



# EFFECTIVE LEADERSHIP PROCESS

Camlachie United Church

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## Introduction

Following notification from the Reverend Joseph Wynne of his decision to retire in August 2017, an Effective Leadership Process committee was formed to begin the process of securing a replacement. The members of the committee are as follows:

Brad Douglas, Marg Cudmore, Tarin Oxley, Jean Snedden, Gail Gilroy, Bev Gartley, Sue Alexander, and Vicki Hawksworth (chairperson).

Lambton Presbytery is represented by the Rev. Carey Wagner.

This group has met regularly since November, 2016 to complete Steps One and Two as outlined in the *Handbook Declaring/Changing Ministry Positions*.

This report comprises our descriptions and ranking of the eight Mission and Ministry profiles, minister position description, financial report, manse assessment, demographic profile, and a depiction of our community. Also included are the names of the members of the Ministry and Personnel 2016 committee.

## Community Profile

Camlachie United Church is in the hamlet of Camlachie, Ontario adjacent to the city of Sarnia (population 73,000). We are situated in Lambton County on the shores of beautiful Lake Huron. And the St. Clair river. Major shipping occurs on the St Clair River, part of the St Lawrence Seaway. Highway 402 provides direct access to Sarnia from the east. Highway 40 links to Wallaceburg, Chatham and Highway 401. Sarnia has an airport and is connected to Via Rail. Sarnia is a border city with Port Huron, Michigan (an hour from Detroit). London, Ontario is approximately an 80 km drive east. Three First Nations communities are located here.

### Economics

Sarnia is the largest urban centre in Lambton County. The major employer relates to the petro-chemical industry. A large percentage of Canada's petro-chemical output comes from Lambton County. The Department of Fisheries and Oceans (Canadian Coast Guard), hospitals, schools, and Lambton College also employ many residents. Other industries include call centers, casino, and green power sources. The real estate market is active with a wide range of home prices. There are several food banks in operation.

There is a large agricultural community. Farms range from pigs, cattle, soy beans, sugar beets, corn and grains.

## Health Services

Bluewater Health: A large new addition and upgrades to our Sarnia hospital building were completed recently. Bluewater Health is a full-service hospital offering emergency, critical care, psychiatric, addiction, surgical and medical services. A second hospital campus is located in Petrolia, a smaller urban centre close by.

There are two urgent care walk in clinics located in Sarnia.

Other services include dental offices, optometrists, massage, chiropractic and physiotherapies. Lambton Public Health focuses on health promotion and disease prevention activities.

Veterinary services are located throughout the city and county.

## Schools

Elementary: There are many schools, public, Catholic, Christian and French immersion located throughout Sarnia and Lambton County.

Secondary: Sarnia hosts 4 high schools, one of which is French. There are also two secondary schools located in the county. Busing is provided.

Post Secondary: Lambton College. Western University (London) and the University of Windsor offer educational programs in partnership with Lambton College. Baker College in Port Huron, Michigan also offers a degree program in Sarnia.

## Arts and Recreation

Arts: There is an active arts community in Lambton County.

Live theatre: Imperial Theatre (Sarnia), Victoria Playhouse (Petrolia), Huron County Playhouse (Grand Bend).

Judith and Norman Alix Art Gallery, Stones and Bones Museum. Lambton Heritage Museum, Oil Museum of Canada and Lambton County Archives, Moore Museum, Sombra Museum, Plympton -Wyoming Museum and Arkona Lions Museum.

Recreation: There are many active sports programs such as hockey, baseball and soccer. Sarnia has Junior A and Junior B hockey teams. A state of the art sports and entertainment centre is in Sarnia. Swimming, boating and water sports are popular. There are hiking/walking trails, gymnastic club, beaches, conservation areas, arenas, golf courses and movie theatres available. Festivals occur throughout the year. A First Nations pow wow occurs in the summer.

Various service clubs operate throughout Sarnia and Lambton County. Examples include Rotary, Optimist, and Royal Canadian Legion.

There are many volunteer opportunities such as the United Way-Sarnia Lambton, Lambton Elderly Outreach, minor sports organizations, and the Inn of the Good Shepherd.

**Worship:**

There is a wide diversity of worship options in the community including a mosque, synagogue, and many Christian churches.

**Housing**

Camlachie United Church owns a manse - side split, single family home. Additionally, there is a wide range of housing options available in a variety of price ranges. The average price of a single-family home is \$233, 000 with a range beginning at approximately \$150,000.

## **Our Church**

**Mission Statement: A Christian Community welcoming and Serving All People.**

**Overview:**

Camlachie United Church has a long-established history, having celebrated our 156th anniversary. Our fully accessible church building was completed in 2008. There is a large sanctuary that seats approximately 250, a spacious multipurpose room, well equipped kitchen as well as smaller meeting and Sunday school rooms. We use a modern audio/visual system with assistive hearing devices available. The minister's and office administrator's offices have high speed Wi-Fi internet and a photocopier is available in the office area.

Camlachie United Church has a Violence and Harassment Policy (Bill 168) and has an Inclusive Policy on Same Sex Marriage in place, which was upheld and approved several years ago.

Our congregation is a combination of long standing and newer members, living in Camlachie, Sarnia and other areas of Lambton County. Our congregation is aging as is true in many churches. Many of our members are farmers. We are fortunate to have many dedicated, skilled volunteers. There is an active choir and Sunday School. We are a welcoming church with a great sense of family.

The church serves as a religious centre for our congregation and is a centre for community events such as guiding, soccer, yoga, and an Ontario Early Years Centre. We have also hosted fund raising events such as Frankie and the Fairlanes (musical group) and Scott Woods (fiddler). Our church also holds many suppers which are well attended by the community.

Our paid staff consists of a full-time minister, part time office administrator, part time custodian, music director (shared position). The Sunday School Superintendent is a volunteer position. Nursery care is provided by volunteers.

Sunday services are normally held at 10:00 a.m. There is a sunrise Easter service and an evening Christmas Eve service.

## **Committees and Groups**

The Unified Board consists of the chairpersons of the various committees/groups listed below, minister and a shared Board Chair position. The Board and Committees meet monthly, except during the summer.

Worship, Pastoral Care, Property/Manse, Ministry and Personal, Trustees, Finance, Fund Raising, Education and Mission, United Church Women and a Presbytery representative.

More detailed information regarding our church is discussed in the following sections of this report.

## **Mission and Ministry Priorities**

### **Summary and Ratings**

The ratings of the Mission and Ministry priorities were completed using the Reasoned Force Choice Method as well as by considering the feedback received from the Congregational Survey. Detailed descriptions of each priority are found below.

#### **Priority Assessment:**

One: Worship Two: Discipleship Three: Pastoral Care

Four: Justice and Outreach Five: Leadership Six: Stewardship Seven: Ministry Partnerships

### **Worship**

#### Music:

Camlachie United has a Clavinova for playing music. We have a very active and enthusiastic choir. Our choir director holds practice every Thursday evening, except in the summer. The church uses Voices United and More Voices for hymns sung during the service. The choir normally performs a ministry of music number every week. This is usually sung to the piano, but occasionally is sung to a CD. Every other year at Christmas the choir performs a cantata, which takes the place of the sermon. During advent, a member of the choir leads the congregation in the singing of Christmas carols for 10 minutes before the service. Our choir

members participate in the community choir during the Remembrance Day service at Camlachie Community Centre.

### Technology:

Camlachie has an advanced setup with sound board, Laptop, main speakers, monitors for the choir and hearing assisted headsets and ear buds. The minister has a headset mic. there is a pulpit microphone, choir microphones and additional lapel and handheld microphones. Each Sunday the order of service is printed in a PowerPoint presentation, complete with responsive readings and hymn lyrics. The service can include videos, CDs and website access as required. The sanctuary is equipped with 2 projectors and screens to show slides at the front of the sanctuary for the congregation and a TV on the back wall of the sanctuary to show slides for the minister and choir. The service is fed into the nursery. Each service is recorded on a CD. These CDs can be taken out for someone to listen to a service that they were not able to attend. The Laptop and sound system are used for movie nights, which are periodically held at the church.

### Sermon:

We are an inclusive church. The minister talks about scripture and relates it to events of the day. The sermons can include pictures, videos, music (our current minister sometimes plays his guitar) and drama to highlight the message. The length is important, and it is important to stay on the focus of the message, without getting sidetracked.

### Other arts:

In addition to the above, children's time is very important. The children are encouraged to participate and various props are used to do this. We have one Sunday each month for coin collection. Another Sunday a month is designated for food collection each month. The Lord's Prayer is recited during Children's time.

## **Discipleship**

### Discipleship Activities:

Sunday school

The Zone – Youth Sunday morning gathering

Vacation Bible School

Family movie nights

On-line bible study – lead by congregational member

UCW – A variety of community and world outreach projects

- Afternoon coffee break for all women

#### How We Spread the Gospel:

Share in leading community Remembrance Day Service

By being inviting, welcoming and serving.

#### How We Live Out the Gospel:

In the way we relate to and support others – within and outside the church. Examples: Foster child sponsorship, visits to shut-ins, support to refugee families, prayer shawl and card ministry etc.

#### How We Teach and Learn the Stories of Our Faith:

Sermons

Sunday School and other discipleship activities listed above

Recognize and celebrate our church's history and anniversaries

On-line bible study

#### How We Make Space and Welcome New People:

Minister and greeters welcome people as they arrive to worship.

Large narthex where people gather and greet each other

Coffee/juice offered and allowed in sanctuary

Area in sanctuary for quiet play if needed

Nursery is available with audio of service piped in.

Accessible building and use of technology – large projection screens,

microphones and hearing assistance headsets.

Provide information using Website and Facebook.

#### **Pastoral Care**

To Whom:

To all those in the congregation in need and occasionally others in wider community. For various reasons - illness, hospital, death/grieving, loss of job, shut-ins, nursing home and other.

Who Provides:

Mainly the Minister

Also by: Pastoral Care Committee – card ministry

Choir – sing at nursing homes, hospital

UCW – prayer shawls, cards, funeral receptions

Everyone in the Congregation – many simply step up to

provide support when able - informal sharing before or

after worship, cards/notes, caregiver relief, give rides etc.

Specific Needs Identified:

There are a variety of needs across the board affecting all age groups but we note that the congregation is aging. Pastoral care needs are identified in large part by word of mouth. The friendly and approachable nature of the minister as well as the community oriented/family-like congregation provides the space for people to feel comfortable sharing their challenges as well as reasons to celebrate.

Time Spent on Pastoral Care by Ministry Personnel:

The time varies as dictated by needs – however the pastoral care needs are significant and therefore require a significant amount of the minister's time. As well, pastoral care coverage is arranged and communicated to the congregation in the minister's absence.

Specific Pastoral Care Skills or Experience Needed:

Yes, for the minister. Main skill is listening well. But minister's role does not include counselling. The Minister will refer to proper professionals when appropriate.

**Justice and Outreach**How We Identify Community Needs:

By word of mouth and paying attention to local media. Congregation members share areas of need they have an interest in supporting. We support the work of other organizations in the community, for example, the Inn of the Good Shepherd, Optimists Club and the Women's Interval Home.

#### Needs, Strengths or Issues Facing the Community:

A variety of needs/issues exist in the Camlachie/Sarnia/Lambton Community, similar to other communities. These include in part: above average unemployment; increasing demands on the local food bank and other relief due to poverty; help for those with addictions as well as those affected by domestic abuse. A strength, this wider local community includes First Nations Communities. This affords the need and opportunity for continued reconciliation, shared learning and community building. Another strength, this local community is very generous and enjoys a high level of volunteerism.

#### Camlachie United's Response Includes:

Food and other support to the Inn of the Good Shepherd (shopping cart Sundays), Women's Interval Home, Huron House Boys Home and families in need at Christmas. UCW - Invites speakers to share about mission and justice work. Makes and donates Prayer Shawls, locally and Love Vest to countries around the world. 'Shoeboxes' – gifts and notes of support for college/university students. Church building is used by community groups (Brownies, Ontario Early Year Centre, yoga classes and others). Indoor soccer instruction and fun led by our current minister.

#### General Council Resources:

We regularly share 'Minutes for Mission' with the congregation. Mandate magazine is available to borrow. We have heard a presentation on what it means to become an Affirming congregation.

### **Leadership**

#### Who we look to for leadership:

We look to our minister for leadership and need someone who is supportive and leads by example.

#### Responsibility for leadership on staff:

There are many lay leaders in our congregation, some who will lead a service, make announcements, do readings (including youth), lead carol sings and some who are excellent in welcoming people. These lay people volunteer and are not pushed to do these jobs.

Specific Skills needed:

We want a person who empowers others to lead and is supportive. He/she must be able to work with the church secretary, the board members, and other committees. Ideally we would like someone who is inclusive, warm, sensitive, energetic, friendly, compassionate and is innovative and transparent. He/she should be able to relate well to all ages and is knowledgeable of changes being made within the United Church of Canada. Although there is little conflict at this time, we would like someone with conflict management skills.

Having a new building requires much fund raising. Dinners and events are planned by the Fund-Raising committee and UCW.

**Stewardship**Financial:

The finance committee reviews financial reports monthly. Reports and giving updates are mailed to all members and adherents, by both email and hard copy quarterly. Our financial position would probably be best described as adequate. We have had positive year end balances the last three years due to successful fund raising. Since construction of the new church in 2008, we have paid off over 50% of our mortgage. The Board of Trustees manage our Memorial Fund and we currently have \$15,000 in that fund.

Human Gifts:

To support the needs of the local food bank we have a Sunday every month where the congregation is asked to provide non-perishable goods. The children participate by collecting the grocery bags of food in a shopping cart and the donations are delivered to the food bank. The local Women's Interval home is supported with donations of clothing and a special Christmas donation. We support the local Optimist Christmas gift program with our white gift service and we also support one local family with a Christmas hamper and gifts.

Property:

A new accessible church building was built in 2008. The building includes the sanctuary, an auditorium with an attached kitchen as well as several Sunday school or meeting rooms. The manse is a three bedroom split level in a very desirable location close to Lake Huron. All our property assets are in good condition with maintenance completed by church members or qualified contractors when necessary.

Stewardship:

A "Minute for Mission" is read from the pulpit monthly. Children's time frequently includes reference to the mission of the church and the missions the United Church of Canada supports.

Each advent season we have an “Angel Tree” to remember family and friends who are no longer with us and donations are collected for the M&S fund. The status of mission giving is also included in the quarterly reports. The Sunday school sponsors a foster child in the Caribbean. They exchange letters on a regular basis.

### **Ministry Partnerships**

#### Shared Ministry:

We at Camlachie U.C. are presently not in conversation with any other Local Ministry Unit. However, this may be something that will be requested down the road, because of the present climate of church closings across the wider church.

#### Team Ministry:

This is not a team ministry position.

#### Ecumenical Outreach/Interfaith Partnerships:

Our Ecumenical Outreach consists of shared Remembrance Day Services with the Anglican Church in Bright’s Grove. We are also part of the World Day of Prayer Circuit involving other United, Anglican and Roman Catholic churches and any others who wish to participate. Camlachie U. C. partners with the Optimists Club to deliver White Gifts collected during Advent.

#### Ministry Personnel’s Responsibility

The Minister is responsible for the leadership component of Camlachie United’s part in any Services shared in the community.

### **Ministry and Personnel Committee 2016**

Vicki Hawsworth, Kerri Haney, Chairperson: Joan King

### **APPENDICES**

- 1) Camlachie United Church Position Description
- 2) Manse Report
- 3) Financial and Demographic Report
- 4) Congregational Survey

## **Camlachie United Church Minister Position Description**

### **Minister Profile:**

The minister will possess a warm, friendly, sensitive persona. Our spiritual leader will demonstrate an engaging preaching style, effective pastoral care skills, and a passion to inspire and develop Christian Education in a multi-generational context.

This individual will have a deep understanding of both the Old and New Testaments and show an appreciation for tradition while incorporating contemporary interpretations of spiritual and theological perspectives.

The minister believes in the celebration of communion with people of all ages, at an open table.

### **Primary Areas of Responsibility and Focus:**

#### **1) Worship**

- a. Lead regular Worship and Special Services
  - Engage congregation through thought provoking messages that are delivered with conviction, passion, and relevance in a manner that challenges people to be reflective of that message in the context of their personal lives and spiritual growth.
  - Plan and implement periodically, in conjunction with the Worship committee, innovative worship experiences, difference formats to meet the needs of congregational members of various ages in conjunction.
  - Be comfortable with the appropriate use of assistive props and technology to support worship services (e.g. PowerPoint)
  - Invite, acknowledge, and support children's active participation and understanding of worship messages
  - Encourage and promote lay involvement and leadership
- b. Deliver the sacraments of communion and baptism
  - Offer support and guidance to families requesting baptism and confirmation
- c. Ensure that music is an integral part of worship services
  - Collaborate regularly with the Organist/Choir Director

## 2) Pastoral Care

- a. Ensure that the needs of pastoral care are regularly and comprehensively provided through a planned, thoughtful, ongoing approach
  - Facilitate work of the Pastoral Care Committee
  - Provide spiritual guidance and support relative to baptisms, weddings and funerals. Provide consideration to these needs from the wider community.
  - Provide support and facilitate connections and/or provide referrals to community resources and services as appropriate

## 3) Christian Education

- a. Promote and encourage the promotion of Christian Education occurring in a variety of formats and venues for all ages.
  - Collaborate, support, and mentor Christian Education staff and/or volunteers.

### Other Responsibilities:

#### 1) Outreach

- a. Support and encourage outreach within our church, our community, and globally.
  - Seek opportunities to extend invitations for fellowship and the building of community participation and partnerships e.g. Christian Education activities and/or outreach projects.
  - Support lay volunteers who wish to lead and/or participate in outreach activities and projects.

#### 2) Expectations:

- a. Collaborate with the Unified Board, church committees, and staff to support the life and work of the church and congregation.
  - Follow guidelines and expectations of the United Church of Canada, London Conference and the Lambton Presbytery.
  - Ensure that information from the three governance bodies is shared with the Unified Board, committees and/or congregation as appropriate.
  - Represent Camlachie United Church at Conference and Presbytery and attend meetings and events as appropriate.
  - Strive to identify and connect with visitors and potential new members.
  - Establish and sustain positive working relationships with church staff (e.g. Administrative Assistant, Organist/Choir Director, Custodian, Christian Education Co-ordinator).

- Network and build professional relationships within the ecumenical community and take opportunities to profile and advocate for Camlachie as appropriate.
- Participate in and act upon recommendations from annual performance reviews in collaboration with an M&P Committee member assigned as your contact.

### 3) Attributes

a. Ideally, our minister possesses characteristics described as:

- Friendly and approachable
- Excellent listener
- Sincere and authentic
- Empathetic and compassionate
- Has a good sense of humour
- Energetic and enthusiastic
- Appreciative of diversities and thus, is inclusive

#### Skills:

- Communicate effectively, verbally and in written form
- Solve problems and make decisions in a thoughtful, resourceful manner
- Manage conflict with tact and diplomacy
- Interact with others in a positive and professional manner
- Be a leader but also encourage and nurture leadership in others
- Possess basic computer skills (e.g. email and word processing)
- Manage time and workload effectively and efficiently
- Be aware of and understand the impact of his/her own emotions/behaviour and recognize the emotions of others
- Establish and sustain positive rapport and trust
- Promote harmony and spiritual good-will
- Take initiative and exercise sound judgement
- Recognize his/her strengths, areas for growth, and limitations
- Engage in ongoing professional development
- Accept, reflect and act upon constructive feedback
- Recognize importance of self-care

### 4) Qualifications

a. Requirements of the Minister and preferences relative to this position include:

- An Ordered Minister in “good standing” within the United Church of Canada
- A current Vulnerable Sector Police Criminal Record check
- Having acquired within the last three years, the Sexual Abuse Prevention and Response training

- Having acquired within the last five years, the Racial Justice Awareness training

**5) Reporting Relationships**

The Minister is responsible to the Unified Board of Camlachie Church, Presbytery, and Conference.

**Minister Position Description created: January 2017**

## APPENDIX VII – REQUEST TO DECLARE A MINISTRY POSITION

**PURPOSE:** To provide Presbytery and London Conference with the necessary documents to consider the declaration of a ministry position (changing an existing position, or declaring a vacancy/appointment opening). To be evaluated for future use in London Conference between July 2013 to August 2015.

**WHO USES IT:** Local Ministry Unit – to be completed by Governing Body.

**WHEN TO USE THIS FORM:** When you have completed the Position Description and are ready to request that Presbytery declare a vacancy. Can be used for Interim Ministry and short-term Supply Ministry also.

*for internal communication between united Church of Canada Courts*

**ROUTING:** Please keep a copy for your records prior to sending on.

- Governing Body completes Parts A and B; and forwards to Presbytery.
- Part B is completed following a meeting of the Local Ministry Unit.
- Presbytery reviews documents, approves and completes Part D.
- Presbytery forwards the form to London Conference Office (vacancies@londonconference.ca).
- London Conference posts vacancy onto London Conference website (www.londonconference.ca).

### PART A: CHECKLIST

- We have reviewed and attached our Annual Ministry and Mission Priorities
- We have developed and attached our Ministry Personnel Position Description
- We have completed and attached our Financial and Demographic Profile
- The required policies and practices are in place within our local ministry unit:
  - Workplace Violence and Harassment Policy (Bill 168);
  - Name and contact information for the Chair of the Ministry and Personnel Committee  
JOAN KING, CHAIR TEL (519) 899-7642
- ADP Payroll number 3179
- IF APPLICABLE: An up-to-date Manse Information Summary Sheet (PR 435 MI) is attached.

### PART B: RECOMMENDATION of GOVERNING BODY

The Governing Body of CAMLACHIE UNITED CHURCH Local Ministry affirmed the attached Ministry and Mission Priorities, Financial and Demographic Profile and the Ministry Personnel Position Description at a meeting on MARCH 5, 2017 and recommends a vacancy for CAMLACHIE UNITED CHURCH effective AUGUST 1, 2017

05/07/17  
Month/Day/Year

[Signature]  
Signature: Governing Body Designate

CHRIS HAWKSWORTH  
Printed Name:

CO CHAIR  
CUC BOARD

**PART C: ACTIONS ARISING FROM A MEETING OF MEMBERS OF LOCAL MINISTRY UNIT:**

The CAMLACHIE UNITED CHURCH Local Ministry affirms the attached Ministry and Mission Priorities, Financial and Demographic Profile and the Ministry Personnel Position Description, at a meeting on MARCH 5, 2017 and requests that LAMBTON Presbytery declare a vacancy for CAMLACHIE UNITED CHURCH to be effective AUGUST 1, 2017 (date).

05/05/17  
Month/Day/Year

  
Signature: Chair of Meeting

CHRIS HAWKSWORTH  
Printed Name (same)

05/05/17  
Month/Day/Year

  
Signature: Recording Secretary

HEATHER HOLBROOK  
Printed Name (same)

**We name the following as our Interview Team to represent us:**

Interview Team (recommend no fewer than 5 and no more than 7): This committee is inactive until first meeting called by Liaison from London Conference Settlement and Pastoral Relations Committee.

Name (print)-	Email Address	Phone
Communication Contact <u>VICKI HAWKSWORTH</u>	<u>vhawksn@vahoo.com</u>	<u>519 330-3691</u> CELL
<u>INGRID MASON</u>		<u>519 869-4103</u>
<u>JEAN SNEEDEN</u>		<u>519 869-6338</u>
<u>JACK VROLYK</u>		<u>519 547-3837</u>
<u>MARG CUDMORE</u>		<u>519 869-6313</u>

CHRIS HAWKSWORTH (ALTERNATE MEMBER)

**PART D: Presbytery Confirmation and Action:**

LAMBTON Presbytery has reviewed the Local Ministry Unit Ministry and Mission Priorities, Financial and Demographic Profile and Ministry Personnel Position and:

Declares a vacancy for \_\_\_\_\_ effective \_\_\_\_\_ (date).

\_\_\_\_\_  
Month/Day/Year

\_\_\_\_\_  
Signature: Presbytery Secretary

\_\_\_\_\_  
Printed Name: