

“The Reinvention of St. Paul’s”



**St. Paul's
United Church**

60 Main Street, Warkworth, Ontario, K0K 3K0

Long Range Business Plan

St Paul's United Church

Table Of Contents

Section	Page
A. Executive Summary	3
B. All About Us	4
C. Legal, Accounting, Banking	5
D. Organizational Structure	6
E. Management	8
F. Census Summary	14
G. Mission, Goals & Objectives	16
H. Marketing Plan	28
I. Long Term Market	34
J. Financial Plan Forecast	37
K. Appendices	38
a. The Six Shall Become One	
b. Revitalization Brochure	

A. Executive Summary

St Paul's United Church, Warkworth, ON is a viable, strong, secure and compassionate congregation. This church family dates back to 1852 when it originated.

Over the years the Church has adapted to the various changes it has faced and successfully been able to overcome these hurdles and embrace our ever changing environment.

The congregation has always risen to the occasion whether it was expansion, maintenance or spiritual support. Each time a condition arose, we have successfully rallied; but, each time, particularly in the more recent years, calling on our members for financial support has become more challenging, more often and indeed more costly.

It is with this atmosphere continuing to be more enduring that the Board of Stewards elected to formulate a Long Range Business Plan that will take into consideration three main objectives

1. Prepare an operational plan that will deliver successful results and minimize the recurring number of appeal financing.
2. Identify both Long and Short Term goals that will provide sustainability for the financial and spiritual needs of our congregation.
3. Provide the strategies necessary to reasonably assume success.

As you can see the comparable results of the last 50 years have increased more in the last decade than in the 40 years prior. Immediate corrective measures were adopted in late 2008 and produced the desired results in 2009.

By adopting these conservation measures the creation of an effective business plan is most timely.

Following is a brief financial history of church operations since 1955.

B. All About Us

The majority of our Church members live locally, some within walking distance or within a 20-30 minute drive from the area of Campbellford, Morganston, Castleton, Norwood, and Warkworth. In addition, there are members on our historic roll in Cobourg, Roseneath, Peterborough, Ottawa, Kitchener, Oshawa, Whitehorse, NWT and Calgary, Alberta. Both regular members and adherents are very active in Church life, and participate in a wide range of community activities. The total membership of St. Paul's is approximately 200.

While our current minister is on short-term disability leave, the interim minister is providing excellent spiritual support to the 70 or 80 regular attendees at our Sunday service. There are several members of the Warkworth community who help provide spiritual leadership and pastoral care, including a medical doctor (order of Canada recipient), a doctor of psychology, and a retired Anglican priest.

Ecumenical fellowship is an important part of the Warkworth community and a tradition of shared services with the Free Methodist, and Presbyterian congregations is enjoyed during the summer and at Christmas. St. Paul's has also supported the local Roman Catholic Church congregation in their fund-raising activities for a new roof.

Bible Study is a popular activity, helping approximately 12 members of our Church to nourish their soul and live a more spiritual life through discussion of the bible, led by our Minister.

Our Mission Statement focuses on both our spiritual goals as well as our service to the community at large. We have an active Food Bank and our very strong United Church Women provide high quality meals to service clubs, bus tours, weddings, funerals, regional fairs, farm organizations and various fund-raising dinners throughout the year. In 2009 the UCW of St Paul's prepared and served over 2000 meals.

Our Christian Education Room and full service kitchen are available to families and outside organizations for their events and this provides much needed income to help us maintain our heritage building. The Sanctuary is well appointed with stained glass windows, electronic organ and sound system, allowing it to be used for musical events as well as the enjoyment of our fine Choir-led singing during Sunday services.

This brief synopsis is a snapshot of St Paul's in 2010. Exhibit 1 in the Appendices is a document, which was produced in 1995 as viewed through the eyes of various members of our present congregation. It helps explain the present day commitment and strength of St Paul's by providing a glimpse into the roots of our church.

C. Legal, Accounting, Banking

Affiliated with Royal Bank of Canada, Warkworth, Ontario, holding accounts for:

1. Church Operation
2. Choir
3. Benevolent Fund
4. Memorial Fund
5. UCW
6. Youth Group

Treasurer: Ian McCrea
Address: 11 Concession St.W., Warkworth, Ont.
Telephone: 705-924-2410

D. Organizational Structure

St. Paul's Church is operated under the rules, regulations, policies and procedures of the United Church of Canada as described in "The Manual".

There are three **employees**: a full-time Minister, Dr. Rev. Heather Froats, a part-time Administrative Assistant, Karen Bates, and a part-time Organist/Choir Director, Faye McMillan. The activities and responsibilities of these staff members are covered by detailed job descriptions and their performance is reviewed on a regular basis.

Over sixty active volunteers work through an "operating" committee structure as follows:

The **Session** is responsible for the spiritual interests of the congregation. They deal with membership (additions, deletions), religious training, administration of the sacraments and all other matters relating to activities in the Sanctuary of the Church. The Minister is an important member of the Session.

The **Stewards** are responsible for financial management and the maintenance of the facilities of the Church. They deal with business planning, fundraising matters, financial reporting, "appeals" to the Congregation and repairs to the building. Approval authority for routine operating expenses is vested with the Chairs of Stewards, Session, UCW, and the Treasurer (of Stewards). Major capital expenditures require approval of the Official Board.

The **United Church Women** (two units) are essentially the catering arm of the Church providing meals for both the Congregation and other groups within the community, as fundraising activities.

Ministry & Personnel are the Human Resources Department and facilitate the resolution of staffing issues as well as the regular assessment of performance. The Ministry and Personnel Committee report to the Official Board and to Presbytery. Their responsibilities include the provision of support and consultation to the Church staff (Minister, Choir Director

and Administrative Assistant); in addition, they also have a supervisory/performance evaluation role with respect to these staff members.

There are other Committees who do important work i.e.: managing the **Benevolent Fund**, represent the Congregation at **Presbytery** ('Regional Office'), assist in administration of **finances** & the **Observer Magazine**. All of these Committees report to and are part of the **Official Board**, which meets on a regular basis and has final responsibility for policy decisions. The Official Board Chair and Secretary are elected on an annual basis, as are the Chairs and members of the various Committees noted above. These elections take place at the Annual Meeting of the Congregation.

E. Management:

Official Board Chair: **Dean Peters,** 18 Main Street, Warkworth, ON
(705) 924-2802

Has held the position of Board Chair since January 2009. Formerly Chair of Stewards St. Paul's United Church 2007-2009.

Retired Professional Engineer. Worked for Ontario Hydro and Ontario Power Generation in management positions for 25 years.

Currently a member of Council for the Municipality of Trent Hills, Director of The Bridge Hospice (Warkworth), Past President Warkworth Community Service Club, Director of the Lower Trent Conservation Authority.

Chair of Session: **Katherine (Susie) Stowell** 83 Main Street,
Warkworth, ON
(705) 924-2224

PERSONAL

- Married with 3 children, 3 grandchildren, 4 step grandchildren

WORK

- Retired school teacher

CHURCH

- Member of St. Paul's since 1956
- Present time Chair of Session
- Before becoming Chair of Session I was the Secretary of Session and before that I was a member of St. Paul's Session
- Taught Sunday School when my children attended and then assisted my daughter in recent years
- Attended Young People's under the leadership of Elizabeth Allen
- Sang in the choir under the direction of Lulu Knight
- Attended Mission Band under the leadership of Olga Evans and Ruth Hancock

INTERESTS

- Spending time with my family, knitting, watching sports and reading

Co-Chair Board of Stewards:

Bob Rowe PO Box 152 Warkwoth, ON
(705) 924-2737

Joan Mashinter R R #5 Warkworth, ON

Bob Rowe

HISTORY OF EMPLOYMENT:

Sales Manager
1986-retired 2010

Cargill Canada, Dairy Additives Division
Burlington, ON

Sales Executive
1985-1986

McCain Foods, Cheese Division
Toronto, ON

Site & Sales Manager
1980-1984

Parmalat Canada
Winchester, ON

Cheesemaker, Plant Manager, Sales
1961-1980

Warkworth Cheese
Warkworth, ON

ADDITIONAL ACTIVITIES:

- Participated in several Dairy based organizations
- Participated in various sports
- Travelled throughout Canada

Joan Mashinter

HISTORY OF EMPLOYMENT

Sales Representative for 27 years, now retired

ADDITIONAL ACTIVITIES:

- St. Paul's United Church, Ajax, Stewards 12 years
- St. Paul's United Church, Warkworth, Stewards, Official Board Chair, Session
- Warkworth 50 Plus Club, Warkworth, President 6 years (still holding this position)

U.C.W. President: Barbara Trotter, 49 Mill Street, Warkworth, ON
(705) 924-2066

The United Church Women (UCW) is a strong and integral part of our Church. Being President makes this position much easier when a strong and vibrant group of ladies are very supportive to the many tasks and endeavours we commit to in our Church activities.

Working with the Ontario Provincial Police for 30 years, as Office Administrator, working with people in many capacities, gives me knowledge to have organizational skills to have the task at hand planned and completed. In retirement, this leads to another chapter in my life to work with people and to focus on each ones strengths to get a job done and done well.

Our yearly budget for the UCW gives monies to charities in our area and the world, plus support our Church, and provides many dinners and luncheons to support the various activities within our Church and community. e.g. funeral luncheons, luncheons, banquets, our local fall fairs, just to name a few.

The catering we provide is an important asset to our community and our Church. The public looks to our church and Christian Education Centre to have many activities from our venue. Not only do many catering functions come our way through different organizations, we have been able to catch hold of tourist activity by way of tour buses coming to our area as we provide the dinners.

Treasurer: **Ian McCrea, CA** 11 Concession Street West, Warkworth, ON
(705) 924-2410 mccra@sympatico.ca

Experience:

Consultant

Contracts included:

- Development of a Student Information System for the Regional College System of the Province of Saskatchewan.
- Supervision of accounting and financial operations for a pork packing plant, with annual revenues of \$100 mm. (Moose Jaw, SK)
- Design & implementation of accounting controls for a government agency of the Province of Saskatchewan.

Vice President & Controller for a Federal Crown Corporation, in agricultural lending.

Controller: for a company developing computer software for pulp & paper mills.

Manger: Budget Cost & Financial Reporting for a regional airline, with revenues of \$100 mm (1979)

Public Accounting: Seven years experience with a national firm of Chartered Accountants.

Education:

Chartered Accountant

McGill University / Order of Chartered Accountants of Quebec

Bachelor of Commerce

Mount Allison University

Professional Memberships

Institute of Chartered Accountants of Saskatchewan

Minister: **Rev. Dr. Heather Froats**, Warkworth, Ontario
705-924-2427 hafroats@sympatico.ca

HISTORY OF EMPLOYMENT:

Ordained Minister 2008-present	St Pauls United Church Warkworth, Ontario
Ordained Minister 2001-2008	Doaktown Pastoral Charge, Doaktown, N.B.
Internship of shared ministry 2000-2001	Glovertown Pastoral Charge, East district, Newfoundland
Historical Interpretation and Research 1987-1999	Upper Canada Village Morrisburg, Ontario

EDUCATION

- | | |
|---|---|
| • Interim Ministry Training
• 2007-2008 | Bay of Quinte Conference |
| • Doctor of Ministry
2004-2007 | Bangor Theological Seminary,
Bangor, Maine, U.S.A. |
| • Master of Divinity
1997-2001 | Atlantic School of Theology
Halifax, Nova Scotia. |
| • BA Major in Psychology
Graduated in 1996 | Carleton University
Ottawa, Ontario. |

ADDITIONAL PROFESSIONAL ACTIVITIES

- Chair of Presbytery World Outreach Committee 2002-2004
- Presbytery Ministry care and support committee
- Chaplain for the University of New Brunswick 2006-7
- Chaplain for the local Royal Canadian Legion 2002-2008
- Developing & Delivering Pet Therapy in visitation, pastoral care, children's time etc.
- Proprietor of Grammiespup Maltese Kennel and member of Canadian Kennel Club
- Standing member of Maritime Conference Ministry Personnel and Education Committee 2002-2005
- Organizing community group for support and education regarding women's issues

VOLUNTEER EXPERIENCE

- Winchester Safe House for Abused Women
- Lazarus House (M. and S. sponsored food bank etc.)
- Adson House (Halifax home for homeless women)
- Board of Salmon History Museum (Doaktown)
- Board of Youth Facility (Doaktown)
- Board of Crime Stoppers (Doaktown)
- Organized Ecumenical Puppet Theater Group (Newfoundland)

Administrative Assistant:**Karen Bates**, 23 Jane's Court, Colborne, ON
905-355-1331 skates83@sympatico.ca**HISTORY OF EMPLOYMENT:**Administrative Assistant
February 2004-presentSt. Paul's United Church
Warkworth, ONOrganist/Choir Director
2009-Present

Smithfield Carman Pastoral Charge

Organist/Choir Director

Trinity Anglican Church
Colborne, ONOrganist/Choir Director
1995-2008Castleton United Church
Castleton, ON

Data Entry

Ste Anne's Inn
Grafton, ONAdministrative Assistant
1990-2006Castleton-Grafton Pastoral Charge
Grafton, ON**EDUCATION**

- Medical Terminology, Anatomy & Terminology Sir Sandford Fleming College
Peterborough, ON
- Psychology of Mental Illness Loyalist College
Belleville, ON
- Certificate in Theological Studies Atlantic School of Theology
- Lay Worship Leader United Church of Canada
- Diploma in Lay Ministry Wycliff College
Cobourg, ON
- Various Administrative Computer Courses

F. Census Summary

Structure

The population of the Village of Warkworth and surrounding Percy Ward has:

- One parent families have been on a steady increase from 90 in 1996 to 120 in 2001 to 145 in 2006.
- The largest growth has come from the 55-64 year old group, from 330 in 1996 to 530 in 2006.
- The largest decrease has come from the 65-85 year group, dropping from 645 in 1996 to 520 in 2006
- The largest population group is the 24-54 year old group
- Children at home for 2006 are:
 - Under 6 years = 110
 - 6-14 = 315
 - 15-17 = 110
 - 18-24 = 230
 - 25 plus = 75
- There are fewer 0-4 year olds now (100) than in 1996 (180)
- 96% are English

The Marital Status has held fairly constant at approximately 55% through all census reports
The Divorce Rate is slightly higher in 2006 than 2001.

There are fewer widows at 165 in 2006 vs. 220 in 2001.

Common-law Relationships are more common, 310 in 2006 vs. 235 in 2001.

Religious Affiliations: 68.8 % Protestant churches; 10% Roman Catholic; 21% no religious affiliation.

Labour Force Activity

- The participation rate has remained steady at about 60
- The employment rate has remained steady at about 55%
- The unemployment rate has dropped from 10% in 1996 to 6% in 2006
- The highest unemployment rate is among the 15-24 year age group at 22%

Income

- Average income for all above 15 years of age has increased from \$20,908 in 1996 to \$26,097 in 2001
- Family income in 2001 showed an average of \$67,412 and a median income of \$65,715
- The prevalence of low income before tax was 5%

Home Construction

- There seems to be some anomalies in the figures in the breakout but the 2006 census shows a doubling of new homes built (65) in the period of 2001 to 2006 over the previous 2 and 5 year periods.

Attractiveness

Benefits of the United Church:

- It is the most inclusive of Christian churches
- Enjoy a positive reputation in the community
- Crisis response to our own and community needs is number 1
- Provide a clean, warm community facility
- Liberal Theology

Competitive Environment

- Competition with other churches is non-existent
- Community function center
- Need to expand and enhance services to attract target prospects

Key Success Factors

- Leadership in community Ecumenical services.
- Maintain our financial integrity
- Communication within the Church and within the community

G. Mission, Goals & Objectives

Mission Statement:

St. Paul's United Church is an inclusive Christian Community. Led by God's Spirit we creatively and passionately serve by engaging in the challenges of contemporary life. We celebrate Jesus in joyous worship, loving fellowship and compassionate outreach.

Goals:

1. Create a new spiritual excitement
2. Increase membership from 200 to 250 by year 2014.
3. Increase volunteerism.
4. Increase Church service to community.
5. Increase revenue to \$175,000 by year 2014.
6. Reduce costs of operation.

Objectives:

Goal #1 Create a new spiritual excitement

1. Scriptures

- Dramatic enactment of story

2. Sermons

- Personal stories of spiritual experiences within sermon to make ideas real
- Moral issues we can relate to
- Moral issues young people are dealing with
- Need for spiritual guidance, focus on spiritual health, need for personal time
- How Church beliefs have changed over centuries... relevance of church today
i.e. inspiring book *"How the Scots discovered the Modern World"*: how the church has changed & how people have changed
- Visual aides important to help us remember:
- Use of projected photography to illustrate sermon (*need computer person to do*)
- Provide printed copies of sermon for people to read/study, use of drama

3. Order of Service

- Move out of the traditional format
- Try different ways to "do" service
- Taize style of worship (music & scripture & meditation)

4. Alternate services perhaps monthly or quarterly

- Watch film & serve popcorn & pop, then discuss
- Have all-music service
- Use of drama, speakers, readings other than scripture
- Meet in 'coffee house' style setting around tables with refreshments

5. Music Ministry

6. Venue

- Meet in 'coffee house' style setting around tables with refreshments
- People see St Paul's as a friendly, welcoming church.
- Look at different time and different day for service to attract those busy Sunday morning

Goal #2 Increase membership

Assuming St Paul's has a membership of 200 individuals and 100 of these are regular and frequent supporters of the church, membership needs to increase to a minimum of 150 active supporters by the year 2014.

Short Term

1. Session development of visitation program.
2. Establish an ongoing program of contact with Adherents.
3. Develop a program to contact prospective new members. Immediate implementation of the marketing plan as laid out on page 32-34.
4. Establish a more diversified use of our strategy. Provide alternative types of service and worship. Perhaps on occasion provide alternative variety of music ministry. Move away from traditional mode of service more frequently. For example: serving coffee and muffins prior to service, men's breakfast.
5. Immediate establishment of a youth support program i.e. guitar club, movie night, ping-pong, after school assistance.
6. Formulate a contact list of prospective members i.e. Solicit group or event attendees contact information name, address, phone number, email to establish prospects for future membership. "Reach out and touch someone"...communications.
7. Initiate a single parent support program e.g. cooking, shopping, budgeting program.

Goal #3 Increase volunteerism

Short Term

1. Recognition of volunteers who are presently directing the activities of the church. Volunteer of the month published in weekly order of service.
2. Establish a new source of volunteers from Wedding, Baptism, Facility Users, Funerals.
3. Reinstate the twoonie lunches on a monthly or bimonthly basis. Use these lunches as a communication opportunity
1 month Stewards, Official Board, Session, UCW, M&P – opportunity to communicate e.g. simple instructions re collection, greeting, etc

Market the volunteer needs of the church. Prepare a needs/support package of our church “in order to provide this facility we need support both financial and physical.”

Goal #4 Increase Church service to the community

Short term

1. Establish a single parent support program – outreach program cooking, shopping, budgeting
2. Maintain and enhance the present community food bank service now operated by church and community volunteers.
3. Promote availability of CE Room and assess the enhancement of the facilities to reach a broader market. Advertise the assets and availability
4. Embracing present and developing new spiritual services e.g. gay/lesbian union, outreach
5. Ministry of music appeal to various age groups

Goal #5 Increase revenue to \$175,000 by year 2014

Short Term

1. Create bus tour program

- Bus tour program: use UCW as an expert resource, could create jobs for young people. Set up an administration group to develop immediately with a Business Plan

2. Promote legacy giving

- Legacy giving: invite United Church of Canada representative to address the Congregation; initiate a group for constant reinforcement

3. Initiate solar energy program for Church roof

- Solar energy program: need immediate leadership and development, time sensitive, Committee of 3, Scott + 2 others

4. Promote weekly givings

- Weekly givings: Communication Program, i.e. 'Thank You', follow-up quarterly with financial information; request to sustain; request to increase; push for PAR.

5. Increase number of appeals

- Number of appeals: i.e. Easter, Anniversary, Christmas, Thanksgiving, June 1st. Enhanced and innovative appeal letter.

6. Increase fundraising events

- Fundraising events: via Events Committee. Set up calendar, Men's auction & dinner; appeal to greater community; concerts i.e. Orpheus. Advertising research i.e. TV, free Radio airtime. Events outside Church facilities i.e. Bingo, etc.

7. Improve promotion of facilities

- Promotion of facilities: Events Committee; advertise to outside users and availability rates

8. Annual review of rental costs

- Annual review of rental costs including facilities and equipment

Goal #6 Reduce costs of operation

Short term

1. Prioritize Repair Items

Christian Education Room

Windows

- Installed when building was built in 1962
- Wooden side sliders – they are worn on track and do not seal well
- 3/8" Air space Duo thermo glass – Low R value
- need to be replaced with windows that meet today's standards and R value
- New windows could be side sliders, single or double hung or awning windows
- All new windows to be caulked inside and out.

Stage Area – Above Stage & Below Stage

- Cinder – 8" block wall – very cold
- needs to have interior wall built
- 2"x 6" on 16" Centers – Typar or other moisture resistant material between studs and block wall
- R20 Fiberglass insulation
- 6 mil Vapour Barrier
- 1/2" drywall over Studs – screwed – taped and finished
- Paint – Primer and 2 Top Coats

Cold Air Ducts

- Now in Concrete Floor
- Water leaks into ducts all year
- Seal all floor vents with concrete
- Install cold air ducts on floor level and connect to furnace

Furnace for Christian Education Room

- Oil forced air
- Furnace is 30 to 35 years old
- Other Furnaces in Church are Natural Gas
- A new high efficient – 2 stage Furnace would be more economical and more efficient
- All Gas Pipes and vents to be installed

Entrance Doors

- Wooden double doors
- Well worn – 1 1/4” thick
- little R Value
- Jambs are starting to rot near ground level
- Need to be replaced with Steel Entrance Systems

Wheel Chair Entrance

- No light Outside to allow people to see ramp and door
- Install a motion sensor light above door

Roof

- 3 in 1 Asphalt Shingles – poorly installed
- lacking Starter edge
- Valleys narrow and leaking often
- Not properly sealed along walls and around windows
- Shingles starting to curl and stone surface is being worn away very quickly
- Will need new shingles – ice shield – 15lb. Felt – valley with ice shield under ew valley
- Flashing along area between roof and brick wall of church
- Window in Choir Loft properly flashed and sealed

Main Church Basement

Area Where Inside Stairs Lead to Sanctuary

- Old Stone wall is letting water seep into area of lower stairs and basement floor
- Needs to be excavated on exterior in this area – parged – tarred – drain board installed
- Big “O” drainage pipe with 6” of 1” stone below and at lease 12” of 1” stone over pipe
- Back filled and graded
- Sod installed over disturbed area
- Drain to nearest drain basin

Windows

- Wooden frames – some rotted in various areas – all need to be replaced
- Single Pane Glass – not operable
- Aluminum – solid pane storm windows on exterior
- Very low R value
- Cold, drafty – rooms cold in winter and very hot in summer
- No ventilation possible
- Need to be replaced with windows of present day standards for R value
- Side sliding or single or double hung windows for ventilation
- Drip edge installed above each window
- All windows need to be caulked on interior and exterior of windows
- South entrance – both sides of door
- Single pane fluted glass – very low R value
- Keeps Room cold
- Replace with duo term glass panels – frosted
- Caulk and trim each window

Sanctuary

Ceiling

- water marked where water penetrated
- Seal with sealant paint
- Two Coats of Paints

Attic

- No Insulation at present time
- Seal all light boxes
- Install adequate air vents in eave areas
- Blow in insulation to depth to achieve R40 Value

Exterior of Main Church

Bricks

- Many sections need to be repointed and some bricks replaced

Windows (Including two windows in Choir loft)

- Scrape and paint frames – primer – 3 top coats
- Lexicon panels to be replaced and repaired on most windows
- Choir Loft windows - need Lexicon panels to be cut to fit and installed
- Sills need primer and 4 top Coats
- Existing Lexicon panels need to be cleaned.

Louvers on Tower

- Scrape and paint with primer and 3 top coat paint

Wheel chair ramp at Front Entrance

- Floor planks need to be primed and painted with non slip paint
 - Railings and support posts – paint with primer and two top coats.
2. **Dissolution of Care taking Duties on a six month trial basis volunteer group performing sanctuary and lower floor cleaning.**
 3. **A constant vigilance on salaries, utilities and equipment**

Long Term Goals:

1. Convert Manse to Day Care Centre
2. Removal of Stage and insulating CE Room
3. Construction of new kitchen
4. Prepare electronic communication board
5. Take actions to become an Affirming congregation (gay/lesbian, bisexual)
6. Create our own Retail Bus Tour Operation.
7. Creation of retail enterprise in synchronization with the rest of the retail community
 - Retail enterprises: spiritual books; imported jewellery, clothing, artifacts; unique retail venue.

H. Marketing Plan

Product/service

The Delivery of Christian Faith through service to the community through

- Worship services
- Sickness, shut-in and bereavement visitation.
- Community dining/reception facilities.
- Single parent support
- Food bank
- Facilities Rentals

Product/service benefits

- Restoration and building of Faith in a Christian belief within relevance of the emerging needs of our community.
- Building a strength and commitment of a community of like minded individuals
- Reduced hunger for those in need
- Reduced stress on single parent families
- A meeting place for organizations in the community
- The prime competitive advantage is the willingness of the congregation to serve all members of the community.

Product history

- It has evolved over 2000 years
- The refinements at St Paul's are planned to get back to "serving" the community.

Current and proposed research activity

- The basis of research done to date is 3 fold – a review and analysis of the past 3 census tracts of Percy Ward pertaining to population and socio economic factors, - a review of Rev. Heather Froat's doctoral Thesis, "Can Our Church Live? Communal Discernment in Process" and The Trent Hills Multiuse Recreational Study.
- Research into the needs of the specifically selected target groups will be conducted or searched out to ascertain their needs and to help design suitable programs.

Target market

The target market overall is the population of within 20 km of the village of Warkworth

Within that overall target the following groups have been identified as:

- The current membership of St. Paul's Untied Church.
- The head of single parent families
- The parents of families in the 25 – 54 age grouping with subgroups for those with children under 12 and those with children over 12.
- The 55 plus group which would have particular emphasis placed towards the new members to our community
- The Gay and Lesbian community
- The adherents of St Paul's Untied Church.

Market size

- The overall market size at the 2006 census was 3056 souls. This is a decrease of 154 from 2001 and projections show a continual decline through to 2020. But there will be increases in the 19-24, and 65+ age groups.
- 10% of the population has an affiliation with the Roman Catholic Church, 21% has no church affiliation and 68.8 % are affiliated with the remaining three protestant churches.
- Our anticipated market share would be estimated at 40% of the church affiliated population.
- Pricing:
- Revenue is dependent on donations, fund-raisers and legacies. Pricing of dinners and fund-raisers has been increased to meet the new reality of the economy and market.
- Donations, in the form of weekly giving, are dealt with in the financial section.

Distribution/ Location

- The main distribution point is the church location in the village of Warkworth.

Promotion Strategy

- The primary strategy will be through personal selling and word of mouth, using the members of the congregation to promote the programs and public relations activities.
- Brochures will be provided to the various groups to provide a platform of discussion about the church and its new activities.
- The web site will also be a prime medium to promote our services and programs to all our target audiences.
- The church bulletin and the Bulletin board outside the church will also be used.
- Local media will be used to expand the reach of our messages.

Communications Plan

Objectives:

1. To communicate the excitement of the reinvention of the church.
2. To encourage non-members and adherents to join the excitement.
3. To communicate specific programs and to invite the participation of the defined groups.
4. To provide a continuum of excitement regarding the ongoing repositioning of “community service” of the church.
5. To promote the web site.
6. To provide support for the various groups who would be doing ice breaking.
7. Develop a communications program for Legacy Giving.
8. Encourage Tour operators to use St Paul’s as a menu stop for tours in the area.
9. Promote tours to bus operators that we would create and deliver using their equipment.

Strategy:

1. Create a slogan and a “look” that will be;
 - a) Common to all activities and programs of the church.
 - b) That will provide an ongoing basis of communication in the short and long term.
 - c) That will catch the imagination and create excitement.
2. Develop a pamphlet to promote the church and that would be common to all programs.
3. Develop individual communications designed to identify and invite participation for each Target group
4. Select existing and local media to reach the target groups as required.
5. Build an in-church reporting and communication program including financial updates.

Execution:

1. The prime slogan would be “We are Reinventing St Paul’s” with the sub head “How can we serve you?” This could be used on a continual basis as long as we are actively engaged in the evolution of change. It could be followed up at an appropriate time with the slogan “St Paul’s - Reinvented”, with the subhead, “Are We Serving You?” The graphics would be bold & modern.
2. The slogan and website address would appear on all material including the Bulletin Board.
3. For the Single Parent Family group, invitations would be inserted in the Percy School newsletter in order to help identify those who are in need and would be willing to help us develop a meaningful program and spread the word of it.
4. For the over 55 group, we would identify the new members to the community through municipal records and by members who are located near the new comers. The pamphlet would be used as a part of a welcome package to be taken to the new comers. The 55+ newcomers and other 55+ people will be invited by word of mouth to special events and again given the brochure to help interest them in the new St Paul’s.
5. The web site would be used to post spiritual messages, church activities and minutes of the appropriate committees of the church to keep the members and general public updated on our progress and to demonstrate an openness of communication.
6. Youth programs will be promoted by word of mouth, by the church bulletin board, by a tent board outside the church, and again through the Percy newsletter.

7. The Gay and Lesbian community will be identified and personally encouraged to become active members. At the same time a program of acceptance will be pursued within the congregation.
8. Provide weekly updates verbally and/or within the bulletin.
9. Develop an electronic communications newsletter to tour operators.

I. Long term Market

Growth and Retention

The role of **Growth and Retention** is to act as a think tank to develop strategies for the viability both economically and spiritually of St. Paul's United Church, Warkworth.

The concerns are the economic future of St. Paul's:

- Who is our constituency?
- Establishing the needs of our constituencies;
- Is our message suited to our constituency?

The census information from 1996, 2001 & 2006 for Percy Ward, as well as data from the Multiuse Recreational Study for Trent Hills was reviewed, after which priorities were established, i.e. the newcomers to our community, youth from 4-15 and needy family units.

Strategies to meet these concerns:

- Develop a welcoming plan for new people moving into the community
- Develop a youth activities and support plan for St. Paul's
- Investigate alternative times for services to fit within the busy lifestyles of young families
- Investigate a communications strategy for members and adherents and ensure it is disseminated through pamphlets, an elder system and word of mouth
- Make use of the Wonder Café program and its materials
- Tailor a message to the 25-54 groups
- Target the single parent, gay community and food bank users
- Foster an individual member responsibility to promote St. Paul's

Next actions:

- Develop a priority of actions
- Present to the Official Board
- Present to Congregation
- Enact programs to fit priorities

Objectives:

- Identify & prioritize groups within the community which St. Paul's should target for assistance and ministry
- Provide strategies by which to target and provide for the needs of these groups

The following groups were identified and prioritized based on a summary of Percy Census statistics for the past 3 Census surveys.

1. Single parent families
2. 25-54 family groupings which would include children 6-17
3. 55-64 year olds representing many new families moving into the area & new volunteer base
4. The Gay community
5. Adherents of St. Paul's

Strategies:

1. For single-parent families

- A program of "Friends of Single Parents". The first step would be to identify the needs of the single-parent families. This would be done through a confidential interview process with willing single parents. These parents could be identified through the Food bank, invitational flyers put into daycare centers and placed in the public school newsletter. Suggested "needs" outcomes could be: social interaction, legal assistance, health information, transportation, speakers, parent/child playtime, grandparent mentoring and food bank assistance.
- Whatever the program design ends up being, volunteers will be needed and this will mean the requirement of police checks to be done on any volunteer working with the children.
- The program will need a co-ordinator and probable funding.

2. The grouping of the 25-54

- This group would be further broken into children's age groups of 4-12 and 13 plus so that the children's interests would be better served. Further help for these 2 groups would require greater input and ideas, one suggestion being a games night on Friday nights.

3. The 55-64 was broadened to include 55+ to include new arrivals and others.

A number of strategies for identifying these individuals were suggested:

- Note new members of the Service Group
- Congregation should issue special invitations for the special activities of the church like dinners, etc.
- Task every member in the church to approach any new people in the community to invite them to church
- Follow new housing stats at municipality and real estate firms
- Provide a communications bundle for approach and welcome
- The needs of this group were suggested to be: social needs, spiritual needs, physical needs, community involvement and the need to belong

4. The Gay Community

5. For adherents to St. Paul's

- The strategy for this group would be to establish an "Elder" program within Session which would be set up to maintain a quarterly contact with each of the adherents. The Elder(s) would be provided with a news package of information about the Church and any upcoming events at the Church. Some form of giving reminder would also be included.
- The Session Committee has talked about a 'Visitation Program' to select groups i.e. nursing home and shut-ins and new members to the community. The latter would receive a welcome card, cookies and possibly flowers. Adherents who are asked to do things such as the greeting at the door are very willing and should be kept in mind for this kind of duty to keep them as an active part of the church body.

Communications: it was suggested that there is an overlap of communications needs and that a consistent overall communications plan needs to be developed for all the various sections of St. Paul's.

J. Financial Plan Forecast

Please see attached.

K. Appendices

1. The Six Shall Become One (1995)
2. Brochure