



**Knox United Church, Kenora, Ontario**  
**A Place to Be    A Place to Belong    A Place to Become**

The family of Knox will achieve its vision by  
Welcoming absolutely  
Accepting compassionately  
Celebrating the Holy  
Nurturing faith  
Seeking justice  
Laughing & singing joyfully  
Reaching out bravely  
Loving unconditionally  
Respecting God's creation  
Living our faith courageously  
... reflecting the life and teachings of Jesus

Knox United Church is a highly respected church community within the city of Kenora. It is known for its care, concern and involvement with the disenfranchised in our population. We are a congregation of forward-looking people. Sustaining it is central to our Vision. Nonetheless, the challenges of the past four years have impacted on the life and health of our congregation. We readily admit there are considerable rebuilding challenges ahead. And, we hope that a new minister will realize the scope of these challenges and will be excited by the future possibilities.

Four years ago, we entered into a long-term rental contract with Kenora District Services Board to lease our Christian Education wing for a Shelter for people who are homeless. Because of the necessary renovations in the rest of our building, for nine months we were welcomed to worship with neighbouring First Baptist Church. We remain so grateful for their invitation and inclusion of us into their building and congregation. Unfortunately, less than a year after the return to our church, COVID-19 and its ensuing upheavals arrived. It has been almost two years of adapting and modifying and learning how to worship and keep connected virtually.

With the change in our Pastoral Relationship at the beginning of 2021, we were so fortunate that our Worship Interest Group and Worship team were able to step up in order to continue to provide us with meaningful worship services. This change also required that many other volunteers come forward to carry out some of the ministerial duties.

We are a vibrant congregation that has its roots in the uniting of three congregations - Presbyterian, Methodist and Congregationalist - on June 19, 1917, eight years before Church Union in Canada. The Methodist church (on the site of our former manse) burned down in 1917 and instead of rebuilding, the members of the three congregations decided, in view of the fact that they would soon be united, they should set an example by joining together as a United Church. The three congregations began worshipping together in our present-day building and were known as the United Church of Kenora.

Knox sits on the former site of the Presbyterian Church. Its cornerstone was laid on September 15, 1898, and the church was formally opened on April 23, 1899. A new pipe organ was installed in 1906 and has been upgraded and improved over many years to the extent that it is the largest pipe organ in Kenora. On February 24, 1954, Knox celebrated the official opening of the rebuilt basement (Lower Hall) which now has become much needed space. In 1965, the Christian Education wing of our building was opened to accommodate Knox's growing needs. In 1976, the mortgage for the addition was burned. This is the space that has, since, been renovated and leased for a Shelter.

Knox is a stable, financially viable congregation worshipping in a beautiful historic building with the best acoustics in the city. It is an aging structure requiring occasional updating but pride of ownership is evident throughout the building thanks to the continuing work of a committed Building Interest Group and the generosity of the congregation. In 2014, in response to our Building Our Vision campaign, over \$400,000 was raised in a matter of months in order to put a new roof on our building and to raise the three-year salary required to hire an Outreach and Youth Minister. Considerable work continues to be carried out (eg. maintenance of and upgrades to stained glass windows, boiler and pipe organ). The recent renovations in the Lower Hall included a new kitchen with a commercial dishwasher and a new elevator providing access to all floors in our building. The church office and minister's office were relocated to the Lower Hall which also houses the choir room and several meeting rooms. The minister's office is close to the accessible entrance and has a small meeting space with ample privacy. High speed internet service is available throughout the building

On the Sanctuary level, there is the accessible washroom, the Sunday school room, the nursery and the defibrillator. The Sanctuary is equipped with an HD projector with two screens for the PowerPoint projections that enhance weekly services, as well as hearing assistive devices for people with hearing challenges.

With an annual budget of \$225,000, the congregation is challenged yearly to meet its financial responsibilities but through the leadership of the Finance and Stewardship Interest Group, the generosity of the congregation and the rental of our Christian Education wing, our obligations continue to be met.

In normal times, Knox is quite active throughout the week with study groups, choir practice, a quilting group, a Pantry Outreach Interest Group and volunteers cooking meals for drop-in and warming centres. COVID-19 has impacted our ability to rent to our usual community groups. We will be challenged to increase that income when the community is fully open. We have had enduring community relationships with G-Clef choir, Festival of the Arts and Lake of the Woods Concert series.

## **Governance**

Knox has a unique governance structure that has been in place for over ten years. It was devised and achieved, in part, as "first step" measures to address some of the challenges in our congregational life. Our structure has come to be referred to as "The Kenora Model" nationally and has been the subject of workshops at various levels of the United Church and one interdenominational stewardship event. Many other congregations have adopted this structure or parts of it.

The Leadership Team (previously known as the Board with an onerous membership) now consists of seven to nine nominated members serving as Chair, Secretary, Representatives from the Finance and Stewardship Interest Group and Ministry and Personnel Committee and three to four Members at Large. The members for the Leadership Team, M&P committee, Trustees, Regional Council Representatives and House Group Coordinator are nominated by the congregation for a three-year term. Leadership Team meets once a month for eleven months of the year. From time to time, it is necessary to call other meetings or to make urgent decisions by email. Decisions at Leadership Team are made through both motions and consensus.

Activities at Knox are divided into Interest Groups. Anyone at Knox who expresses an interest in a topic or initiative is encouraged to express it. They may wish to invite others or simply seek permission to offer an initiative. Each Interest Group is approved by the Leadership Team based on its alignment with the Vision and Mission of Knox United Church. "No interest, no group" is the guiding principle for Interest Groups. At present, there are over fifteen Interest Groups with a variety of interests, ranging from Affirming to Hearts of Knox to Musical Notes to Pantry Outreach to Worship.

There is no nomination process for these Interest Groups. If an Interest Group, vital to the life and ministry of Knox ceases to function, the Leadership Team may appoint new members or make alternate recommendations to the congregation. This ensures that the organization and activity of a ministry continue. Members of the Leadership Team act as liaisons with each Interest Group.

An essential component of the Knox Model is the organization of members into House Groups led by a House Group Coordinator. Each House Group has a leader, is assigned to a month of service and is responsible for short-term tasks that enhance the life and work of the congregation. Through this structure, the physical needs of Sunday worship are met, including ushering, greeting, serving communion, reading scripture, collecting offering, hosting coffee and cookie time. Intergenerational participation is strongly encouraged in all tasks and a widening invitation to less or newly involved people has been emphasized.

In summary, recent times of both sweeping intentional change as well as now unforeseen pandemic changes have been met by Knox with considerable resilience and vision by our congregation. We feel blessed that Knox continues to explore, self assess and reassess decade to decade. Challenges have been met with demonstrated openness to change. From changing our operating structure and ministry focuses to the building itself, we have ultimately been prepared to change the shape of Knox to support the vision of who we are trying to be in ministry with the community we serve.

### **Administration**

Knox has an extensive history of volunteers serving in a variety of administrative roles that complement the minister and the office secretary. In the past, a monthly newsletter, "Opportunity Knox", was written by a volunteer and delivered by neighbourhood volunteer deliverers and a digital newsletter, "ConneXions", detailed important information from Leadership Team meetings. At present, in the absence of a minister, many volunteers contribute items for a weekly digital newsletter. Previously it was the role of the minister to maintain our Facebook page and website: volunteers, now, keep Facebook updated and work with the office secretary to refresh our website ([www.knoxunitedkenora.ca](http://www.knoxunitedkenora.ca)). A paid accountable Accountant prepares a monthly financial report and our Charity returns but other members volunteer for the remainder of the financial roles and duties - treasurer, counting offering and depositing it, tracking donations, managing ADP and PAR. The treasurer prepares a monthly financial report and presents it at Leadership Team meetings.

The paid accountable office secretary works for three hours five mornings a week, supports the minister's role, books rental requests, maintains the online calendar and prepares bulletins as needed, etc. The minister oversees the administration of the office and meets on a weekly basis with the secretary.

## **Community Outreach and Social Justice**

For more than thirty years, Knox served the under resourced of our community with the "Agape" Soup Kitchen (five to three lunches a week). In 2014, we started a supper program called "Opening Our Doors" every Wednesday of the year for Kenora's hungry. These opportunities have created partnerships with other churches, organizations, schools and businesses with people who cook, volunteer and form relationships with our most vulnerable. We also have a Pantry Outreach Interest Group which partners with multiple community service organizations to address food insecurity within our city through ongoing regular provision of individual and family food hampers.

In May 2018, due to the opening of a new homeless Shelter leasing our Christian Education wing, our "Agape Table" and "Opening Our Doors" came to an end. The vision of the Shelter as a Service Hub never quite materialized and as a result, many individuals continue to cook meals and volunteer at a drop-in and warming centre.

Knox partnered with other community organizations and churches to settle and support a newcomer family from Syria. Partnerships remain with the LGBT2S+ community. The Hearts of Knox, an ecumenical group, makes quilts for donations to various locations - a Women's Shelter, Fellowship Centre, Ontario Works' families, members who are ill or in care homes, transitional housing, a youth group home and Mennonite Central Committee for shipping overseas. All of the quilts have a heart label with the words, "A quilt is a blanket of love".

Knox is an open-hearted and responsive church while also being proactive in justice making and justice seeking. Yearly in December, we have encouraged and provided the opportunity for people to write letters to Amnesty International's "Write for Rights". Unfortunately COVID has prevented these gatherings for the past two years.

In recent years, Knox has been the recipient of two Embracing the Spirit Grants. One focus group - Spirituality Meets Homelessness - explored how spirituality and homelessness might intersect. The other, the Pabaamashi Project, offered a variety of land-based summer camps for children and adults, providing opportunities to involve Indigenous and non-Indigenous communities in a shared activity to foster mutual respect, understanding and appreciation of Indigenous culture.

Knox has an established Benevolent Fund which is administered by the minister. The monies for this fund are gained through donations and a "top up" from the treasury if necessary. All Canada Revenue guidelines for dispensing the fund are strictly followed.

The congregation at Knox always has been committed and generous in their donations to the Mission and Service Fund. In the 2020 budget, \$19,000 was pledged but the actual amount donated was \$20,661. At the end of the budget year, if the approved amount has not been received, it is topped up through general funds. In previous years, from time to time, descriptions of UCC's projects were read during a Minute for Mission.

### **Demographics**

As an affirming congregation, our active mission statement, "A Place to Be, A Place to Belong, A Place to Become" resonates and is often held before our work and activity together. We intentionally seek to reflect it in the love and support that we offer one another, our faith, our service to others, our compassion, our welcoming to and acceptance of others and our respect for creation. Congregational life at Knox is relational, focused on our conneXions with each other. We believe that our congregational life responds to the United Church of Canada's call to "deep spirituality, bold discipleship and daring justice".

We remain aware and grateful that all ages are represented in our congregational life and we look forward to exploring the opportunities for intergenerational sharing and socializing. We estimate that approximately 40% of our vibrant congregation is over 65 years of age with another 30% between 50 and 65 and the remaining 30% under 50. A large majority of our congregation has attended Knox for over 40 years and a few for over 70. The majority of them attend at least three services a month and are actively involved in a variety of ways. Even with our aging population, we have continued to maintain our children and youth programs through the provision of a youth worker position.

We come to worship on a Sunday morning for spiritual nurture, fellowship and the music as well as out of curiosity about Christianity and our faith. There is a strong sense of belonging among our members which has been strengthened through our online services during COVID. During that time, we even continued to attend "coffee time" via Zoom. We look to our minister for stimulating and challenging Sunday worship. We are a very musical congregation with a gifted pianist, music director and choir. We enjoy singing a variety of music.

We also like to eat and socialize. Sunday morning coffee with homemade cookies after worship services is well attended and noisy. Pot luck dinners are especially popular, as are the UCW teas and quilt boutiques.

### **Faith Formation and Christian Education**

Knox always has been committed to faith formation. In the past, Saturday morning study groups have explored a variety of expansive theologies, spiritual practice and the Bible. Labyrinth walks, Lectio Divina practice, seasonal reflections/meditations, noon time quiet prayer times, Enneagram groups, Monday morning study group and bi-annual men's and women's retreats have been part of our various explorations.

Knox has offered space for contemplative spirituality. But, for the past few years, there have been increasingly fewer opportunities. As we contemplate our next steps, we could be on the verge of an exciting future. We can continue to maintain the status quo to meet the spiritual needs of our congregation, but our challenge will be to not get stuck in the comfortable. Knox could further extend its mission to the curious ... to the seeker ... as a Place to Be, a Place to Belong and a Place to Become.

With Kids' Church, we moved most recently to "Godly Play", a faith-exploration model. We try to provide four age groupings - Nursery, 3 to 8 year-olds, 9 to 12 year-olds and Youth. The 9 to 12 year-old group is sometimes in Godly Play and sometimes meets with adults who have a passion for justice, creation, music and other spiritual practices. There is a paid worker in the nursery so parents can attend services. For a brief period of time, a Youth and Young Families Worker was hired to coordinate Kids' Church. Messy Church was a very successful part of this position providing intergenerational opportunities and extending into the community. While funding for this position remains in the budget, COVID has prevented a new hire of this person.

### **Leadership**

Knox historically has had a full-time ordained minister. Our goal is to enhance and to grow our ministry. We want to be a well-rounded ministry with strong leadership and intentionality in partnering our goals with ministry staffing.

We desire a minister who will work collaboratively and be a committed team member. We desire strong and compassionate pastoral leadership and challenging and insightful worship leadership that seeks to support, facilitate and enhance the variety of gifts and strengths offered by our congregation.

Some of the hopes that our congregation has described for a new minister include: "energetic", "enthusiastic", "respectful", "active listener", "encourager", "discerner", "affirming", "unbiased", "motivated and motivating", "adaptable", "organized", "faithful".

We will commit to faithfully covenanting these ministry attributes with our own. These things we desire in our response to the larger church's call to "deep spirituality, bold discipleship and daring justice".

### **Pastoral Care and Self Care**

Pastoral care is important to and essential for the congregation. Pastoral visits to hospital, care homes or members' homes by the minister have been offered as time allowed or upon request. During our recent conversations with the congregation, the need for pastoral care by a new minister was emphasized. Important to our well being but a means for getting to know more people in the congregation as well. It is expected that congregants will let the minister know if anyone is in need of a visit.

We have a very caring, active Visitation Interest Group which provides pastoral care through personal visits and phone calls above and beyond our minister. They have been especially diligent during COVID to maintain connections with many members. As well, a few individuals have kept important contact with those members who are isolated at home or do not have access to our online meetings and digital newsletters. The leaders of our monthly House Groups were asked to contact their members from time to time too. We continue to take comfort in the fact that We Are Not Alone and, therefore, recognize the importance of being present to each other.

We have a Centering Prayer group and a prayer shawl and quilt ministry for members who are ill, in hospital or in care homes.

Knox is diligent in promoting self care and spirituality within our congregation in a variety of ways - at the beginning of each worship service when the Christ candle is being lit, we are invited to sit in silence and center ourselves; there are many opportunities to listen to meditative music both during and at the end of worship; prayer, reflection and a reminder of Holy Manners are offered at Leadership Team and congregational meetings.

All of our gatherings and meetings during COVID have been on Zoom which has provided a unique opportunity for personal check-ins with those present. The noise in the Lower Hall during coffee time after church is a clear indication that this time for fellowship and connections is extremely important to us. The Interest Group that plans our fundraisers is called FUNdraising IG. Its focus is on "fun" with actual fundraising being a secondary goal.

While we strive to promote self care, Knox does not have an exact plan for minister and congregational spirituality and self care. It is an area we could develop further and possibly learn from other churches that do this well. We have volunteers who are continually asked "to do" and most times we do not check in to see if they are overloaded or in need of support. The restructuring of our congregational framework and constitution a decade ago into house groups and interest groups went some measure to recognizing this and redistributing our work more evenly. Intentional work is still needed to become better at this and at recognizing or acknowledging people's dedication and commitment to Knox. As a community, we should strive to encourage people to do what is life-giving to them and to let go of "things" that drain them. And, as challenging as it may be, we need to be respectful of people's need to take a break.

### **Worship**

We are an Affirming congregation of the United Church of Canada and we seek to be a welcoming and inclusive space for all. You are welcome at Knox whether young, aged, newcomer, long time attender, Christian, explorer or seeker. We endeavour to provide worship that reflects an emerging church theology, open to exploring styles and content as varied as the variety of those who attend.

At Knox, we worship every Sunday morning at 10:30 with Kids' Church and nursery offered at the same time. We celebrate the different seasons of the liturgical year through sanctuary transformations and special services - Ash Wednesday and Maundy Thursday services during Lent along with Good Friday and Easter Sunday services, a celebration for Pentecost Sunday and the four Sundays in Advent along with two Christmas Eve services. Audio-visual additions enhance worship with PowerPoint slides being used for each service. There is a relaxed approach to children's activity during services, respectful of the worship experience for all.

Children and youth are active participants in Communion.

One service each month is offered at the two care homes. Knox also has occasional participation in Ecumenical Worship through the Lake of the Woods Ministerial Association.

Each of the two Congregational Designated Ministers conducts worship on a regular basis - formerly a service once a month each and up to every third service during interim (see Appendix B for the job description). They have acted as a welcome resource to the congregation and former ministry staff. Nothing stops worship, not even COVID and since it invaded, our Worship Interest Group and worship team have provided excellent and much appreciated virtual services on our YouTube channel. Even after we are able to once again attend in person, we will continue to offer virtual services: it had been a prior-to-COVID goal. ([www.knoxunitedkenora.ca](http://www.knoxunitedkenora.ca))

As the larger church continues to determine how to meet our worship needs going forward, virtual worship is literally meeting people where they are and is in keeping with the goals of growing faith through nurture and weekly worship.

Our eventual, albeit short-lived, return to in-person services was respectful of all ages and health challenges with COVID protocols followed strictly including the requirement to be double vaccinated.

Music Life at Knox, historically, has and continues to hold a valued place in our worship life. *Voices United* and *More Voices* are our primary resources. We have the benefit of a Senior Choir which prepares anthems weekly and music for special occasions. (Cantatas, Fundraising Events, Ecumenical choir efforts, local festival participation). Youth choirs have been a part of Knox life: this cycles over years depending on interest and/or commitment of young families.

Our music programming is managed cooperatively. Our Music Director acts to resource and coordinate choir and instrumental music, researches and manages copyrighting usage and acts as our primary pianist and organist. Currently, a monthly stipend is provided.

This work is done in partnership with our choir conductor who resources music potentials for lectionary or thematic based worship in support of all worship presiders, clergy or lay. They have researched all former and current UCC music resources based on lectionary over the last few decades. The general practice has been to review this weekly adding new discoveries.

Recommendations are available to the worship leader who works collaboratively to create and develop images and sounds that reflect their conception for the worship content. Instruments used on a regular or ad hoc basis to enhance worship include percussion, string, handbells and woodwind instruments.

### **Our Finances**

Financial Viability Review

Please see Appendix A

### **Salaries and Benefits**

Knox will negotiate a salary commensurate with education and experience in line with the current salary and allowances schedule.

### **Terms of Employment**

The position would begin on July 1, 2022.

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*Comprehensive Salary* - up to and including Category F for Cost Of Living (COL) - Group 3

*Additional Salary Above Minimum* - Percentage +11.25% (will continue to apply to increment and cost of living increases)

*Telephone/Internet Costs* - basic internet and landline or basic cell package - up to \$1500 annually

*Continuing Education and Learning Allowance* - \$2000 per year

*Study Leave* - 3 weeks of study leave in each pastoral year

*Holidays* - 6 weeks of vacation including 7 Sundays within each pastoral year

*Sabbatical Leave* - Minimum of three consecutive months of sabbatical leave after 5 consecutive years of service to the pastoral charge

*Administrative Assistance* - paid accountable part time staff for 15 hours per week

*Mileage* - expense reimbursements (2022 - 41¢ per kilometre)

*Moving Expenses* - up to \$20,000

Employer Costs for Pension and Benefits

Remuneration Provided through ADP - #TCAZ

### **Other Terms of Employment**

A current laptop is available.

A valid driver's license and car are required for this position.

## **Ministerial Position Description**

*Position Summary* - This position is for a full time ordained minister to carry out the Vision and Mission statements of Knox United Church.

The primary focus of this ministry position is for Word, Sacrament and Pastoral Care, providing opportunities for worship experiences, spiritual nurture, pastoral care and outreach for the congregation and its wider community.

The roles of the Ordained Minister are detailed below.

This person will have a supervisory role and work in collaboration with the two Congregational Designated Ministers who are assigned to support worship life at Knox. Knox also has a Minister in Association.

*Accountability* - Through the Ministry and Personnel Committee, the Minister is accountable to the Leadership Team which is the governing body of Knox United Church. This position is also accountable to Prairie to Pine Regional Council for oversight and discipline.

### *Roles*

#### Worship (35%)

1. Lead worship three out of four Sundays a month in partnership with the two CDMs, one of whom will lead a service once a month.
2. Through COVID, Knox has established a tradition of providing virtual worship for congregants at home and will endeavour to continue this format. Participation in providing virtual services will be an expectation.
3. Lead monthly services at our two community care homes.
4. Our congregation has an active Worship Interest Group to support this ministry as well as two worship-assigned Congregational Designated Ministers.

#### Pastoral Care (20%)

1. Attend to the pastoral care needs of the congregation including institutional and private visitation, giving priority to crisis pastoral care.
2. Our congregation has an active Visitation Interest Group to support this ministry.

### Faith Formation (20%)

1. Deepen and enhance the spiritual experiences and faith formation practices within Knox. This may include spirituality groups, studies, events and/or experiential groups.
2. Promote opportunities for intergenerational experiences and learnings.
3. As needed, work in cooperation with a Youth Worker to achieve growth and development of our youth and Sunday School programming.

### Outreach (10%)

1. Assist the congregation in setting goals for its outreach and be involved in the endeavours of the church to achieve these goals.
2. In recent years, Knox has established links with the Indigenous and LGBT2S communities and will look to its spiritual leaders to maintain these relationships and to assist with understanding and reconciliation activities.
3. Our congregation has an Affirming Interest Group to support this ministry.
4. Serve as Knox's representative on the Lake of the Woods Ministerial Association and other such Community of Faith organizations that may be formed.

### Administration (15%)

1. Support the work of the Leadership Team by attending meetings and providing ideas and counsel that will assist with the achievement of church goals.
2. Attend congregational meetings and offer counsel as appropriate.
3. Support the functioning of the church office and staff by meeting on a weekly basis.
4. Ensure that staff and church leaders are equipped and trained for the work that they do.
5. Assist the office staff with information going to the congregation by providing information for the weekly newsletter and updates for the Website. Maintain Knox's Facebook account.
6. Be aware of the work of the wider church and, as appropriate, offer gifts to serve. Attend Prairie to Pine Regional meetings and, as needed, offer such talents and advice that you may possess.
7. Administer the Benevolent Fund.
8. Supervise and support the CDMs.

It is our hope, in providing what is a very basic description of the ministry relationship Knox is seeking, that we have left room for the movement of the spirit. Ours is a church that believes in the process of call. For us, two years of pandemic isolation protocols directly followed already substantive changes made as a result of our intentional visioning work. We cannot and will not fully know who we are or fairly assess what our ministry needs will be going forward until we can attempt to return to live fully in community.

Our current attempts to describe our ministry needs therefore, we hope, reflect this self awareness: our openness to ministry who see themselves called to helping us emerge, assess and move forward as we are called in faith together.

### **Community Profile**

This is what we love about our community: it is what makes it unique. Kenora is a small city situated on the world-famous Lake of the Woods in Northwestern Ontario, Canada, close to the Manitoba border and about 200 km east of Winnipeg. The current population of Kenora is 14,967. For those who have traveled in the rugged and beautiful country that surrounds Lake of the Woods, the city of Kenora can come as quite a surprise. Nestled in a glorious sweep on the north shore of Lake of the Woods, the city is a vibrant slice of city life, culture, and bustle that has, somehow, been transported into a pristine wilderness setting.

Approximately seventeen percent of the immediate Kenora community is Indigenous. There are twelve First Nation Communities that rely on Kenora for medical and professional services, schools and shopping. While there are many opportunities to share lives with Indigenous people through pow wows and intercultural events, relationships are just beginning to form. Kenora is unique in its lifestyle. Many people pursue a healthy, outdoor lifestyle and take advantage of beautiful sunny weather in both winter and summer. The reason we are known as Sunset Country. In the summer, the population of Kenora doubles with tourists and summer residents from Manitoba, Southern Ontario, USA and elsewhere. There is a variety of summer activities from the vibrant, highly popular weekly farmers' market to the live entertainment under the tent on the Harbourfront. There also are Canada Day celebrations, summer weekend events like Harbourfest and an antique car show, National Indigenous Days and LOWISA (a week-long sailboat race).

For anyone who loves nature and connecting with the outdoors, the opportunities provided in Kenora are boundless: camping, hiking on expansive trail networks, biking, swimming at one of the five beaches within city limits, kayaking, canoeing and boating on the hundreds of lakes and rivers within the Kenora District and golfing on one of the two eighteen-hole golf courses will keep you busy in the summer months. Within the city of Kenora is the Recreation Centre, a modern multi-purpose recreational facility including a six-lane swimming pool (Sharks swim club), an arena, a fitness centre and an active Seniors' Centre. We also have bowling lanes and a movie theatre.

This area is proud of a large parcel of "Common Ground" land called Tunnel Island. This traditional land is held as a sacred place to be shared by Indigenous and Settler peoples in perpetuity. Plans for a Native roundhouse are underway and the beautiful hiking trails are a well used path through hundreds of years of history and change.

Lake of the Woods is over 70 miles (110 km) long and wide, with more than 14,552 islands and 65,000 miles (105,000 km) of shoreline to explore either by boat, canoe or kayak. The Kenora area is a sportsman's dream, either fishing for walleye, muskie, northern pike, smallmouth and largemouth bass or hunting for duck, deer, moose or bear. And, the winter continues to offer some of the best outdoor activities - ice fishing, snowmobiling and downhill or cross country skiing at Mount Evergreen, the ski hill.

Kenora is also fortunate to offer a number of recreational opportunities for both children and adults. There is a number of hockey and curling leagues, martial arts, yoga studio, a Cross-fit centre, dance studio, art workshops, and a gymnastics and cheerleading club. Soccer outdoors in the summer and indoors in the winter.

The creative culture in Kenora is broad, encompassing deep pockets and opportunities in musical, theatrical, visual art and dance initiatives. The "Muse" combines the Lake of the Woods Museum and the Douglas Family Arts Gallery. A theatre group - Trylight Theatre, choral initiatives, Lake of the Woods Concert Series, dance studio, instrumental ensembles, vibrant and varied visual art community all offer enjoyment and levels of participation for all ages. These are celebrated fully each spring with The Kenora and District Festival of the Arts.

Kenora offers many educational opportunities: French Immersion classes through both Catholic and Public School Boards; two high schools; two colleges offering both in-person and online learning - Confederation College (a regional campus of Confederation College in Thunder Bay) and Seven Generations Education Institute (an Indigenous post-secondary institution co-founded by the ten bands in the Rainy Lake Tribal area in 1985). Both colleges offer course liaisons with other educational institutions. Kenora is close to Winnipeg and the Universities of Manitoba and Winnipeg.

Kenora has many medical programs and supportive housing for seniors. We have an accredited hospital and well-trained doctors. We have access to medical specialists in Winnipeg, Thunder Bay and beyond and are able to access Northern Ontario Travel Grant to share travel costs. As well, some medical specialists come to Kenora on a rotating basis.

Tourism and forestry are the two major industries in Kenora. Kenora also has healthy boating, manufacturing, mining and healthcare industries, as well as strong retail and social services components. Large employers in the community include the Lake of the Woods District Hospital, the two local school boards, Kenora Association for Community Living, CP Rail and Weyerhaeuser Forest Products. There are needs and employment opportunities in our community for a wide variety of skilled workers from a diversity of backgrounds.

Considerable influence on Kenora comes from the Indigenous people with young people being the fastest growing segment. There has been a long history of racism between Indigenous and non-Indigenous people. There were two Indigenous residential schools in Kenora through most of the 1900s and generations of area Indigenous people were deeply impacted by government policies around residential schools - the "60's scoop" and colonization in general. This history continues to affect the lives of area Indigenous people as many struggle with PTSD, mental health challenges and political inequities producing crises of housing, schooling, substance abuse and mental health issues, etc.

Kenora has an aging population. The latest statistics reveal that 19.4 percent of people are over 65 and only 16 percent are fourteen years and under. The increase in the senior population has direct implications for the job market, health services and specialized housing.

There are approximately twenty Christian churches in the area. Knox has close working ties with First Baptist Church and First Presbyterian Church, and in the past has had joint services with them in the summer months of July and August. Our previous ministers have participated in the Lake of the Woods Ministerial Association with a "joint" summer worship under the tent on Harbourfest weekend and occasional other ecumenical services. Knox also enjoys increasing connection with a number of Aboriginal gatherings and elders.

For more detailed information about our community, please check out this website - [www.tourism.kenora.ca](http://www.tourism.kenora.ca).

**Appendix A  
Financial Viability Review**

**1. Do your expenses exceed your revenues?**

Year	Revenues	Amount given through envelopes	Amount given through PAR	Expenses	Do expenses exceed revenues? (yes/no)	Bank balance at end of year
Current year 2020	\$215,491	\$34,760	\$97,446	\$200,934	no	\$121,157
One year ago 2019	\$232,149	\$32,299	\$105,948	\$236,462	yes	\$117,652
Two years ago 2018	\$273,274	\$26,157	\$127,270	\$276,515	yes	\$97,568
Three years ago 2017	\$250,853	\$48,962	\$126,996	\$261,505	yes	\$67,888
Four years ago 2016	\$270,695	\$65,163	\$124,824	\$242,199	no	\$59,430
Five years ago	\$265,342	\$70,236	\$118,704	\$216,546	no	\$65,565
Six years ago	\$299,175	\$	\$125,616	\$319,523	yes	\$53,559

**Comments:**

*2017* - Revenue includes \$11,000 transfer from existing BOV (Building Our Vision) funds and ongoing \$15,445 additional contributions to this fund. One Minister in place commencing August following retirement of CKM. JNAC and Edge Reviews indicate that Knox could not return to 2 ordained ministers.

*2018* - Increased use of Congregational Designated Ministers (CDMs - \$3948) and Youth Worker (\$5579) to assist the one Ministerial position in meeting congregational objectives.

Agreement signed in March with Kenora District Services Board for lease of CE (Christian Education) wing of the building for use as a Shelter. Payment of \$51,760 received for lease period of May to December 2018. Construction of shelter commenced in May and required the closure of the entire building including sanctuary side to meet construction safety requirements. Construction also occurred for upgrades in Lower Hall (Elevator, Kitchen, washrooms, offices) to allow for separation of building into 2 separate entities. Services moved to First Baptist Church. Cost of renovations to Knox was \$72,289 after KDSB had already paid the first \$175,000 as provided for in the lease agreement.

*2019* - Continued to increase use of Youth Worker (\$9825) to ensure youth programme in place. Continued use of CDMs (1 of 3 services per month) and First Baptist Minister for sharing rotation of services. Construction still underway within Knox building in early part of year. Return to use of Knox Sanctuary for Easter Sunday. Another \$19,800 for construction upgrades costed to Knox. Minister undertakes programme to make Knox more accessible by terminating the passing of the plate for donations. Revenue for 20-year lease with KDSB negotiated at final rate of \$11.82/sf for 6211sf (\$71,629). UCC loan for 3 years of \$60,000 obtained in order to address potential cash flow issues for construction costs. (December 2021 status - Payback continues with 3 payments of \$1667 each left of original 36). Preparation of 10-year forecast projected financial viability for 8 to 9 years before potential return to deficit position.

Bank Balance on December 31 was \$117,652, of which \$74,840 was committed including funds to be available for repayment of UCC loan, Edge grants for specific programmes, Pantry and Memorial funds.

2020 - COVID resulted in closure of Church during March to December. Virtual services provided throughout this period. Recorded views on YouTube were generally more than 150 per Sunday with over 300 for Knoxtown (a long time Christmas tradition of Knox including most of the congregation in a pageant) and Christmas services. Offerings continued to be within forecasted budgeted amounts (\$133,000), however no fundraising or facility rentals (except for KDSB lease). Pantry donations occurred to provide increased assistance to the disadvantaged of some \$10,178 plus a Community Foundations grant of \$5000. (not included in revenue/expenditure stream). Another Fund (Benevolent) was started to provide further assistance within the community. Due to a substantial bank balance at the end of 2019, a one year \$60,000 GIC was obtained from RBC in June to provide 2% interest. Overall bank balance funds available - \$121,157.

Several of the past year's expenses show an over expenditure above the received revenues. As the bank balance remained healthy, there was no carryover of any deficit position to the next year.

2021 - accountant information for year end not available at the time of this writing so breakdowns on preceding and subsequent spreadsheets not available.

Bank balance at December 31 is \$147,358.99. GIC investment of \$60,000 had matured in June with an interest return of \$840. Committed funds within that bank balance are the remaining UCC loan repayment of \$5000, Pabaamashi \$3710, Outreach \$529, Memorial \$12,794 of which \$8250 was committed by the congregation to reducing our carbon footprint, Pantry \$10,856 and Benevolent \$200 for a total of \$33,089. This leaves \$114,269 for operational expenses. Increase value over past years is due to the absence of a ministerial position since July. Consideration for a reserve for recruitment and relocation of a new minister will also have to come from that operational amount (\$30,000). The 2019 ten-year cash flow projection suggested we should have a bank balance of \$53,117 in place during the 2021 time frame for long term viability.

The Manse fund Investment (Frontier Capital) stands at \$294,486.48 but remains volatile and the Trustees Bequest fund is \$14,800. The congregation had approved a deficit budget of \$33,000 for the 2021 year due to this apparently strong financial position. \$18,500 of that budget was deemed necessary for capital repairs. Congregation recognized that a COVID-era budget was a best guesstimate only and agreed to carrying the same salary and benefit figures from 2020 of some \$150,000.

This recognized a full time minister for a 7-month period: monies from the remaining 5-month period would provide for recruitment, relocation of a new incumbent. Increased use of CDMs for a significant portion of the year was envisioned during the ministerial absence as well as the ongoing need for a youth worker. The custodian position would return to full employment (10 hours/week) once the church was able to reopen.

Edge had provided a Grant of \$4909 for a focus group to explore how spirituality and homelessness might intersect. UCC concurred with a reallocation of this to meet the increased needs of the disadvantaged during the COVID epidemic. Cash was flowed to the group necessary to achieve this objective.

The minister had indicated their need to seek a change in Pastoral Relations in January. The separation discussions provided for a 3-month period of notice plus a 3-month allocation for not taking a scheduled sabbatical in 2020 with an ROE to be issued effective the end of July. Ministerial costing was therefore for 7/12 of the year.

More information is available on the Knox website in the Financial report sections of the Annual reports. The Trustees Committee and Building Interest Group Reports also provide additional insight.

A Knox Budget Worksheet including Actual revenues and expenditures since 2017 will also be available under separate cover.

**2. Payroll Costs**

At present we have called or appointed the following paid staff:

- Minister: 40 hours per week
- Secretary: 15 hours per week
- Custodian: 10 hours per week
- Other (youth, Sunday School, etc.): Varies per week

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

Current year (2020)	One year ago	Two years ago	Three years ago	Four years ago	Five years ago	Six years ago
\$118,899	\$130,491	\$127,093	\$162,110	\$196,510	\$155,229	\$123,829

**3. Have you experienced a deficit for more than two consecutive years in the last five years?**

Yes, there has been a deficit in three of the last 5 years; however, bank balance has been increasing and on June 30th, 2021 stood at \$101,764 and at December 31st was \$147,358.99. A UCC loan of \$60,000 had been taken for cash flow purposes in March of 2018 during reconstruction activities with an outstanding amount remaining of \$5,000 on December 31, 2021. Three payments of \$1667 each month remains before the full financial positive aspects of the Shelter lease take effect.

**4. Are there any outstanding loans?**

See above regarding UCC loan

**5. Do utilities, maintenance, and repairs exceed 25 percent of revenues?**

Year	Utilities (Power and Water)	Fuel	Maintenance	Total	Exceeds 25% of Revenues (Yes or No)
Current year 2020	\$7108	\$7077	\$4768	\$18953	No
One year ago	\$9611	\$5178	\$7452	\$22241	No
Two years ago	\$10056	\$13506	\$3632	\$27194	No
Three years ago	\$9061	\$11020	\$4860	\$24941	No
Four years ago	\$7261	\$5460	\$9863	\$22584	No
Five years ago	\$8889	\$11503	\$6311	\$26703	No
Six years ago	\$8081	\$14855	\$12217	\$35153	No

**6. How many contributors support your congregation?**

Current year 2020	One year ago 2019	Two years ago 2018	Three years ago 2017	Four years ago	Five years ago	Six years ago
94	135	134	134	134	186	

**7. How many contributors would you have in each age group this year?**

( data available was not sufficient to provide input to this section)

0-20 years	
21-30 years	
31-40 years	
41-50 years	
51-60 years	
61-70 years	
71-80 years	
81+ years	

**8. Is there a reliance on a few generous contributors where 50 percent of the revenues come from one or two contributors?**

**Contributors and Givings**

Annual giving	Number of givers: Current year 2020	One year ago 2019	Two years ago 2018	Three years ago 2017	Four years ago 2016	Five years ago 2015	Six years ago 2014
\$0-\$100	10	19	30	53			89
\$101-\$500	19	37	36	46	20	96	36
\$501-\$1,000	17	11	19	24	50	37	36
\$1,001-\$5,000	42	48	50	31*	30*	43*	38*
\$5,001	3	3	3	28*	10*	17*	12*

\* indicates an amount of \$1000 to \$2000 and last row at \$2000+. No further breakdown is known. Revenue stream is fairly spread out with no 1 or 2 significant donors that provide 50%.

**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
- Program and information presented at a congregational get-together
- Other

**If you did, what were the results?**

Request for Pantry funds in 2020 resulted in an offering amount received of \$10,178, an identified requirement for a new computer for virtual services raised \$3165 and Knox Quilters raised \$3087. New Benevolent fund initiated with \$820 raised in 2020.

**Have you encouraged members, yearly or more regularly, to increase PAR givings?  Yes  No**

**10. 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?**

*Manse Investment Fund* - \$294,486.48 – No identified restrictions although fund is volatile

*Trustees Bequest Funds* - \$14,800- No identified restrictions

*In Memoriam Fund* - \$12,794 - Commitment of \$8250 to Reducing Carbon Footprint

**Having examined your current financial situation, you will want to examine the minister's salary schedule** ([www.united-church.ca/leadership/church-administration/ministers-salary-schedule-and-cost-living-groups](http://www.united-church.ca/leadership/church-administration/ministers-salary-schedule-and-cost-living-groups)).

2022 Budget allows for Ministers position at \$93,370 including all the above schedules plus reimbursable expenses (Cat F +11.25% COL Group 3). COL increase over 2021 was 1.3%.

Other payroll expenses for the custodial/secretarial positions, the youth worker and CDMs bring the total payroll amount to \$124,699

**Thinking about the data you have collected, the covenant with a minister that you call is seen to be at least a three-year commitment. Show how you will be able to meet that commitment.**

The Knox Leadership team met to review the draft Community of Faith Profile in December of 2021. At that time, they reviewed the available information and agreed to a ministerial team including the supporting staff complement of one full-time minister (Cat F + 11.25% COL Group 3), one secretarial position at 15 hours/week, a Custodian position at an average of 10 hours per week, 3 CDMs (2 CDMs assigned to worship 1 of 4 services per month plus minister vacation period - 19 weeks remunerated at \$224 (2022) and one assigned to children and youth allowance of \$10,000 per annum (Since this position is currently vacant, the job description is in process and, therefore, unavailable.).

Annual staffing costs at this complement amount to \$124,699. At the present level of congregational support through PAR and envelope offerings, plus a stable lease revenue for 20 years of \$72,000 (Plus an annual CPI) as well as the Manse fund reserves (\$294,486), our Prairie to Pine Regional Council has affirmed that Knox United Kenora is well able to support a ministerial call for a minimum of the three-year required commitment.

The present bank balance of \$147,359 provides sufficient funds to allow for recruitment costs and relocation (\$30,000). The only outstanding commitment is a UCC loan with a remaining balance of \$5000 which will be paid off by the end of March, 2022

## **Observations**

### **Treasurer's observations:**

There are a number of other incidental payroll costs including the organist's and nursery worker's stipend but still well within the congregation's ability to compensate. It is noted that the Ministerial position will not likely be filled until mid 2022 at the earliest. This provides some additional financial savings that will support the proposed ministerial team as we go forward.

Once the church returns to full operational mode, additional revenues will be generated through the lease and use of space.

The treasurer concurs with the comments in the preceding sections outlining the available finances that are required to support the proposed ministerial team.

**Regional Council's observations:** Our Prairie to Pine Regional Council has affirmed that Knox United Church, Kenora is well able to support a ministerial call for a minimum of the three-year required commitment.

## **Recommendations**

**Motion:** Moved by Peter Fox and seconded by Cathy Zroback

THAT the Knox United Church's Community of Faith Profile and Appendices be approved by Leadership Team and forwarded to the congregation on January 23, 2022 for their approval.

CARRIED

**Motion:** Moved by Thelma Bretel and seconded by Pat Fair

THAT the Knox United Church's Community of Faith Profile and Appendices be approved by the congregation and forwarded to Prairie to Pine Regional Council for its approval on February 8, 2022.

CARRIED

**Motion:** Moved by Phil Burke and seconded by Brenda Shodin

THAT Tom Hallas, Kathy Dawe, Rai Therrien, Les Armstrong, Lynda Moncrief, Linda Montford and Elora Cavner be appointed to the Search Committee effective January 23, 2022.

CARRIED

## **Appendix B**

### **Congregational Designated Minister**

#### **Job Description**

##### *Position Summary:*

The Congregational Designated Minister is responsible for preparing and leading worship one Sunday per month at the General Council rate for Pulpit Supply per service.

##### *Responsibilities:*

1. Prepare worship one Sunday per month.
2. Lead worship one Sunday per month.
3. Prepare and order of service.
4. Prepare and deliver the reflection for the worship service.
5. Prepare the story for "time together".
6. Create the order of worship, including hymns and prayers
7. Partner with Worship planning teams

##### *Accountability:*

The Congregational Designated Minister will be accountable to the Leadership Team and the Ministry and Personnel Committee with the oversight of the Ordained Minister.

##### *Term:*

The position of Congregational Designated Minister is to be reviewed annually.