

St. Paul's United Church

St. Paul's United Church

Midland Ontario



Five-Year Plan 2012-2016

A Statement from your Minister:

As I was discerning about whether to apply for the position of minister to St. Paul's United Church, one of a number of deciding factors for me was the existence of a five-year plan. As congregations face the struggle of a post-Christian society, it is important that the church plans its future. A plan is a way to look at what's happening, what needs to continue, change, or begin. A plan puts wheels under the hopes and dreams of the congregations to help make things happen. It is however, more than just a paper exercise. To be effective the Board and its committees need to regularly look at it, update it and be open to where the Spirit of God is leading us. I look forward to learning more about the hopes and dreams for 2012 and beyond. Thank you to those who have contributed to this process.

Sincerely, Karen Ptolemy-Stam

Introduction

The Function of Budgets & Plans

Thank you Karen for your endorsement of our five-year plan. I would add an explanation of the difference between a budget and a plan. A budget is based on a plan over a fixed project and/or period of time. It does not change. It is a tool for measuring the deviation from a plan and refining future and ongoing plans. Plans are meant to change. They are a perceived path to a goal and should be modified to improve either the path or the goal. Changes should be made whenever their advantage is recognized. Our five-year plan update once per year to record ongoing changes and to add a year to the plan.

As presented in the 2011 Financial Report:

Our Church/Our Building

The Property Committee has brought to the attention of the Official Board a number of deficiencies in our building that over time will threaten the integrity of the building and/or our ability to operate efficiently. The Committee is currently obtaining estimates and quotations for necessary work. Please read the Building Committee's 5-year plan submission for details. The work to be done is beyond the scope of our normal operating budget. The following motion was past at the November 22, 2011 Official Board meeting:

Motion 111: Building Improvement Campaign: Moved that the Official Board approve in principle the implementation of a campaign in 2012 for the purpose of financing repairs and improvements to St. Paul's Building. This approval is conditional on submission to and approval by the Board of the scope of the project, budget for the project and financial plan for the project prior to initiating the project. Moved by Fred Earl, seconded by Colin Whiteside.

The scope, budget and schedule for the project will be derived through refinement of the Property Committee's 5-year plan. The financial plan will include a proposal to have campaign donations matched from Project Available Funds.

The Building Improvement Project will have its separate budget.

The Five Year plan for St. Paul's United Church of Midland Ontario is an ongoing process with yearly revisions. This current revision covers the years 2012 to 2016 and updates the document incorporating the years 2011 to 2015.

St. Paul's is in a period of opportunity both for growth and to support of those less fortunate in our community and around the world. We are in a position to help through our outreach efforts. Our Christian values demand it. Love and a helping hand can go a long way. Our surrounding communities are attractive to the increasing number of retirees and the resulting work force required to service their needs. Retirees freed from the daily burden of careers and with more time on their hands are increasingly likely to look for ways to satisfy their spiritual needs. The supporting work force requires young people. Young people mean children. Children are the future of all organizations including the Church. We must have programs to appeal to all ages. We must live out our motto to be the Friendly Church.

The questions are:

How do we accomplish these goals?

When can we consider the goals accomplished?

How do we measure our success or failure?

This is the essence of having a 5 year plan. Much of the work of St. Paul's and its congregation has been the result of reaction as we follow our hearts and as we react to necessity. Much of the work should remain the result of reaction as we exercise Christian love and charity. However much of the work can benefit from careful planning.

Structure of the Five-Year Plan

This Five-Year plan is structured in two parts, an operational and a resulting financial plan. The operational portion of the plan is presented in chart form and highlights the expectations, goals and objectives of various departments and committees engaged in church work.

As you examine the charts you will notice that many goals overlap and/or are held in common. For example, a primary goal for the Official Board is to attract new members to St. Paul's. This will also be a goal for various committees and even the present congregation itself. The plan is intended to clarify this interaction. The financial portion of the plan takes into account the routine costs of running and maintaining St. Paul's along with the costs intrinsic in realizing our goals and objectives. The financial portion of the plan is presented as a budget for the next five years, 2012 to 2016.

**St. Paul's United Church
Five-Year Plan
Goals and Objectives – Official Board**

Year	Goal or Objective	Standard	Method	Completion Date
2012 - 2016	<p>Establish Vision and Mission Statements for St. Paul's</p> <p>Set overarching goals/objectives for St. Paul's which seek address our stated vision and mission.</p> <p>The goals and objectives of all St. Paul's groups and committees contribute to overarching goals and objectives</p>	<p>The Vision and Mission Statements should be brief and simple enough for people of all ages to recite and comprehend.</p> <p>Goals and objectives of the board and the various committees and groups should address the vision and mission statements</p>	<p>Engage members of the Official Board, the congregation and the wider community in a process to discern and define our vision and mission for the next several years.</p> <p>Review/approve goals and objectives of St. Paul's Committees/Groups annually. Monitor their implementation quarterly at Official Board meetings.</p> <p>Keep Vision and Mission statements visible and refer to them frequently to ensure that they influence the board's and its committee's deliberations and actions.</p>	<p>2012-16</p> <p>January-February 2012 – 2016</p>
2012 - 2016	<p>Develop an increasingly energetic, enthusiastic, and sound Christian community within St. Paul's.</p> <p>Create an atmosphere in which church participants feel comfortable and at home and want to become involved at St. Paul's.</p>	<p>No one is excluded, but included in all aspects of church life if they wish according to their skills, talents, needs and interests.</p>	<p>Encourage committees and groups to use data from the 2011 Information and Talent Survey to engage people in areas of their interest or expertise.</p> <p>Monitor the effectiveness of the program of intentional follow-up with visitors, potential and newly received members, and families whose children have been baptized at St. Paul's.</p> <p>Monitor the effectiveness of our program to identify and assist members/adherents who need special attention or support; revise our strategies as needed.</p> <p>Monitor effectiveness of efforts to make name tags available to newcomers and strategies to encourage their use.</p>	<p>2012 - 2016</p> <p>Quarterly</p> <p>Quarterly</p> <p>Quarterly</p>

			Assess effectiveness of weekly coffee sessions after church in engaging newcomers and making all participants feel welcome.	Quarterly
012 - 2016	Stretch our Christian influence of love, fellowship and support into our surrounding community and beyond.	Reach out to the local and wider community through planned activities which demonstrate St. Paul's community spirit.	<p>Make judicious use of St. Paul's "matching funds" for projects approved by the Official Board on recommendations from committees to help meet local and broader world needs.</p> <p>Work on improving the connections that our local church community has with other Christian communities within the region.</p> <p>Encourage stronger connections between St. Paul's, Northern Waters Presbytery, Toronto Conference and our denomination through active contributions to their ongoing work and special projects.</p> <p>Ensure that St. Paul's has representation on Northern Waters Presbytery commensurate with its membership.</p>	<p>Annually</p> <p>Ongoing</p> <p>Ongoing</p> <p>January 2012</p>
2012 - 2016	Improve the financial position of St. Paul's to eliminate the need to borrow during the summer months.	<p>Steady improvement of St. Paul's finances as confirmed in year-end financial reports.</p> <p>Balance the books annually.</p>	<p>Work through committees to initiate and coordinate activities that may increase giving and encourage new membership.</p> <p>Promote use of the PAR program to assist with stable year-round giving.</p> <p>Monitor the results of the five-year financial plan and take actions as indicated by reported results.</p>	<p>Quarterly</p> <p>Ongoing</p> <p>Quarterly</p>

			<p>Communicate financial results and needs to congregation quarterly or more often in response to identified needs. Be up-front with the congregation about their givings.</p> <p>Promote a culture of thankfulness both for our financial resources and for the volunteers and staff who give leadership in their use on behalf of St. Paul's.</p>	<p>Quarterly</p> <p>Ongoing</p>
2012 - 2016	Oversee and manage all operations and functions of St. Paul's.	<p>All committee and staff plans/activities/results are reviewed/coordinated four times per year and adjusted to address the particular needs of our congregation</p> <p>St. Paul's will have current by-laws which reflect United Church Manual requirements; and a policies and procedures manual which demonstrates our compliance with applicable United Church requirements, and Ontario and Federal Government legislation requirements.</p>	<p>Hold Official Board meetings a minimum of four times per year (more if necessary to deal with important time-sensitive decisions) and review/discuss written reports from all committee/group chairs and staff.</p> <p>Ensure effective and efficient Board meetings through submission of written reports at least five working days before a scheduled Board meeting, including written presentation of motions that are to be voted on at the next meeting.</p> <p>Complete up-dating St. Paul's 1986 Constitution/By-laws-- bringing new draft document which reflects the most recent United Church Manual requirements and current St. Paul's committees and groups for Official Board review.</p> <p>Bring final version of the new by-laws to the Congregation for approval at a congregational meeting.</p> <p>Collect all policies and procedures in to one place; review and revise to ensure compliance with current United Church requirements and those of applicable Ontario and federal legislation. Board review and approve.</p>	<p>Quarterly each year</p> <p>Quarterly</p> <p>April 2012 and June 2012</p> <p>January 2013 or earlier</p> <p>September, November 2013</p>

			<p>Develop and implement policies/procedures/training related to Access for Ontarians With Disabilities and Violence and Harassment in the Workplace as required by Ontario legislation.</p> <p>Implement an ad hoc Archives committee to develop a plan and recommend to the Official Board policies with respect to the retention and safe storage of important church documents and artifacts; implement the plans and policies as approved by the Board.</p> <p>Review and approve reports and long range plan up-dates prepared for the annual January AGM; plan and notify the congregation of the AGM date</p>	<p>January - June 2012 Annual updating of required training</p> <p>2013-14</p> <p>December and January each year</p>
	Increase Church membership, attendance and giving.	Welcome as many new members as indicate interest each year and aim for a net increase in Sunday School and church attendance annually, with commensurate increases in giving.	Develop a strategy aimed at increasing church membership, attendance and giving, identifying roles to be played by each committee and group. Monitor effectiveness.	<p>2012</p> <p>Quarterly</p>

**St. Paul's United Church
Five-Year Plan
Goals and Objectives – Stewardship Committee**

Year	Goal or Objective	Standard	Method	Completion Date
2012 to 2016	Maintain a five-year plan for St. Paul's	Revised goals and objectives for all committees to be in the hands of the Official Board. Revised financial information to be submitted to the Official Board	Assist committees that are having trouble setting goals and objectives. Review all expenses and revenue trends and submit an updated five-year budget.	Ongoing Ongoing
	Produce a yearly budget for St. Paul's	Accuracy of all budget items over \$2,000 to be within 10%.	Study past and current trends for all budget items.	Ongoing
	Support the ongoing evolution of St. Paul's management, objectives and policies.	Make 3 major contributions.	Assist/serve on other committee when requested.	2012
	Help to increase membership at St. Paul's and increase attendance at services	Net increase of 10 members per year.	Work at making visitors and casual attendees feel welcome at St. Paul's.	Ongoing
	Work closely with the Trustees to provide competent overall financial management of St. Paul's resources.	No major financial decisions without consultation.	Maintain close contact with the Trustees. Seek and offer advice on financial policy.	Ongoing
	Update the pamphlet "Keeping God's House in Order".	Ready for distribution at the Annual General Meeting.	Work with the Trustees to define updates.	Jan. 2012
	Enhance stewardship service to St. Paul's.	Two beneficial changes or additions.	Hold meetings of the Stewardship Committee to brainstorm for ideas.	Dec. 2012

**St. Paul's United Church
Five-Year Plan
Goals and Objectives – Trustees**

Year	Goal or Objective	Standard	Method	Completion Date
2011 to 2015	<p>To Maintain the monetary reserves in St. Paul's Trust Funds.</p> <p>In recognition of the age of St. Paul's building, to provide funding in the event of a major emergency and to secure the survival of St. Paul's...</p> <p>To support the operation of the church.</p> <p>Administer donated funds and earned interest to be used for refugee programs. Release funds on an as needed basis.</p>	<p>Monitor the trust funds to maintain a level that is consistent with levels maintained by churches of similar size and age.</p> <p>Increase trust funds by the level of yearly inflation.</p> <p>Contribute interest minus the cost of inflation to the operating funds of St. Paul's on an annual basis</p> <p>Exercise due diligence in investing and distribution of funds.</p>	<p>Make conservative investment of funds. Through various vehicles, (bulletins, talks etc.) make the congregation aware of the benefits of remembering St. Paul's in their estate planning.</p> <p>Careful investing</p> <p>Calculate the amount of interest in excess of inflation and make the funds available on an annual basis.</p> <p>Make conservative investments of funds. Require periodic financial statements re end use of funds. Funds are to be released through St. Paul's and reflected in their P&L statements.</p>	Ongoing
2011	To bring up to date the evaluation of the contents of St. Paul's.	Complete prior to the renewing of our insurance policy in June of 2011.	List/photograph contents and estimate values or solicit outside appraisals.	June 30/11
2011 or 2014	Up-date property and building appraisal for Insurance purposes.	Produce a complete written inventory of St. Paul's physical assets. Costs to be within 10% of \$2,500.	Retain a professional appraiser when or if required by our insurers.	

**St. Paul's United Church
Five-Year Plan
Goals and Objectives – Administration**

Year	Goal or Objective	Standard	Method	Completion Date
2012 to 2016	<p>Help attract new members and adherents to St. Paul's</p> <p>Official Board Meeting agendas and minutes.</p> <p>Prepare yearly budget & Annual report for Annual meeting.</p> <p>Help stimulate the growth of St. Paul's.</p>	<p>Work to attract 10 new people per year!</p> <p>Prepare accurate and concise agenda's & minutes for all Board Meetings.</p> <p>Monitor budget items throughout the year for accuracy.</p> <p>In addition to attracting new members (see above) introduce new programs to facilitate financial growth.</p>	<p>Maintain an attractive and informative welcome package for new members. Maintain data base and ensure that all members and adherents receive the newsletter.</p> <p>Have motions and reports emailed or submitted a week ahead of meetings. Have agenda to Board members 4 days before meeting. Prepare minutes within one week of board meetings. Call members for clarification when typing reports.</p> <p>Send out budget worksheets in November for following year. Prepare budget in time for Annual meeting. Encourage committee reports to be in by beginning of January.</p> <p>Experiment with Bulletin notices to entice the congregation to be generous with givings to support the church and outreach programs.</p>	Ongoing
2012	Continue to increase participation in PAR	5 new participants.	Advertise in the bulletin	Ongoing
	Talent Surveys	Completed new surveys in 2011 continue to encourage people to update and fill out surveys.	Encourage new people to church to fill out the surveys, enter information on database and connect people interested in committees etc with the committee representative.	Ongoing
2012	Name tags	Everyone wearing a name tag that wishes too.	Prepare name tags for new people, replace lost name tags.	Ongoing

**St. Paul's United Church
Five-Year Plan
Goals and Objectives – Property Committee**

Year	Goal or Objective	Standard	Method	Completion Date
2012	Retrofit of room 21 & wheel chair accessible washroom.	Cost to be within 10% of \$5,000 estimate.	Work to be done by the Property Committee.	2012
2013	Repair stained glass windows and millwork in the Sanctuary.	Get Quotes. Cost to be within 10% of cost estimate approved by the Official Board.	Funds to be raised for this project. Work to be supervised by the Property Committee. Quotes as per policy.	2013
2014	Repairs to outside brickwork.	Get Quotes. Cost to be within 10% of cost estimate approved by the Official Board.	Funds to be raised for this project. Work to be supervised by the Property Committee. Quotes as per policy.	2014
2015	Replace the furnace.	Get Quotes. Cost to be within 10% of cost estimate approved by the Official Board.	Funds to be raised for this project. Work to be supervised by the Property Committee. Quotes as per policy.	2015
2016	Repair/replace the Great Hall floor.	Get Quotes. Cost to be within 10% of cost estimate approved by the Official Board.	Funds to be raised for this project. Work to be supervised by the Property Committee. Quotes as per policy.	2016

Notes: 1. Other projects that will require funding are:

A. Repair or replacement of all five flat roofs at an estimated cost of \$45,000 +.

B. Replacement of sound (audio) and cameras (visual) equipment at an estimated cost of \$75,000.

2. Subject to urgency and available funds, these two projects along with projects scheduled for years 2013 through 2016 may be rescheduled.

3. Projects for the years 2012 through 2013 and projects A&B are outside the scope of St. Paul's normal operating budget and will have a budget of their own as approved by the Official Board.

**St. Paul's United Church
Five-Year Plan
Goals and Objectives – The Circle**

Year	Goal or Objective	Standard	Method	Completion Date
2012	Hold a function(s) to raise money for a deserving project.	\$3000	Talent Auction	Fall 2012
2013	Hold a function(s) to raise money for a deserving project.	\$900	Hold 1 pie sales	Fall 2013
2014	Hold a function(s) to raise money for a deserving project.	\$3000	Talent Auction	Fall 2014
2015	Hold a function(s) to raise money for a deserving project.	\$900	Hold 1 pie sales	Fall 2015
2016	Hold a function(s) to raise money for a deserving project.	\$3000	Talent Auction	Fall 2016

**St. Paul's United Church
Five-Year Plan
Goals and Objectives – Choir**

Year	Goal or Objective	Standard	Method	Completion Date
2012 to 2016	Increase choir membership Pianos to be tuned and properly maintained.	2 new members Appropriate for worship and other church and community events.	Comprehensive recruitment strategy. Tune and repair as necessary.	Ongoing

**St. Paul's United Church
Five-Year Plan
Goals and Objectives – Communications Committee**

Year	Goal or Objective	Standard	Method	Completion Date
2012 to 2016	Keep in contact with the congregation and facilitate interaction of the congregation members with each other.	Host a no charge Coffee-hour and/or Lemonade-serving after church every Sunday.	Purchase supplies for each event. Provide a schedule with a named host (church committee or organization) for each event.	Ongoing
		Have a visitors program in place.	Committee to formalize and publish our visitor program.	Dec. 2012
		Publish the Family Directory once per year.	Update directory information and “Historic Roll” on an ongoing basis.	Ongoing
		Publish and deliver a newsletter 3 times per year.	Solicit articles from congregational members and committee heads. Work with the Office Administrator to publish the newsletter. Solicit volunteers to deliver the newsletters.	Ongoing
		Make Sunday Services available to congregational members who are unable to get to church.	Deliver video tapes of services to members and facilities during the week.	Ongoing
	Assume responsibility for St. Paul's web site. Oversee content, changes and additions.	Provide accurate and current information about our church and the activities of our congregation, committees and clubs.	Advertise the site and solicit contributions from available sources.	Ongoing

**St. Paul's United Church
Five-Year Plan
Goals and Objectives – Ministry and Personnel Committee**

Year	Goal or Objective	Standard	Method	Completion Date
2012 to 2016	Make decisions re: staffing and compensation. Hire staff when necessary.	Fair decisions. Retain qualified staff. Stay within Presbytery standards. No operational downtime. Sufficient overlap for training.	Meet as a Committee. Pass decisions on to the Finance Committee for review and inclusion in the operating budget. Advertise, interview and obtain all necessary approvals.	Ongoing

**St. Paul's United Church
Five-Year Plan
Goals and Objectives – Outreach Committee**

Year	Goal or Objective	Standard	Method	Completion Date
2012 to 2016	Optimize the outreach activities of St. Paul's United Church. Continue to monitor other worthy outreach activities as required.	Select and actively support 3-4 outreach initiatives in which we can make a difference. Educate the Board and Congregation re other possible outreach projects.	Focus on: Moon Garden Dormitory during Lent. Canadian Foodgrains Bank in Oct. Benevolent Fund (and Christmas hampers) in Dec. Mission & Services Fund through the year. Selectively support 1 or 2 other outreach projects upon Board approval. Examples in the past include Sierra Leone school, Midland Street Outreach Program, etc.	Ongoing
2013	See 2012 to 2016 objectives	See 2012 to 2016 standard	Canadian Foodgrains Bank in Oct. Benevolent Fund (and Christmas hampers) in	

			Dec. Mission & Services Fund through the year. Support a new outreach program during Lent.	
2014	See 2012 to 2016 objectives	See 2012 to 2016 standard	Canadian Foodgrains Bank in Oct. Benevolent Fund (and Christmas hampers) in Dec. Mission & Services Fund through the year. Support a new outreach program during Lent.	
2015	See 2012 to 2016 objectives	See 2012 to 2016 standard	Canadian Foodgrains Bank in Oct. Benevolent Fund (and Christmas hampers) in Dec. Mission & Services Fund through the year. Support a new outreach program during Lent.	
2016	See 2012 to 2016 objectives	See 2012 to 2016 standard	Canadian Foodgrains Bank in Oct. Benevolent Fund (and Christmas hampers) in Dec. Mission & Services Fund through the year. Support a new outreach program during Lent.	

**St. Paul's United Church
Five-Year Plan**

Goals and Objectives – Faith Formation & Christian Education Committee

Year	Goal or Objective	Standard	Method	Completion Date
Annually	Every member of the St. Paul's community who wishes to participate in faith formation activities has access to a program of interest and relevance to her or his needs.	Every member of the St. Paul's community who wishes to participate in faith formation activities has access to a program of interest and relevance to her or his needs.	Review known membership/adherent information to identify age, gender, family status, life stage, etc., to identify possible needs Conduct survey(s) of Congregation to identify interests and needs for faith formation programming	2012, every three years 2012, every three years

			<p>Make efforts to identify programming offered by other churches to assess potential contribution to St. Paul's community</p> <p>Review ongoing programming on annual basis to ensure faith formation needs are being met</p> <p>Communicate regularly with Congregation with respect to potential new programming ideas</p>	<p>Ongoing</p> <p>Annually</p> <p>Ongoing</p>
Annually	Provide an inclusive and engaging Sunday School program for St. Paul's children and youth that uses UCC-approved curriculum	Children and youth of all ages are supported in their faith formation by a dynamic, inclusive and energetic Sunday School program	<p>Review attendance to determine ages and needs of participants</p> <p>Survey Sunday School children and youth to determine their interests and needs</p> <p>Make contact with families, children, young people who are in Church but not attending Sunday School</p> <p>Review available UCC-approved curricula and purchase a program that meets the needs of St. Paul's Sunday School</p> <p>Investigate methods to run Sunday School in absence of designated staff person</p> <p>Encourage regular and occasional participation from Congregation and community members as volunteer teachers or visitors with particular interest or expertise</p>	<p>Annually</p> <p>Ongoing</p> <p>Ongoing</p> <p>2011-2012</p> <p>Completed 2011</p> <p>Ongoing</p>

			<p>Ensure that regular volunteers are supported with curriculum and other tools and assistance as needed</p> <p>Identify ways in which Sunday School kids can be involved with the Congregation, e.g. as greeters, organizing a service, as readers, organizing coffee time</p>	<p>Ongoing</p> <p>Ongoing</p>
Annually	Provide inclusive and engaging faith formation programs for adults that use UCC-approved curriculum	Adults of all stages are supported in their faith formation by dynamic, inclusive and energetic faith formation programs	<p>Identify current adult-oriented faith formation activities</p> <p>Review attendance at current adult-oriented faith formation activities to determine who is being served and where there may be gaps</p> <p>Survey adult Congregation to determine their interests and needs</p> <p>Review available UCC-approved programs to determine available options</p> <p>Investigate staffing and volunteer requirements for running various programs</p> <p>Ensure that regular volunteers are supported with curriculum and other tools and assistance as needed</p>	<p>2012</p> <p>2012</p> <p>2012</p> <p>2012</p> <p>2012</p> <p>Ongoing</p>

			Communicate with Congregation about programming	Ongoing
Annually	Ensure access to information about faith formation programs for all interested persons.	Any person interested in faith formation activities is has ready access to useful information about St. Paul's faith formation programs.	<p>Develop program descriptions with all relevant information for all faith formation activities and ensure they are updated as required</p> <p>Provide access to program descriptions in a variety of formats, e.g. annual program guide, individual program descriptions in Church office, by email, on the website</p> <p>Communicate availability of this information to Congregation and community at large</p>	<p>2012</p> <p>2012</p> <p>Ongoing</p>
2012-2013	Develop and implement new policies and procedures for the Faith Formation Committee	A modern policies and procedures document that reflects current United Church of Canada guidelines and practices.	<p>Review old Christian Development by-laws and current UCC guidelines and practices</p> <p>Communicate with Official Board to identify responsibilities appropriately assigned to Faith Formation Committee</p> <p>Communicate with other Faith Formation Committees for guidance on practices and procedures</p> <p>Draft updated policies and procedures manual</p> <p>Present proposed policies and procedures to Official Board</p>	<p>2012</p> <p>2012</p> <p>2012</p> <p>2012-2013</p> <p>2013</p>

2012	Implement a Risk Assessment tool for volunteers working with children and other vulnerable groups.	Risk of harm to children and other vulnerable groups involved in faith formation programming is minimized through the use of a risk assessment tool that complies with UCC guidelines, applicable legislation, and best practices.	<p>Conduct review of UCC guidelines, applicable legislation, and best practices</p> <p>Assess faith formation programming to determine areas and levels of risk</p> <p>Consult with experts as required Consult and communicated with Congregation and Official Board on process and recommendations</p>	<p>2012</p> <p>2012, ongoing</p> <p>2012</p>
Annually	To continue to provide leadership for special events and services at St. Paul's.	Provide leadership, support and resources to ensure that special events and services that make up important St. Paul's traditions continue to be enjoyed by all members of the Congregation.	<p>Provide leadership, support and resources to the following special events and services:</p> <ul style="list-style-type: none"> • Welcome back luncheon • Advent candle lighting and readings • White Gift Sunday/Sunday School Christmas play • Christmas party • Christmas Eve pageant • Sunday School picnic 	Ongoing
Annually	To be accountable to the Congregation and the Official Board about the responsibilities and ongoing activities of the Faith Formation Committee	The Congregation and Official Board have a good understanding of the responsibilities and activities of the Faith Formation Committee because the Committee provides clear, transparent and regular information to interested parties.	<p>Maintain minutes of all Committee meetings</p> <p>Communicate regularly with Congregation and Official Board via annual report, quarterly updates and bulletin announcements as needed</p>	<p>Ongoing</p> <p>Ongoing</p>
2012	Determine feasibility of providing nursery facilities and/or nursery care on Sundays	Parents with young children are encouraged to participate in church if facilities and care are available.	Develop written policies for volunteers in the nursery and ensure volunteers are provided with the policy	2011-2012

	<p>Change: Stabilize volunteer staffing and procedures for nursery established in September 2011, and encourage awareness and use of nursery</p>		<p>Seek regular roster of volunteers to staff nursery</p> <p>Ensure that greeters notify and/or direct families with infants/toddlers of nursery availability</p> <p>Monitor use of nursery to establish usage benchmarks</p> <p>Investigate whether resources, e.g. space, furniture, toys, allocated to nursery are sufficient for established use</p>	<p>Ongoing</p> <p>2012</p> <p>2012-2013</p> <p>2012-2013</p>
Ongoing	<p>NEW: Investigate feasibility and need for staffing for Sunday School and other faith formation activities</p>	<p>Faith formation needs of the entire congregation are supported by a qualified person with the skills and training needed to fully support FFCE activities</p>	<p>Assess need for possible staffing for FFCE activities</p> <p>Monitor and record volunteer hours required to maintain established FFCE programs</p> <p>Monitor and record usage of FFCE programs to establish required support</p> <p>Assess gaps in FFCE programming due to lack of dedicated staffing</p> <p>Report annually to official board on usage and needs related to FFCE programming</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Annually</p>

**St. Paul's United Church
Five-Year Plan
Goals and Objectives – Drop In Centre**

Year	Goal or Objective	Standard	Method	Completion Date
2012 to 2016	Provide a comfortable atmosphere for participants to socialize and partake of a meal every Monday morning. Solicit donations of food and funds to support the centre. Distribute toiletries and minor essentials on a regular basis.	Maintain or increase the average number of participants at 30 or more. Donations to equal 50% or more of projected costs. No person left out.	Look for ways to make the program more interesting to participants. Make local merchants and St. Paul's congregation aware of the centre's needs. Build a reserve. Advertise the need more often in the church bulletin.	Ongoing

**St. Paul's United Church
Five-Year Plan
Goals and Objectives – Fellowship Club**

Year	Goal or Objective	Standard	Method	Completion Date
2012 to 2016	To provide an opportunity for fellowship at St. Paul's. Raise funds for special needs at St. Paul's and community charities.	Continue efforts to welcome new members each year and encourage guests to attend special programs of particular interest to them. 70% of funds raised go to Church needs. 30% to go to community charities.	Hold 10 varied and interesting meetings per year. Host an Annual Beef Dinner. TBA	Ongoing

**St. Paul's United Church
Five-Year Plan
Goals and Objectives – Worship Committee**

Year	Goal or Objective	Standard	Method	Completion Date
2012 to 2016	<p>Enhance the worship experience at St. Paul's</p> <p>Upgrade library</p> <p>Help new members integrate into the congregation.</p>	<p>To nurture the spiritually of all who enter into our worship services.</p> <p>To enable people to be open to the spirit of God through word, music, sacrament and art. To share our faith journey with others.</p> <p>Update the content of library. Increase accessibility to library</p> <p>All new members feel welcome and at home at St. Paul's.</p>	<p>Provide a variety of worship programs and guest speakers.</p> <p>Encourage diversity and music experiences Initiate formal count on Sunday</p> <p>Recruit inspirational replacements for the minister when on vacation.</p> <p>Explore opportunities to increase services and attendance. Establish an annual Maundy Thursday Communion service and Good Friday service. Establish a Quite Service of hope for those who struggle with Christmas.</p> <p>To upgrade our sound and audio visual equipment system and enable our service to be available for shut ins and on the website.</p> <p>Purchase \$300 worth of educational books per year. Find a better location for the library.</p> <p>Send a welcome card. Wear name tags Post a picture of new members on the bulletin board. Contact and follow up with new members to see if they feel that they are part of St. Paul's.</p>	Ongoing

**St. Paul's United Church
Five-Year Plan
Goals and Objectives-United Church Women**

2012 to 2016	To experience Christian fellowship, witness, study and service. Increase UCW membership Visit shut-ins and those in nursing homes. Help underprivileged and needy in our community.	Continuity in pursuing the goals of the United Church Women. Three people per year. As needed As much as possible with resources available.	Meet once per month. Assist at church functions when able. Place a notice in the bulletin 4 times per year stressing the need for new members to carry on the long-standing traditions of the UCW of service to the church and community. Use various sources to identify people in need of a visit. As determined at monthly meetings.	Ongoing
2012	Evaluation of kitchen improvements	Produce a general estimate of work to be done and estimate of costs.	Appoint a committee to perform the evaluation. Approach the Building Committee re voluntary labour.	1012
2013	Start raising funds to improve the kitchen facilities. Begin work as funding permits.	Raise funds to match the estimate of costs.	1. Rummage sale and funeral receptions. 2. Appeal to the Congregation. 3. Approach Official Board and Trustees for matching funds.	2013
2014	Continue working on kitchen.	Keep kitchen functional at all times.	Plan work around church functions.	2014
2015	Continue working on kitchen.	Keep kitchen functional at all times.	Plan work around church functions.	2015
2016	Finish improvements to kitchen.	Stay within 10% of original estimate (budget) if possible.	Careful monitoring of ongoing costs without sacrificing quality.	2016
2016	Finish improvements to kitchen.	Stay within 10% of original estimate (budget) if possible.	Careful monitoring of ongoing costs without sacrificing quality.	2016

St. Paul's United Church						
Five Year Budget						
	2012	2013	2014	2015	2016	

Income						Remarks/Assumptions
General Offerings	\$210,180	\$218,587.41	\$227,330.90	\$236,424.14	\$245,881.11	3% increase in 2012 and 4% for 2013,2014, 2015,2016
Loose Offerings	\$5,820	\$6,053.10	\$6,295.23	\$6,484.08	\$6,678.60	
Organ Pledges	\$9,433	\$6,000				
Total Offerings	\$225,434	\$230,641	\$233,626	\$242,908	\$252,560	
Fundraising						
Camp Simpresca	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	
The Circle	\$450	\$900	\$3,000	\$900	\$3,000	
Total Fundraising	\$1,450	\$1,900	\$4,000	\$1,900	\$4,000	
Miscellaneous Income						
Miscellaneous Income	\$800	\$800	\$800	\$800	\$800	
Trustee Interest	\$11,000	\$11,440	\$11,898	\$12,374	\$12,868	Base Year 2011. Increase of 4% for 2013,2014,2015,2016
Use of Space Donations	\$12,900	\$9,000	\$9,000	\$9,000	\$9,000	
Total Other Income	\$24,700	\$21,240	\$21,698	\$22,174	\$22,668	
Total Operating Income	\$251,584	\$253,781	\$259,324	\$266,982	\$279,228	
Expenses						
Administration						
Accounting Fees	\$900	\$900	\$900	\$900	\$900	
Bank Charges	\$660	\$680	\$700	\$721	\$743	
Computer and Office Furniture	\$0	\$0	\$0	\$0	\$0	
Continuing Education	\$210	\$216	\$223	\$229	\$236	
Miscellaneous	\$2,500	\$2,575	\$2,652	\$2,732	\$2,814	
Observer	\$1,820	\$1,875	\$1,931	\$1,989	\$2,048	
Office Expense	\$8,500	\$8,755	\$9,018	\$9,288	\$9,567	
Presbytery Assessment	\$7,688	\$7,919	\$8,156	\$8,401	\$8,653	
Telephone	\$1,500	\$1,545	\$1,591	\$1,639	\$1,688	
Travel Expenses	\$2,400	\$2,472	\$2,546	\$2,623	\$2,701	
Travel Presbytery Reps.	\$500	\$515	\$530	\$546	\$563	
Website	\$455	\$469	\$483	\$497	\$512	
Total Administration	\$27,133	\$27,920	\$28,731	\$29,566	\$30,425	
	2,012	2,013	2,014	2,015	2,016	
Church Building Expenses						
Building and Maintenance	\$13,500	\$13,905	\$14,322	\$14,752	\$15,194	
Church Appraisal						
Consumers Gas	\$8,600	\$8,858	\$9,124	\$9,397	\$9,679	

Midland PUC	\$5,500	\$5,665	\$5,835	\$6,010	\$6,190	
Insurance Expense	\$7,531	\$7,756.77	\$7,989.47	\$8,229.15	\$8,476.03	3% Increase for 2013,2014,
New Windows	\$0	\$0	\$0	\$0	\$0	2015 & 2016
Sound System	\$2,000	\$3,000	\$2,000	\$2,000	\$2,000	
Telephone System	\$0	\$0	\$0	\$0	\$0	
Water and Waste Expense	\$734	\$756	\$779	\$802	\$826	
Total Building Expenses	\$37,865	\$39,941	\$40,049	\$41,190	\$42,366	
Committee Expenses						
Faith Formation Committee & C.D.	\$4,000	\$3,000	\$3,000	\$3,000	\$3,000	
Communications Committee	\$600	\$618	\$637	\$656	\$675	
Drop In Centre Expenses	\$1,000	\$1,030	\$1,061	\$1,093	\$1,126	
M&P Committee	\$200	\$200	\$200	\$200	\$200	
Music & Choir	\$3,500	\$3,605	\$3,713	\$3,825	\$3,939	
Outreach Committee	\$300	\$300	\$300	\$300	\$300	
The Circle	\$500	\$500	\$500	\$500	\$500	
Worship Committee	\$4,000	\$1,800	\$1,854	\$1,910	\$1,967	
Total Committee Expenses	\$14,100	\$11,053	\$11,265	\$11,483	\$11,707	
Employee Expenses						
CPP Expense	\$5,124	\$4,741	\$4,883.41	\$5,029.91	\$5,180.81	
EI Expense	\$3,534	\$3,617	\$3,725.54	\$3,837.31	\$3,952.43	
Living Expenses	\$18,500	\$19,055.04	\$19,626.69	\$20,215.49	\$20,821.96	
Music Director Expense	\$14,034	\$14,455.06	\$14,888.71	\$15,335.37	\$15,795.44	
Payroll Service Charge	\$265	\$241	\$248.00	\$255.44	\$263.10	
Pension & Group	\$19,086	\$19,658.95	\$20,248.72	\$20,856.18	\$21,481.87	
Prof-Dev & Book Allowance	\$2,000	\$2,518	\$2,593.90	\$2,671.72	\$2,751.87	
Salary Expense	\$121,442	\$125,085.38	\$128,837.95	\$132,703.08	\$136,684.18	
Workers Comp.	\$906	\$933.44	\$961.44	\$990.28	\$1,019.99	
Total Employee Expenses	\$184,892	\$190,305	\$196,014	\$201,895	\$207,952	
	2012	2013	2014	2015	2016	
Fundraising Expenses						
Camp Simpresca	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	
Total Fundraising Expenses	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	
Organ Repayment to Trustees		\$4,598	\$4,598			

Total Expenses	\$264,989	\$274,817	\$277,059	\$285,133	\$293,450	
Net Ordinary Surplus/Deficit	(\$13,406)	(\$21,037)	(\$17,735)	(\$18,152)	(\$14,222)	
Other Income/Expenses						
Other Income						
Contributions Temp Restricted						
Bakeless Bake Sale	\$1,130					
Benevolent Fund	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	
Food Grains Bank	\$4,000	\$3,500	\$3,500	\$3,500	\$3,500	
Lenten Fund	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	
Total Cont. Temp Restricted	\$11,130	\$9,500	\$9,500	\$9,500	\$9,500	
Mission & Service Givings						
M&S World Development	\$1,500	\$2,500	\$2,500	\$2,500	\$2,500	
M&S Congregation	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	
UCW M&S	\$4,900	\$4,900	\$4,900	\$4,900	\$4,900	
Total M&S Givings	\$36,400	\$37,400	\$37,400	\$37,400	\$37,400	
Total Other Income	\$47,530	\$46,900	\$46,900	\$46,900	\$46,900	
Other Expenses						
Mission & Services Submissions						
M&S World Development	\$1,500	\$2,500	\$2,500	\$2,500	\$2,500	
M&S Congregation	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	
UCW M&S	\$4,900	\$4,900	\$4,900	\$4,900	\$4,900	
Total M&S Submissions	\$36,400	\$37,400	\$37,400	\$37,400	\$37,400	
Release Cont. Temp. Restricted						
	2012	2013	2014	2015	2016	
Bakeless Bake Sale	\$1,130					
Benevolent Expense	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	
Food grains Bank	\$4,000	\$3,500	\$3,500	\$3,500	\$3,500	
Lenten Funds	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	
Total Release Cont. Temp. Rest.	\$11,130	\$9,500	\$9,500	\$9,500	\$9,500	
Total Other Expenses	\$47,530	\$46,900	\$46,900	\$46,900	\$46,900	

Net Other Income	\$0	\$0	\$0	\$0	\$0
Net Income	(\$13,406)	(\$21,037)	(\$17,735)	(\$18,152)	(\$14,222)
Estimated Cash Flow					
Cash at Start of Year	\$21,411	\$8,006	(\$13,031)	(\$30,766)	(\$48,917)
Cash at Year End	\$8,006	(\$13,031)	(\$30,766)	(\$48,917)	(\$63,139)

IMPORTANT NOTE: This is one of the reasons that we have a 5 year plan. The financial results of this plan are not acceptable. The plan shows that our difficulty in trying to balance the budget in 2011 is not a one-time event but will continue through years 2012 to 2016 if action and/or change are not taken. Again, plans are meant to be changed. The Official Board and their committees will be working hard to determine what needs to change. The Congregation will be informed as progress is made.

One of the contributing factors is that financial contributions have been in general decline for various reasons in recent years. While we have, in general, been budgeting for an annual increase of 3% actual contributions have decreased by 2% as illustrated by the following chart.

