsible for providing much of the lime for foundations within the hamlet and the surrounding region for half a century, beginning in 1871.

- Music, live theatre and arts available year-round
- Sporting opportunities in all four seasons
- Volunteerism and community participation in local events and fund raisers is exceptional

Community & Administrative Services

- Schools - the town offers 5 elementary schools (one offering French immersion) and one area secondary school
 - International-award-winning Kinetic Knights FIRST robotics team
- Policing - by contract with the Ontario Provincial Police, who maintain a station in the town (on Kincardine Avenue)
- Fire Fighting - by the dedicated and capable Volunteer Fire Department (station on Mahood Drive)
- Newspapers - two weekly printed newspapers (the Independent and the Kincardine News) and one on-line-only newspaper (the Kincardine Times), plus a monthly 'Marketplace' publication serving Bruce County.
- Radio Stations - three stations servicing the area, with one located in town.
- Transportation - Locally-owned taxi services, Bus/coach services to London and Toronto, GreyBruce Airbus services to Pearson International Airport (Toronto), Kincardine Municipal Airport
- Municipal offices - on the 5th Concession, west of Hwy 21, north of town
- "Market in the Square" - every Monday, from May 24th through Labour Day, a flea & produce market in Victoria Park
- Local produce & meat market, with several 'organic' growers/vendors, outdoors in Connaught Park on Saturday mornings throughout the summer; featuring Bruce County beef.

Accommodations and Restaurants

- Many single family homes, ranging from modest to luxurious, with heritage through to modern designs; condominium facilities, townhouses, many newer subdivisions in the municipality
- Rental properties are limited in number
- Senior apartments, condos & community complexes indexed to income
- Trillium Court, Malcolm House, RVilla & Tiverton Manor offer retirement, assisted living and nursing home opportunities
- Christmas Tour of Homes, Doors Open Kincardine - annual opportunities to view interesting homes, businesses, commercial establishments, etc.

Religious Community

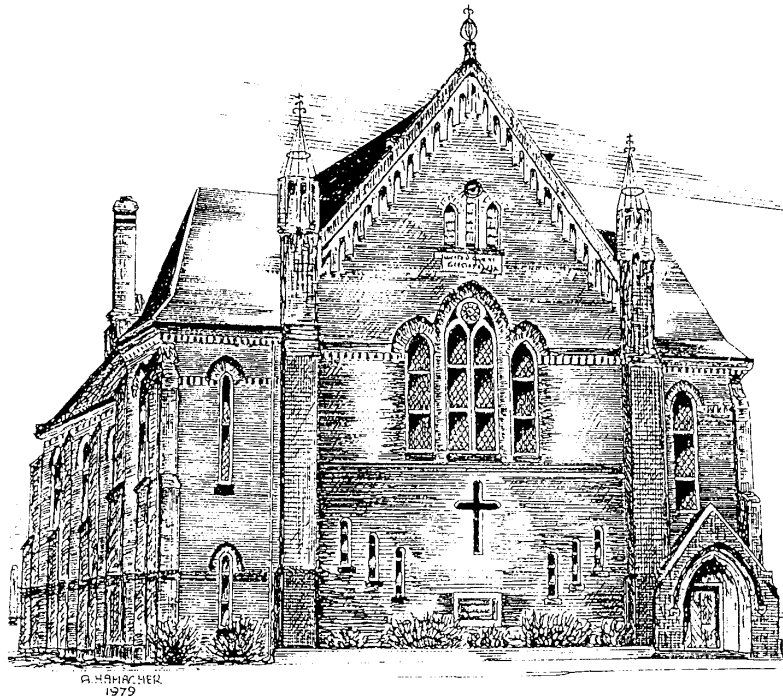
- Ministers & lay persons from churches comprise the "Kincardine District Ministerial Association", which meets monthly for lunch, devotions & to share concerns
- Shared Holy Week services
- Liaison for devotions/services at Trillium Court; with police, Womens' House and Legion on a referral basis; with Food Bank/Christmas Hamper programs on a referral basis; represented on Grey Bruce Health Care Chaplaincy Council
- Sponsor and support other interdenominational events and services

Community Concerns and Challenges

- Youth drinking and driving
- Alcoholism; Drug/Substance abuse
- Teen Pregnancy
- Vandalism
- Declining involvement in church - Sunday school, Youth Group, general participation & attendance
- Music outlets for youth - band(s), choir, musical group(s)
- Distance (40 km) to birthing center/Obstetrical care, especially in winter weather

Appendix D

Kincardine United Church
MARRIAGE INFORMATION AND POLICIES



***"Beloved, let us love one another, because love is from God;
everyone who loves is born of God and knows God."
1 John 4:7***

CHRISTIAN MARRIAGE

A common desire for many couples, as they consider marriage, is to have a “church wedding”. We support that aspiration. We hope that behind it lies a desire not simply that it takes place through the ministry of the church and its paid staff and volunteer members, but that your hope for marriage is in the teachings of Christ, which emphasize the centrality of honesty, patience, respect and care.

THE PLACE

It is possible to have a Christian wedding in the Church building or at another suitable location. The building will hold over 500 people. Parking is usually sufficient around Victoria Park on the adjoining streets and at a parking lot just down the street. There is no parking on Russell Street.

FINANCIAL CONTRIBUTION

We ask you to make the following financial contribution to the church. Please bring your contribution to the church office two weeks before your wedding. For income tax receipt purposes, please provide us with your anticipated mailing address.

The Contribution: 1) for a wedding in the church:

Registration	\$ 10
Church	\$150
Minister	\$150
Organist	\$100
Coordinator	\$ 75
Custodian	<u>\$ 50</u>
Total	\$535

2) for a wedding at another location:

Registration	\$ 50
Minister	<u>\$150</u>
Total	\$200

3) at another location with church booked in case of rain:

Registration	\$ 50
Minister	\$150
Church	\$150
Custodian	<u>\$ 50</u>
Total	\$400

INTERVIEWS

Marital relationships these days are under considerable stress. To help identify stresses within your relationship and strategies for managing them, we require wedding couples to attend two sessions in which the review instrument "Prepare" will be used to assist you. In addition, there will be a meeting to plan the ceremony.

THE SERVICE

We have many services in use at this time; along with other resources. The United Church is generally comfortable with appropriate changes according to the circumstances and creativity of the couple.

GUEST MINISTER

If a guest Minister is chosen to perform the marriage ceremony, this Minister must be duly licensed to perform marriage ceremonies in the Province of Ontario. He/She must be approved at least a month in advance by one of the Kincardine United Church Ministerial Staff who is licensed to perform weddings in the Church. The Guest Minister shall provide the number of his/her Ontario Government License to Marry to the Church Office Coordinator.

LICENSE

A license is necessary and it can be purchased at any Town Hall and must be submitted to the Church office at least one week prior to the wedding date.

THE MUSIC

Our Wedding Organist, Helen Elliott, will be pleased to offer her services for your wedding. If you wish other arrangements, you must speak to the minister conducting the wedding, preferably at the time of registration. Please contact Helen (519-528-2774) at least one month prior to your wedding to arrange music selections.

GUEST ORGANIST

If a guest Organist is to play at the marriage ceremony, this organist must be approved by the Kincardine United Church Minister of Music, David Hamilton.

FLOWERS, CANDLES, ETC.

Because of the many weddings that take place at the Church, it is important that either the couple or the Florist check with the Church Office Coordinator about times to place flowers, candles etc., in the Church. The office is open Tuesday through Friday from 1- 4:30 p.m., or you may call and leave a message at 519-396-2391.

PICTURES AND VIDEOTAPES

Weddings are a Service of Worship and the attention of all is on what God is accomplishing here for this couple. We wish all to enter into the experience of worship and put their cameras and video cameras away. You may take pictures during the Bridal Processional. You may take pictures again during the Recessional.

TAPED MUSIC

If you wish to have taped music, we require that you use our system with help from one of our technicians for a contribution of \$50.00 to the church.

CONFETTI

The use of confetti is not allowed on the Church property.

BULLETINS

If you wish, at an additional cost, the Church office can prepare wedding bulletins to be handed out prior to the service. Please inform the minister as soon as possible if you are interested in this added service.

AFTERTHOUGHTS

On rare occasions a wedding will not take place as planned. In such a circumstance, please let the Church Office know of any change in plans as soon as possible. This allows us more freedom to book weddings during the very busy wedding season!

Ministers available for weddings:

Rev. Don Harry

Rev. Dr. Lark Kim

KINCARDINE UNITED CHURCH

<p>721 Princes Street, Kincardine, Ontario N2Z 2A3 Phone 519-396-2391 e-mail kuchurch@bmts.com</p>
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Office hours are 1:00 – 4:30 p.m. Tuesday through Friday, or by appointment.
(Revised Oct. 2010)