

Governing Council Meeting Sept 17th 2022

Fairlawn Avenue United Church

GC met to provide direction for a congregational meeting following a review of the work undertaken through the summer at a leadership retreat held at Lansing United and led by TUCC staff ,.

Attending: Mary-Ellen Richardson (Chair), Allan Hux, Steve Dunk, Katherine Dalziel, John Ryerson

Vicki Stuart and Amanda Hancox via Zoom, Rev Douglas duCharme

Guest Maureen Davey

Regrets Tom Salisbury

Motion 1

Moved to approve the search committee for hiring a Minister: Doug Crozier (Chair), Jim Barr, Jill Klaehn, Maureen Davey, Sandy Giles-Byrne, Susan Vincent, Derek Wishart

Moved by Katherine Dalziel

Seconded by Allan Hux

Carried unanimously

Motion 2

It was noted that all documents reflect the current situation.

Moved approval of the following three documents to be presented to the October 2nd Congregational meeting for their approval:

- Our Living Faith Story
- Financial Viability Review
- Minister Job Description

Documents Appended

Moved by Allan Hux

Seconded by Katherine Dalziel

Carried unanimously

Motion 3

Moved to approve the creation of a negotiating advisory team for the purpose of entering into arrangement(s) as contemplated under the Fairlawn forward plan.

Moved by Steve Dunk

Seconded by Amanda Hancox

Carried unanimously

Other business:

Next Step is to forward the documents to Dale Hildebrand at the Region for sign off , then send to the faith community for the Oct 2nd meeting.

Governing Council wished to extend thanks to the Fairlawn Forward volunteers, Douglas DuCharme, Jean Ward and Joanne and TUCC staff that worked so hard to get us to this point of our journey as a Church.

Next meeting: November 22, 4:00 PM on Zoom

Moved adjournment by Katherine Dalziel

Appendix



Turning Transition into Transformation: Our Living Faith Story

Fairlawn Avenue United Church – Toronto, Ontario

September 17, 2022





Table of Contents

Turning Transition into Transformation: Our Living Faith Story 2

Refreshing Our Call and Vision for Ministry 6

Our Call6

Pathway to Our Vision 6

Our Guiding Principles 6

About Us 8

Affirming Statement 8

Our Staff 8

Our Governance and Committee Structure 8

Explore Spirituality Ministry 9

Experience Belonging Ministry 10

Embrace Action Ministry 10

Our Building 11

Current Realities 11

Financial Outlook	12
Moving Fairlawn Forward	12
Congregational Conversations	13
Three Strategic Option Proposals	14
Next Steps	15
More About Us	15

- **Refreshing Our Call and Vision for Ministry**

We are Fairlawn Avenue United Church – a caring and inclusive community of believers, seekers, and doubters, concerned more with thoughtful questions than simple answers. While we honour our historic Christian traditions and texts, we do so with a twenty-first century perspective. We take the Bible seriously, but not literally, looking for the lessons that it offers for today's challenges and opportunities. We also draw wisdom and inspiration from philosophers, scientists, ethicists, social commentators, writers, and poets, as we explore life's sacredness, mystery, and wonder. We welcome all who wish to join us, wherever they are on their life journey.

We challenge and inspire and learn from one another. We create space for people to come together and have conversations that matter – about our relationships with God and with each other, about life and death, about diversity and inclusion, and about what it means to lead a “good” life in a complex world. We work for change, social justice, and peace, in partnership with others.

- **Our Call**

We are not alone. We are connected to God and each other by love. We seek to connect with what matters in life by providing a safe place for everyone to:

- **Explore Spirituality** by asking life's big questions of God and ourselves
- **Experience Belonging** by building community and connection with others
- **Embrace Action** by helping to create a society where all can live in dignity

Our call as a faith community reflects our core purpose for ministry – to support transformation in each other and those around us in practical and spiritual ways. We aim to do so with curiosity, creativity, and courage in uncertain times.

- **Pathway to Our Vision**

We are on a pathway to a new vision, seeking to discern where God is calling us next by identifying community needs that we have the resources, energy, and passion to serve.

We trust the Spirit to guide us through the challenging space between where we have been and where we are going as we strive to bring God's vision for our world to life – a vision of abundance, equity, and reconciliation.

- **Our Guiding Principles**

The ways in which we engage with one another, our staff, and the wider community are an important expression of who we seek to be as a community of faith. We commit to:

- care for each other with kindness
- encourage dialogue by listening to learn and speaking to foster relationships
- value and support the richness that comes with our differences
- work together collaboratively to find creative solutions

- support each other in times of change and transition

- **About Us**

Fairlawn Avenue United Church is a 107-year-old congregation in north Toronto with a small core of committed lay leaders and a compassionate, educated congregation. We have conducted two successful amalgamations, demonstrating our willingness and ability to build a unified new community while honouring each partner's history.

Fairlawn is comprised of 223 households (160 member households and 63 attendee households). 110 of these households include active members or attendees. Approximately 40% live within walking distance of the church. We are well served by public transit and easy highway access.

Fairlawn is part of [North Toronto Cluster of Churches](#), a group of United Church congregations sharing in events and initiatives that bring us together.

- **Affirming Statement**

Fairlawn became an [Affirming Church](#) in 2015, committing to be fully inclusive in all aspects of our life and work of all people of all ages, abilities, races, ethnicities, sexual orientations, and gender identities. We recognize that striving to be fully inclusive is an ongoing journey and a work in progress for the Fairlawn faith community as a whole.

- **Our Staff**

Fairlawn is currently supported by an Interim Transition Minister (until June 2023), contract Associate Minister (until June 2023), Director of Music, Church Administrator, Custodian, and Executive Director (on leave). We also have two active Voluntary Associate Ministers.

Our staffing model is under review and will continue to change over time as we discern our post-pandemic needs and emerge from our interim ministry.

We are open to the possibility of augmenting our staff capacity, including part-time ministry personnel and someone to support online services, contingent upon our future needs and resources.

- **Our Governance and Committee Structure**

Governing Council

Fairlawn is led by our Governing Council, a volunteer executive committee mandated with overseeing ongoing operations and shaping the future direction of Fairlawn. Our Governing Council's goals are to:

- foster relationships and connections within our community
- attend to the spiritual and pastoral needs of the congregation during/post COVID-19
- manage church resources to address community needs
- continue as a sustainable congregation with shared purpose and resources for a broader ministry

Fairlawn's Governing Council is composed of the Chairs of our councils and committees (see below), and 1-2 members at large. The Minister serves as an ex-officio member of Governing Council.

Councils and Committees

- 3 Purpose Councils:
 - Explore Spirituality (responsible for worship)
 - Experience Belonging (responsible for pastoral care)
 - Embrace Action (responsible for social justice and outreach)
- Property Council
- Human Resources & Relationships Council (formerly Ministry and Personnel Committee)
- Finance and Stewardship Council
- Board of Trustees
- **Explore Spirituality Ministry**

Worship

Fairlawn has had a traditional sanctuary and service framework for its main worship offering. At the same time, there is a long history of creative and dynamic approaches to in-person and, more recently, virtual worship. Worship is an integral part of our Explore Spirituality pathway, and our services often incorporate multiple art forms, such as poetry and liturgical dance. While traditional worship is valued, there is a strong desire to continue the development of new approaches as part of Fairlawn's continued spiritual growth and our desire to fulfill contemporary needs.

Music

Fairlawn is well known for its exceptional music. Our long-time music director, Eleanor Daley, is an internationally renowned composer and choral leader. Prior to the pandemic, Eleanor led three choirs (senior, intermediate, and junior), providing incomparable musical training for all ages as well as playing an essential role in worship at Fairlawn. Our section leads are paid, several choir members sing professionally, and our periodic Special Music services are highly anticipated and well attended.

Children and Youth

We all fondly remember the days of a bustling Sunday School at Fairlawn but sadly, those days are no longer a reality. While today's families lead busy lives that often don't include formalized religion, our research and experience has shown they are still interested in instilling values and a sense of social justice in their children. Over the past ten years, Fairlawn has invested time, talent, and money in innovative programming both on Sunday mornings and throughout the week with limited success. The time is right for us to consider new ways to best serve the families in our community.

[Explore Spirituality Programs](#)

- In-person and online [worship](#)

- Mid-Week Prayer
- Special Music Sundays
- Special Focus Sundays (e.g., Pride, Social Justice, Truth & Reconciliation)
- Spirituality Groups and Discussions
- Adult Education series
- Christian Meditation group
- Special Prayer Vigils
- **Experience Belonging Ministry**

The care provided by our Experience Belonging support ministries reminds members of the Fairlawn community they are valued and connected by love. The work of these groups makes a profound difference in the lives of many. As we emerge from the COVID-19 pandemic, the need for fun, belonging, and caring will continue to be essential.

[Experience Belonging Programs](#)

- Pastoral Visitation team
- Telephone Ministry team
- Breast Cancer Friends
- Widowers' Group
- Postsecondary Care Packages
- Prayer Shawl Knitters
- Quilters
- Book Sale
- Zoom social and small group ministries:
 - Sunday Coffee Chat
 - Basketball, Broadview Discussion, Craft and Chat, Men's Discussion and Tuesday Lunch Crowd, Trivia Night, Mental Health, Grief and Gratitude, Celtic Spirituality
- **Embrace Action Ministry**

At Fairlawn, we have a long history of embracing action, and a passionate commitment to social justice, equity and inclusion. We work to make a difference in the world by staying curious about the barriers faced by those who are marginalized and actively building relationships (e.g., within marginalized communities, support organizations, and government) to become effective and supportive allies.

[Embrace Action Programs](#)

Equality:

- Affirm Ministry
- Amnesty International Canada Advocacy
- Change From Within Anti-Racism Series
- Camp Scugog Support
- [Gibimishkaadimin](#) Reconciliation Canoe Trip

Equity:

- Guaranteed Livable Income Advocacy
- Housing Security Advocacy
- Red Door Shelter Holiday Gift Drive
- Roehampton Basket Drive
- St. Luke's Out of the Cold Program Support

Inclusion:

- Boarding Homes Ministry
- Refugee Sponsorship
- Truth and Reconciliation Initiatives
- Walk-in Support
- **Our Building**

Fairlawn is blessed to have a large, well-situated church building with an accessible sanctuary that can accommodate 525 people. At the same time, our building is old and was built in sections over many years. We have invested heavily in the building over the last several years to bring it into compliance with current fire code regulations. Other significant improvements include replacing most of the roof and upgrading our internet and audio/visual system to prepare the sanctuary for hybrid (online/in-person) events in 2022/23.

A recent building condition assessment reviewed by the [Toronto United Church Council \(TUCC\)](#) concluded that Fairlawn's building is in excellent shape for its age and exceedingly well maintained. Additionally, the results of a space usage analysis are being used to develop a building use strategy that will balance the need to bring rental rates in line with market values while still fulfilling community and congregational needs.

- **Current Realities**

Like many mainline congregations, Fairlawn faces the challenges associated with the increasing secularization of our society, the changing spiritual focus of youth and young adults, and a growing lack

of connection in our communities. Fairlawn's aging congregation, a period of internal conflict, the closing of the co-located anchor tenant *Fairlawn Neighbourhood Centre* in 2015, and declining volunteer resources have all impacted Fairlawn's activity and attendance levels, which have dropped significantly over the last five to seven years.

With the onset of the COVID-19 pandemic, the situation became even more complex. It also became rich with opportunity, catapulting Fairlawn into the future. The closing of society left many anxious, lonely, and confused. This time of isolation and upheaval, and our subsequent re-entry into a new way of living, has accentuated the need for the type of congregational and community support that Fairlawn has always provided. At the same time, the closing of the church to in-person activities and the subsequent transformation to delivering services remotely led to the development of new skills, such as online worship, and to the discovery of unexpected sources of personal and organizational resilience and creativity, such as the growth of adult learning and small group ministries on Zoom.

As we emerge from COVID-19 and begin to restore in-person worship while maintaining a virtual presence, we acknowledge that it is becoming increasingly difficult to fill executive roles and other volunteer positions. We appreciate that we have to both serve the spiritual and operational needs of our existing congregation and direct our efforts towards new avenues of ministry. All of these paths will require energy and resources to succeed. At the same time, we look forward to what is possible.

- **Financial Outlook**

Fairlawn is a financially stable community of faith in that we had unrestricted trustee funds valued at \$1.8 million at the end of 2021. Financial results during 2021 were positive, due to favourable market conditions, federal wage subsidies and some non-recurring large gifts. However, we were averaging operating deficits of more than \$130,000 for five years before the pandemic began, and we expect this trend to continue and accelerate.

91% of donations to operations in 2021 came from those over age 60, and 73% from those over age 70. Barring an influx of new, younger members, we anticipate declining donations as well as further reductions in volunteer capacity as our membership ages.

Based on the status quo, we forecast that operating deficits will continue to grow each year from \$193,000 to \$290,000 between 2022 and 2031. There are many scenarios that can be envisioned, using many different assumptions. The key message is that, based on how we operate today, we expect significant continuing deficits that will eventually deplete the funds held by the trustees.

While challenging, these numbers provide us with a genuine opportunity to explore how we can best steward our resources – people, passion, skills, building, financial – to serve our mission.

Now is the time to act, while we have the energy and financial viability to choose our future options.

- **Moving Fairlawn Forward**

Fairlawn has been on a journey of transition since 2018, following the early conclusion of the previous minister's pastoral tie with Fairlawn.

The reasons for the breakdown in the pastoral relationship were complex, and the situation was handled confidentially, as was appropriate. The Presbytery recognized that a disruption of that kind can

create lingering problems in a congregation if not handled constructively. Therefore, Fairlawn was given an opportunity to work with an experienced Intentional Interim Minister (IIM), Reverend Douglas duCharme, to pause, to reflect on recent experience, to learn, and move on afresh.

A comprehensive report in February 2020 confirmed with what is now Shining Waters Regional Council that this work had been fully engaged in by Fairlawn, and that the congregation was in great shape, having taken the opportunity to learn through this difficult experience.

Concurrently, a [Community Research Project](#) with Nayar Consulting was completed, which provided an opportunity to renew and refocus Fairlawn's energies going forward. Recognizing that an IIM can also help congregations explore new directions, Douglas' appointment was renewed to assist with that. Because of time lost to COVID-19, that work will now be completed by June 2023, and a new minister will be called to support Fairlawn's future direction.

We are calling this phase of our transition work **Fairlawn Forward**, as we envision our next steps and future options that will best serve our vision and purpose as a faith community.

Using our [Guiding Principles](#) to shape the conversation, we have tried to trust the process and remain open to where God's spirit may lead us and help us to lead.

- **Congregational Conversations**

Between March and June 2022, four virtual consultations were held with the congregation.

Session 1: Setting the Stage

The first session provided a brief overview of the external and internal forces at play as we look to the future and prepare to call a new minister. This session was an opportunity for all of us to acknowledge and celebrate our faith community. It was a reminder of where we have been, and an opportunity to express hopes and reservations about where we are going next.

Session 2: Refreshing our Call and Vision for Ministry

In Session 2, we reviewed a draft call and vision statement for Fairlawn. A revised version incorporating congregational feedback can be found on page 3 of this Living Faith Story. We have called it a Pathway to a Vision because we believe that we need to work together to best identify our future direction, in collaboration with our next minister. We also looked at our ongoing activities to consider how they align with our sense of vision and purpose and some of the realities that we are facing.

Session 3: Assessing Our Future Options and Directions

Our goal for this session was to explore what future path(s) we could pursue in the next phase of our church's life. We looked at a wide spectrum of possible futures or strategic options:

- A. Renew our focus as an independent congregation
- B. Form a strong partnership with a community organization
- C. Amalgamate with another nearby congregation
- D. Accept the current path of graceful decline

E. Close as a congregation

We created a [video](#) to introduce three strategic proposals, each a combination of Options A and B. The proposals were characterized as examples of ways that Fairlawn could remain viable so that core elements such as worship, music, pastoral care, small-group ministry and other activities could continue to be offered. A straw poll at the end of the session confirmed that 97% of participants agreed that we should continue to focus on renewing our congregational work and pursue some form of community partnership.

Session 4: Telling our Living Faith Story

In this session, we shared a draft of this document, our Living Faith Story, for input. The story articulates our beliefs, ministry needs, and financial realities and is a key element of the Community of Faith Profile needed to initiate a ministerial search. It tells others – including prospective ministers – who we are, why we exist and what future options might best serve our vision and purpose as a faith community.

- **Three Strategic Option Proposals**

Proposal 1: Enhanced Affirm Ministry

Youth, especially, struggle for safety, acceptance, freedom from bullying, and much more. Parents and grandparents similarly face challenges of acceptance and support for their loved ones. Expanding Fairlawn's Affirm Ministry to serve the North Toronto 2SLGBTQIA+ community could include investing in a range of programs to assist those searching for gender identity, helping families and allies to support Queer youth, continuing our educational efforts as well as providing safe opportunities for young people to engage in activities such as art, drama, community cooking, and exercise. We would look to partner with civic organizations already skilled in supporting youth, offering opportunities to broaden our networks of potential volunteers and share in the costs of building upkeep.

Proposal 2: Seniors Ministry

The number of seniors over 85 is expected to triple in the next 25 years. In Toronto, our neighbourhood currently has the highest percentage of seniors over 85 living at home. As our population continues to age, there is an increasing need to provide a comprehensive set of offerings for seniors in North Toronto seeking support to age-in-place, for those in cognitive decline, as well as their caregivers. Fairlawn could partner with an organization to provide services that might span a spectrum of art, music, dance, exercise, cooking, community gardens, and much more. Existing community-based resources are extremely limited in our neighbourhood. This proposal targets a segment that overlaps closely with our own evolving membership. We would look for a community partner in need of space who could share in the costs of building upkeep.

Proposal 3: Centre for Creative Dialogue

The world is changing dramatically around us. To effectively tackle societal issues, we need to understand, learn from, and engage with those issues. Through a Centre for Creative Dialogue, Fairlawn might provide high quality in-person and online forums for education and conversation around diverse topics with a coherent message of hope, aimed at attracting speakers and audiences from within and far beyond our walls. Possible themes might include refugees/immigration, global vaccine and health equity, climate change, peace-making and more. We could form an alliance to deepen this offering,

collaborating with an organization skilled in organizing and staffing major conference who could contribute to the upkeep of our building.

- **Next Steps**

Our consultations to date have affirmed that the organizing framework of Explore Spirituality, Experience Belonging, and Embrace Action includes the key components of what we believe to be our purpose. The pandemic has reinforced how important those three ministries are to Fairlawn and those we serve, and we are looking within that framework for new opportunities to pursue.

Throughout the next several months, we will continue market research to deepen our understanding of what could be feasible in terms of future options that might best serve our vision and purpose as a faith community.

Early indicators suggest that that Proposals 1 and 2 above both have elements of viability, whereas Proposal 3 might be more appropriate as a complementary offering in the future as resources permit.

We are actively pursuing some intriguing opportunities and will continue consulting with the congregation as this work progresses. Sourcing and negotiating with qualified community partners, implementation of a chosen option and ongoing relationship management, in addition to serving our existing congregation, will require significant volunteer support and executive leadership from Fairlawners and others.

Any successful option will be managed by a community partner with expertise and experience with the community being served. The goal will be to minimize the burden on Fairlawn staff members. Ideally, it would provide opportunities for participation and programmatic support from interested Fairlawners and community volunteers.

Concurrently, we are launching our search for a new minister to join us on our journey to develop a renewed future vision that we can rally around and in which we are called to invest our energy, money, and commitment.

We have been – and must continue to be – courageous and active! We have changed, yet remained ourselves, in the past few years. We can take comfort in the fact that we will continue to evolve, and yet remain the essential Fairlawn, as we step into the future. We are a strong, loving, and connected community of people excited to discover where God is calling us next.

- **More About Us**

- [Fairlawn website](#)
- [Fairlawn Forward](#) consultations
- 2020 Community Research Project with Nayar Consulting ([executive summary](#) and [full report](#))
- [Annual Reports](#)
- Video links:
 - [Three Draft Proposals for Renewing our Focus](#)

- [Worship services](#)
- [Gibimishkaadimin 2019](#)
- [Fairlawn YouTube channel](#)
- Fairlawn video testimonials (to come)



FAIRLAWN

Financial Viability Review

Fairlawn Avenue United Church

September 17, 2022

Do your expenses exceed your revenues? (see chart)

Year	Revenue	Amount given through envelopes and other	Amount given through PAR	Expenses	Do expenses exceed revenues? (yes/no)	Bank balance at end of year
Current year (to Jun 30, 2022)	\$178,997	\$69,630	\$161,590	\$297,692	Yes	\$28,465 (June 30/22)
One year ago (2021)	\$1,244,898 (\$137,565)	\$473,729	\$328,514	\$862,915 (\$135,628)	No	\$40,959
Two years ago (2020)	\$883,036 (\$127,041)	\$490,373	\$329,937	\$891,761 (\$133,345)	Yes	\$79,925

Three years ago (2019)	\$1,436,356 (\$150,248)	\$773,803	\$343,811	\$1,074,336 (\$147,864)	No	\$94,301
Four years ago (2018)	\$859,404 (\$152,348)	\$577,445	\$335,038	\$1,077,133 (\$172,608)	Yes	\$204,231
Five years ago (2017)	\$1,020,819 (\$151,721)	\$493,575	\$348,273	\$967,781 (\$135,788)	No	\$62,096
Six years ago (2016)	\$1,120,661 (\$152,193)	\$458,948	\$344,812	\$933,753 (\$180,531)	No	\$56,941

Notes

1. The Revenue column includes all revenue including interest and dividends, miscellaneous income earned by the Trustees and changes in the value of investments held by the Trustees. The bracketed figures in the Revenue column are a subset of the total revenue and indicate the amount raised for designated outreach purposes (including Mission & Service) that are not available for use for operating purposes. The column "Amounts given through envelopes and other" does not include investment income. As a result, columns 3 and 4 do not add up to the total revenue.
2. The total revenue from year to year is impacted significantly by changes in the value of the investments held by the Trustees, given the substantial sums involved.
3. The Expense column include capital expenses and investment management fees incurred by the Trustees. The bracketed figures in the Expenses column are a subset of the total expenses and indicate the amount donated to M&S and other outreach initiatives.
4. The bank balance at the end of the year is the operating bank balance. As the Church requires funds for operations, a request is made to the Trustees for funds which are readily available. Further details on the investments are provided in Section 10 below.
5. In 2019 and prior years, rental revenue was received and is included in the Revenue line.
6. In 2020, expenses were reduced by \$173,847 due to wage subsidy payments received from the federal government under the Canada Emergency Wage Subsidy (CEWS) program. In 2021, expenses were reduced by \$99,186 under the same program.
7. The current year figures are incomplete as they do not reflect the Trustee income for the 6-month period. The revenue number in column 1 includes only donations to operating expenses and does not include donations received for M&S and other charities that are not available for funding local church operations. Columns 3 and 4 exceed the revenue figure as those columns include donations received for all purposes.

8. In 2021, special non-recurring donations and bequests of approximately \$230,000 were received.
9. There has been no rental revenue from the use of the building throughout the pandemic. We expect to earn income from the use of the building going forward, likely beginning after 2022.
10. We allocate approximately \$50-70,000 per year for short and long term capital improvements to ensure our building remains in excellent condition.
11. The budgeted operating loss (before income earned on the funds held by the Trustees) for 2022 is \$192,000. This should be offset by interest and dividend income (net of expenses) earned on the Trustee funds of approximately \$68,000. The loss will be funded with transfers from the Trustees unrestricted funds (see Section 10 below).
12. Please see our 2021 financial statement and associated documents in the Published Content folder.

Payroll Costs

At present, we have called or appointed the following paid staff (see Notes):

- Interim Minister: 40 hours/week
- Church Administrator: 40 hours/week
- Associate Minister: 20 hours/week (until June 2023)
 - Director of Music: 40 hours/week
 - Custodian: 40 hours/week (currently vacant)
- Executive Director: 40 hours/week (currently on leave)

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

Current year (to June 30, 2022)	One year ago (2021)	Two years ago (2020)	Three years ago (2019)	Four years ago (2018)	Five years ago (2017)	Six years ago (2016)
\$198,992	\$428,867	\$511,247	\$498,692	\$503,996	\$473,241	\$476,028

Notes

1. Amounts noted have not been reduced by the amount of CEWS payments received from the federal government during the pandemic in 2020 and 2021.
2. As at June 30, 2022, full-time staff consists of the Interim Minister, Church Administrator and Director of Music. We also have a part-time Associate Minister until June 2023, and an Executive Director who has been on leave since 2020. In addition, we have two active Voluntary Associate Ministers. We are currently outsourcing custodial arrangement as our Custodian position is vacant.
3. We are also open to the possibility of augmenting our staff capacity, including part-time ministry personnel and someone to support online services, contingent upon our future needs and resources.

Have you experienced a deficit for more than two consecutive years in the last 5 years? No

Notes

When considering the church's financial situation, we consider not only the current year donations by congregants, gifts, bequests and contributions from ad hoc fundraising events (together "current year operating revenue") but also income earned on the funds overseen by the Trustees. Looking at this total financial picture provides a much clearer sense of our financial position.

In the last few years we received substantial gifts and bequests from now-deceased congregants, which have mitigated operating deficits. These cannot be counted on to continue. Past operating losses were also offset by significant income and gains in the value of the Trustee held funds. Given declining market conditions in 2022, these gains are also not projected to continue in the short term.

4. Are there any outstanding loans? No

5. Do utilities, maintenance, and repairs exceed 25 percent of revenues? No

Year	Utilities (Power and Water)	Fuel	Maintenance	Total	Exceeds 25% of Revenues? (Yes or No)
Current year (to Jun 30, 2022)	\$7,306	\$7,648	\$21,804	\$36,758	No
One year ago (2021)	\$9,169	\$7,379	\$25,016	\$41,564	No
Two years ago (2020)	\$17,560	\$7,536	\$32,014	\$57,110	No
Three years ago (2019)	\$19,633	\$8,218	\$33,601	\$61,452	No
Four years ago (2018)	\$18,311	\$8,505	\$44,816	\$71,632	No
Five years ago (2017)	\$14,664	\$7,106	\$24,178	\$45,948	No
Six years ago (2016)	\$15,491	\$5,430	\$32,767	\$53,688	No

Notes

Capital expenses paid by Trustee Funds each year. For example, major roof repairs, etc.:

2021: \$125,427

2020: \$77,166

2019: \$89,928

2018: \$89,583

2017: \$64,459

2016: \$15,867

6. How many contributors support your congregation?

Current year (to June 30, 2022)	One year ago (2021)	Two years ago (2020)	Three years ago (2019)	Four years ago (2018)	Five years ago (2017)	Six years ago (2016)
182 (estimate)	192	198	233	241	266	270

7. How many contributors would you have in each age group this year? (2021 Data)

0–20 years	0
21–30 years	1
31–40 years	2
41–50 years	8
51–60 years	23
61–70 years	38
71–80 years	69
81+ years	51

8. Is there a reliance on a few generous contributors where 50 percent of the revenues come from one or two contributors? No

Contributors and Givings

Annual giving	Number of givers (2022) (Estimated annual giving)	One year ago (2021)	Two years ago (2020)	Three years ago (2019)	Four years ago (2018)	Five years ago (2017)	Six years ago (2016)
\$0–\$100	8	9	10	17	31	30	29
\$101–\$500	41	36	34	54	54	61	69
\$501–\$1,000	24	29	34	38	33	41	43
\$1,001–\$5,000	93	104	102	112	113	119	114
\$5,001+	16	14	18	12	10	15	15

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

_____ No project

_____ Letters to congregation when we have the need

X_____ Regular information and letters sent to all members and adherents

_____ Program such as *Called to Be the Church* (on the [Stewardship Toolkit](#) website) with information during worship, letters, and a request for commitment

X_____ Program and information presented at a congregational get-together

_____ All-member visitation

_____ Other

If you did, what were the results?

Notes

1. We send annual pledge requests noting givings to date relative to the current year pledge and ask congregants to pledge for the coming year. While these have not resulted in significant

increases in givings in recent years, for various reasons, we feel that they are an important way to maintain transparency and trust that givings are being used in meaningful ways.

2. Stewardship messages are made from the pulpit periodically.
3. Prior to the pandemic, congregants shared testimonials about Fairlawn means to them and why they continue to financially support the church (see video in Living Faith Story: More About Us.
4. Also prior to the pandemic, a successful legacy program was developed that encouraged congregants to remember Fairlawn in their wills.
5. Over the last several years, our donations have remained substantially constant.

10. Have you encouraged members, yearly or more regularly, to increase PAR givings? Yes

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

Fairlawn's Trustees administer funds with an aggregate value of approximately \$3,034,000 as at June 30, 2022. Details regarding the investments and specific restrictions are included in the annual financial statements (see Published Content folder).

1. **Funds designated for specific purposes:** As at December 31, 2021, Social Justice and three other named funds totalled \$387,913.
2. **Restricted Operating Funds:** As at December 31, 2021, there were 11 such funds (e.g., Refugee, Special Music, Embrace Action Funds) totalling \$182,924.
3. **The Ministerial Salaries Fund:** This fund was created from the partial proceeds of the sales of three manses and Armour Heights United Church. Income from this fund may be used to fund ministers' salaries. The fund does not participate in gains and losses on the sale of investments. The capital is to be maintained at \$1,000,000 except as expenditures may be approved by the United Church of Canada.

Thinking about the Data You Have Collected

Observations

Treasurer's observations: See Recommendations.

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

Regional council's observations (optional):

Recommendations

Fairlawn is a financially stable community of faith in that we had unrestricted trustee funds valued at \$1.8 million at the end of 2021. Financial results during 2021 were positive, due to favourable market conditions, federal wage subsidies and some non-recurring large gifts. However, we were averaging operating deficits of more than \$130,000 for five years before the pandemic began, and we expect this trend to continue and accelerate.

91% of donations to operations in 2021 came from those over age 60, and 73% from those over age 70. Barring an influx of new, younger members, we anticipate declining donations as our membership ages.

Based on the status quo, we forecast that operating deficits will continue to grow each year from \$193,000 to \$290,000 between 2022 and 2031. This assumes we will not have any net rental income in the forecast period. We do not have any tenants at the moment but expect to enter into arrangements post 2022. There are many scenarios that can be envisioned, using many different assumptions. The key message is that, based on how we operate today, we expect significant continuing operating deficits that will eventually deplete the funds held by the trustees.

While challenging, these numbers provide us with a genuine opportunity to explore how we can best steward our resources – people, passion, skills, building, financial – to serve our mission.

Now is the time to act, while we have the energy and financial viability to choose our future options.

Please see Living Faith Story for more information.

There are sufficient unrestricted funds held by the Trustees to more than cover the cost of a Minister's salary for a three-year period.

During that time, with our new minister's help, we will discern, investigate and begin implementing options for moving forward that make best use of our resources and fulfill our call and vision as a congregation of faith.

Note

We appreciate that Toronto is an expensive city to live in, and would be open to discussing ways in which we could support relocation, if needed, for the successful candidate.

Recommendation of search team, treasurer, and governing body:

Fairlawn Avenue United Church is viable to call/appoint a minister.



Fairlawn 2022 Minister Position Description

Fairlawn Avenue United Church

September 17, 2022

Position Title

Minister of Word, Sacrament, and Pastoral Care

Search Team Email

TBD (suggest search@fairlawnavenueunited.ca)

Position Profile

X Full-time

X Solo

Position Details

Start date: July 1, 2023 (negotiable)

Call/Appointment: Call

Location: Urban

Role: Congregational Minister

Position Summary

Fairlawn Avenue United Church is a caring and inclusive community of believers, seekers, and doubters. We invite a strategic and collaborative minister to join us in seeking to discern where God is calling us next by identifying community needs that we have the resources, energy, and passion to serve. Our ideal candidate will demonstrate faithful courage in the face of transition, and strive to inspire, support, and challenge us as we emerge from the pandemic into a new world where together we redefine what it means to 'be church'.

Autonomy in Decision-Making

The Minister will have full autonomy within the scope of the job description, in collaboration with Governing Council. Principal areas of responsibility and associated duties include worship leadership, pastoral care, overall congregational support, and supporting the renewal of our call and vision and related initiatives (see Living Faith Story). Music decisions will be developed in collaboration with the Music Director and Explore Spirituality Council, building on current expertise and approaches and exploring potential new directions together.

The Minister will work collaboratively with Fairlawn's Human Resources and Relationships (HR&R) Council (formerly Ministry & Personnel or M&P) to develop annual work plans that support the call and vision of the church, both for themselves and for direct staff reports (Director of Music and Church Administrator). Accountability is to Governing Council via the HR&R Council.

Principal Areas of Responsibility and Associated Duties

1. Leadership (25%)

The Minister will provide curious, courageous, creative, and collaborative leadership together with Governing Council or its delegates to develop the vision and ministry of the congregation and the resulting plan to carry out this vision.

Additionally, the Minister will:

- Provide vision and oversight of the spiritual life of the congregation
- Model and support the congregation to live into Fairlawn's [Guiding Principles](#)
- Play a critical role in the ongoing discernment of a faithful way forward for the congregation in our essential ministries
- Embrace and navigate change and its impact on the congregation, especially when future directions and outcomes are not yet clear
- Maintain awareness of, and be receptive to, issues arising in the community at large that fit with the congregation's vision and ministry and collaborate with lay leaders to identify opportunities where the church can meaningfully contribute support

- Motivate, encourage, and support others to share their own gifts for ministry
- Equip, nurture, and mentor lay leadership in the design and delivery of programs/services related to our three core purposes (Explore Spirituality, Experience Belonging, Embrace Action) so that emerging themes and needs are reflected in the church's offerings
- Support governance succession planning
- Lead the staff team (Director of Music, Church Administrator, Custodian); includes holding weekly staff meetings to ensure good coordination and communication
- Lead annual staff performance reviews for direct reports (Music Director and Church Administrator) and support annual reviews for other staff as required, in collaboration with Fairlawn's HR&R Council
- Attend all Governing Council, Congregational, and Board of Trustees meetings and provide theological insight
- Serve as an ex-officio member of Governing Council, all Purpose Councils, and the Board of Trustees

2. Worship [Explore Spirituality] (30%)

The Minister works to foster spirituality by making the worship experience relevant, reverent, and participatory; and specifically:

- Collaborates with the Director of Music and the Explore Spirituality Council to develop and deliver varied and creative in-person and online services, including seasonal and special worship events, liturgy, music, and sacraments
- Delivers well-prepared, inspiring, progressive sermons that bring the Bible to life in modern-day contexts through stories that provide insight and meaning to help the congregation interpret and live out their Christian faith in the broader world
- Contributes to the calendar of worship, collaborating with the Explore Spirituality Council to develop themes, dates, roles, etc. for in-person and online worship
- Discerns and incorporates the gifts and skills of the congregation into worship
- Conducts baptisms, weddings, and funerals
- Facilitates the possibility of creating different ways to experience God's presence through ritual, liturgy, music, and the arts
- Recognizes the importance of a digital presence for contemporary congregations and has a passion to include this in worship as well as other areas of church life

3. Pastoral Care [Experience Belonging] (10%)

The minister will collaborate with the Experience Belonging Council to:

- Provide pastoral care and visitation to members of the Fairlawn community as needed, including crisis and non-crisis care, family care, hospital visits, and seniors' support
- Provide mentorship to new members
- Support lay-led Experience Belonging programs and small-group ministries, such as Adult Education programs, Sunday Coffee Chat, Broadview Discussion, Men's Discussion, Tuesday Lunch Crowd, Mental Health, Grief and Gratitude, Celtic Spirituality, and more

4. Community Outreach and Social Justice [Embrace Action] (10%)

The Minister will collaborate with the Embrace Action Council to:

- Champion our dedication to equality, equity, and inclusion
- Endorse our revitalized commitment to being an Affirming congregation
- Help us make a difference in the world by staying curious about the barriers faced by those who are marginalized
- Actively build relationships (e.g., within marginalized communities, support organizations and government) to become effective and supportive allies
- Support transformation in each other and those around us in practical and spiritual ways
- Provide support for lay-led Embrace Action initiatives such as Truth and Reconciliation, housing security, poverty reduction, refugee sponsorship, and more

5. Faith Formation and Christian Education (10%)

Adult education: The Minister will support lay leaders in initiating and providing engaging opportunities for individuals to gather to study, learn, share, and strengthen their faith experiences.

Small-group ministry: The Minister will provide guidance, inspiration, and spiritual leadership to lay leaders and small ministry groups to support them in aligning with overall ministry goals of the church, as expressed in prevailing strategic vision/mission/partnership opportunities.

Children and youth ministry: The number of children and youth engaged in our church school has declined considerably over the past decade. The Minister will play a critical role in helping to discern the shape of Fairlawn's children and youth ministry going forward.

6. Administration (10%)

The Minister will provide day-to-day staff management for Director of Music and Church Administrator, and maintain overall accountability for the smooth operation of the church.

Other areas of administration for the Minister include:

- Contribute regular messaging to the weekly Greetings newsletter
- Participate in the congregational budgeting process, to find the best ways to meet congregational needs and challenges
- Maintain a presence on the church Facebook page and other social media

7. Denomination and Communities (5%)

The successful candidate will be actively involved in the life of Shining Waters Regional Council and/or General Council, as well as the [North Toronto Cluster of Churches](#).

We recognize and encourage our minister to be involved with the communities we serve in ways that befit their gifts and leadership.

Fairlawn is currently exploring several future options that might best serve our vision and purpose as a faith community (see Living Faith Story). The Minister will join us on our journey and support our success in implementation. Any successful option will be led by a community partner with expertise and experience with the community being served.

Self-Care

Sets goals for ongoing self-care by maintaining a healthy balance of physical, emotional, and spiritual well-being that includes rest, recreation, and professional development. Collaborates with Fairlawn's HR&R Council to meet goals.

Continuing Education

Pursues personal, vocational, and professional goals for continuing education in consultation with Fairlawn's HR&R Council.

Required Knowledge, Skills, and Abilities

- Minimum of 5 years' congregational ministry experience in an urban church or equivalent work / life experiences
- Inclusive, collaborative leader with a proven track record leading churches through change
- Emotional intelligence and comfort with uncertainty
- Curiosity, courage, creativity, and capacity to seek and find joy amidst life's challenges and complexities

Other Preferred Assets

- Ability to demonstrate and articulate a progressive faith and pattern of spiritual practices
- A compelling storyteller with exceptional interpersonal, oral, and written communication skills
- A deep listener with an intuitive ability to facilitate authentic dialogue and discussion and build trust among diverse groups and individuals
- Experience in board governance, budgeting, and financial management
- Human resource management, including experience mentoring staff
- Ability to build external collaborative relationships and partnerships and represent the church as a spokesperson
- Working knowledge of technology tools and applications, including social media
- Ability to support new ways of virtual worship and online ministry (e.g., live Zoom, pre-recording, small-group ministry, etc.)

Financial Viability Review

Please find our financial viability review at the following link: [TBD]