

## ST. ANDREW'S MINISTRY STAFFING PROPOSAL

### CONTEXT AND RATIONALE

The mission statement of St. Andrew's Church states that "the people of St. Andrew's are called by God to serve in faith, hope and love in the heart of Toronto."

To accomplish this mission, the people of St. Andrew's believe that they are called to seek to shape their life by striving towards the following goals:

- inspiring public worship
- loving fellowship
- strengthened faith
- involved youth
- community witness
- a growing congregation
- environmental responsibility

As a Session, we believe that we are approaching a point, as a congregation, where we need to make important decisions about the future ministry, priorities and initiatives that should be undertaken in order to accomplish this mission and these goals.

There are a number of factors which lead us to this point.

Over the past eleven years, and largely under the leadership of the Rev. Dr. George Vais, the **Adult Christian Education Programmes** at St. Andrew's have grown dramatically. At the two *Supper Seminar Series* that are held each year, we welcome excellent guest speakers on engaging topics, and regularly enjoy a capacity crowd both for the dinner and for the lecture portions. An annual *Congregational Retreat* is similarly well attended. *Sunday Forums* offer a monthly opportunity for members, adherents and visitors in our congregation to explore a wide range of issues – from practical ways for people to be compassionately engaged in caring for others, to informative sessions about the church's life and history, to opportunities for individuals to share experiences from their own lives and ministries beyond the congregation. The congregation's two weekly adult *Bible Study Classes* – on Sunday and Wednesday mornings -- have noted an increase in the number of participants. *Wednesday Noon Meditations* through the seasons of Advent and Lent combine engaging presentations from guest preachers with an opportunity for individuals who work in the downtown area to gather for a time of worship, reflection and a light lunch. **We believe that any future staffing**

**proposal must seek to continue to recognize the importance of and the need to sustain this dimension of ministry.**

Under the direction of **St. Andrew's Health Cabinet**, a parish nursing ministry has recently been established. Our parish nurse, Maureen McNeish, served for two years in this role on a part-time basis. Her resignation from this position, in June 2009, largely due to family and time constraints, has created a vacancy in this ministry which needs to be addressed. **We believe that any future staffing plan must seek to address and incorporate this important dimension of ministry.**

Due to an increasing number of children, a need to recruit and train effective volunteers, a desire to expand our ministries to children, youth and families, and the unique challenges of staying connected with youth and young adults, the **Christian Education Committee** recently began discussing the need for more attention, support and time to be dedicated to ministries with children and youth in order to fulfill our stated goal of celebrating the involvement of youth in the life of our community. **We believe that any future staffing plan needs to address this growing need in our congregation.**

We continue to be involved in significant **outreach ministries** to the community through initiatives such as the *Out of the Cold* programme, as well as involvements and support offered to Evangel Hall, Portland Place, Knox College, Boarding Homes Ministry, and many other ministries in the wider local, denominational and ecumenical communities.

At the same time, the pastoral needs of a growing congregation, and the need for help in the provision of leadership in the active worshipping life of our congregation – with two worship services each week, as well as a number of other services throughout the year – require more help in the **pastoral care and worship leadership** of the community. Recently added new worship opportunities such as a special Christmas Remembrance Service and “Jazz Vespers” services have been well received. In addition to these services, the congregation has a long tradition of providing worship leadership on a bi-monthly basis at the Belmont Residence. Recently, we have noted a significant increase in the number of weddings, baptisms, new members and attendance at worship in our congregation (statistics are available). **We believe that any future staffing plan needs to address and strengthen this area of ministry.**

As it has done throughout its history, the community at St. Andrew's is also seeking to discern new ways to be responsive to its **dynamic and changing context**. Its proximity to three major post-secondary institutions – Ryerson University, the University of Toronto, and George Brown College – offer a wonderful opportunity and a challenge to developing ministry to young adults. Its location within the business and entertainment districts offer similar opportunities and challenges. Its

presence in the heart of one of the most multi-cultural cities in the world, and its close geographical proximity to ethnically and culturally specific areas, such as Toronto's "Chinatown" district, need to inform its future priorities in ministry, and in staffing.

Perhaps most significantly, the unprecedented increase in the construction of high-rise condominium complexes within walking distance of the congregation means that this section of the city is becoming more densely populated with residential units than at any time in the history of the church. **We believe that any future staffing plan must seek to address the changing context of the church and the emerging mission areas in the heart of Toronto.**

While the mission and goals of St. Andrew's remain the same – and in light of the wide range of needs and concerns that have been articulated -- we believe that it is necessary for us to explore the possibilities for new ministry staffing of the congregation.

We have looked at a number of different options, including the possibility of multiple part-time appointments, calls to diaconal ministers or lay people with specialized training. While we realize that no one individual will be able to accomplish all of these many tasks and responsibilities, it is our belief that the wisest course of action would be to move towards the calling of a full-time associate minister. We therefore offer the following outline that is intended to aid in the discussion and process of discernment for the seeking of a full-time associate minister to serve at St. Andrew's Church.

## **CURRENT STAFFING**

At the present time St. Andrew's has one full time Minister – our Senior Minister, The Rev. Will Ingram. There is an Associate Minister – Adult Ministries - The Rev. Dr. George Vais who is with us on a part - time basis. In addition to his leadership in adult ministries, Rev. Dr. Vais also currently provides support to the Senior Minister as requested. Discussions have taken place with George Vais with respect to this report and he has been most helpful with his wise counsel. Recently Dr. Vais informed the congregation of his decision to retire at the end of October of this year.

There are two Ministers in Association – the Rev. Rodger Hunter and the Rev. Iain Nicol. Although Rodger Hunter's work with the Boarding Homes Ministries involves members of St. Andrew's, and his office is located in the church, neither one plays a regular role in the ministerial activities of St. Andrew's. There also has been until recently, a parish nurse as part of our health cabinet and we are giving consideration to this position as part of our staffing plan.

Given the current growth in our congregation, the level of activity in our current programs and the wonderful opportunities facing St. Andrew's there is an immediate need to provide additional full-time ministerial strength –specifically an Associate Minister. With the impending retirement of George Vais this now becomes an imperative.

## **RESPONSIBILITIES OF A FULL-TIME ASSOCIATE MINISTER**

It is planned that a number of important activities would fall under the leadership of this new position. These may be somewhat supplemented given the skills of the successful candidate.

- **Growth and Outreach:** First is the need to grow our congregation and as an important element of this, to seek to have St. Andrew's become more relevant to, and interact with, the demographics of the city of Toronto. Given the Church's location in the downtown core and our Mission, we would expect that over time, the demographics of the congregation would more closely reflect the demographics of the city. Second, our downtown context is rich in opportunities for members, including youth, to grow in faith through engagement in mission and the pursuit of social justice. Leadership is needed to work with the Senior Minister, our various Ministries and the congregation in discerning new visions and creating new initiatives in ministry to the communities which we serve and need to serve. A well developed program of mission and outreach opportunities directly supports the goal of making our community of faith more attractive to potential members.
- **Christian Education:** As noted above, the Associate Minister will continue to work with the Senior Minister and Christian Education ministry in adult Christian Education opportunities. A further opportunity and challenge is to provide ministerial leadership for continuing to build our children's Christian education program. An important element of this is the need to build a vibrant programme which focuses on increasing the involvement of youth in the life of St. Andrew's.
- **Young Adults:** The Associate Minister will take an active leadership role in creating programmes and activities which will attract and serve the growing number of young adults who are attending university and/or who are now and will be moving into our growing downtown residential community. Their involvement in the life of St. Andrew's and our community outreach represent an important opportunity for our growth and our service to the downtown area.
- **Health Cabinet:** One of the areas for focus for the associate minister will be to work with, support and liaise with St. Andrew's Health Cabinet and to participate in the organization, promotion and implementation of this part of the church's ministry so that it will be strengthened in the coming years.

Added to the above is the need to provide our Senior Minister with assistance in worship leadership and importantly, pastoral care for our growing congregation.

All of these important leadership responsibilities assigned to the new position require the experience and skills and maturity of an associate minister rather than those of an assistant minister who instead, would work in support of the senior minister in some or all activities. Given the responsibilities of the position, we believe that it would be wise to seek an ordained minister of Word and Sacrament.

We believe that it would be necessary for the new full-time member of our ministerial staff to live in the city. As well, we believe that our desire to better reflect the multi-ethnic, multi-cultural and diverse nature of downtown Toronto should be an important factor when seeking and calling an Associate Minister.

### **ACCOUNTABILITY OF A FULL-TIME ASSOCIATE MINISTER**

We have referred to the report of the Life and Mission Agency of the Presbyterian Church in Canada re multiple minister congregations – Ministry and Church Vocations – which was adopted by the General Assembly in 2008. “The relationships of authority and accountability between ministers and their presbyteries apply whether a minister is serving as the sole minister of a congregation or as one minister in a multiple-minister staff.” “In a similar way, the nature of Session, constituted as one leadership team made up of ministers and the ruling elders together, applies to both multiple-minister and sole-minister congregations.” “Two staffing configurations for multiple minister congregations have been established. Both require the clear and understood expectations of the session and the congregation...collegiality among ministers is obtainable and sustainable in both. In both, the ministers can work together to enhance and strengthen the ministry of the whole congregation.”

In a peer staffing configuration the responsibility for leading the congregation, in partnership with the session, is shared equally by the ministers of Word and Sacrament. There is no lead (or senior) Minister.

In a tiered staffing configuration the minister serving the lead (senior) minister position as the head of the staff, holds responsibility, with the session, for the congregation’s overall ministry. Ministers serving in ‘associate minister’ positions have clearly defined areas of responsibility and are accountable to the lead minister for their day-to-day work, in consultation with the session. “Associate Ministers make decisions in their areas of responsibility, in consultation with the Session. However if necessary the lead minister as head of staff, in consultation with the session, may override the decisions of the associate minister.”

Both ministers would be mutually supportive “characterized [by a] spirit of mutual cooperation, respect and the love as brothers and sisters of Christ.” We trust that future associate and senior ministers will continue to work in a mutually supportive and collegial manner, as has been the case at St. Andrew’s where the tiered configuration has been that used successfully for many years. This report calls for the retention of the tiered staffing configuration going forward.

## **SUPPORT**

The question of administrative support has been addressed. Recent changes to administrative processes and further ones planned by the Senior Minister and Judy Neal suggest that there will not be an immediate requirement to add to our administrative staff. This assumes that the new Associate minister will be computer literate. However this matter will be revisited after a reasonable trial period.

## **COMPENSATION**

It is proposed that the compensation for a full-time associate minister at least meet the guidelines of the Presbytery of East Toronto and reflect the cost of living in our community. The Planning and Priorities Committee has recommended an approach to provide the necessary financial support which will be presented to the Congregation.

## **SUMMARY**

In summary the successful recruitment of this Associate Minister is critical to the next significant step in our growth. It assembles a team that will give St. Andrew’s additional talent and skill in order to further our mission in our dramatically changing downtown community. A new Associate Minister will make an important leadership contribution to some of the present activities of St. Andrew’s; will be a visible presence and voice in the communities we serve; and will work with the Senior Minister, our various Ministries and the congregation in developing new visions and creating new initiatives. We therefore ask the congregation to approve the following motion:

That the congregation of St. Andrew’s Church approve the recruitment of a full-time Associate Minister and direct the Session to take the necessary steps to achieve this.

## **NEXT STEPS**

Once approved by congregation, the next steps will be:

- Communicate with and obtain the concurrence of the Presbytery.
- Appoint a Search Committee.
- Follow the appropriate and necessary recruitment procedures.