

Victoria First Church of the Nazarene Lead Pastor Search Profile

May 7th, 2019

This document has been created to provide prospective pastors a fuller understanding of Victoria First Church of the Nazarene and the type of Lead Pastor the church is seeking to call.

This is the guiding document for Victoria First Church of the Nazarene Search Team.

Interested applicants may contact the Canada Pacific District of the Church of the Nazarene

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I Introduction

A. Executive Summary

Victoria First Church of the Nazarene's current Lead Pastor, Dr. Gary Bennett, is retiring after 29 years of pastoral ministry with the church. VCN is preparing to search for a new Lead Pastor with the hopes that there will be opportunity for a new Lead Pastor to be hired prior to Pastor Gary's retirement (October 2019). It is envisioned that this overlap would enable the new Lead Pastor the enjoyment of a healthy pastoral handoff and blessing, launching a new era of pastoral leadership. The Board of the church appointed a Transition Team to engage in a process of succession planning and preparation for a pastoral search. The church engaged the services of a Succession Coach to help guide them through this process. The goal of this process was and is to search for a new Lead Pastor in dependence upon the guidance of the Holy Spirit, and to make the transition to new pastoral leadership from a posture of church health – spiritually, relationally, organizationally, and operationally.

VCN is seeking an experienced Lead Pastor who has a strong sense of pastoral calling to shepherd and lead our church community to achieve its God-given mission and vision. We seek a confident, relational leader who shares our conviction that God has a future and a purpose for our church in our community.

The church seeks a vibrant leader who understands that he/she will be following a Lead Pastor with 29 years of pastoral tenure at Victoria Church of the Nazarene. We desire a new Lead Pastor who is willing to engage ministry with "succession mindset" – willing to uphold those identified values and practises that are deeply held by the church body, but also understanding that we desire change and are willing to expand our horizons. If possible, we hope to have a meaningful time of overlap between our retiring Lead Pastor and the new Lead Pastor in order to ensure a healthy leadership transition for both outgoing and incoming Pastors.

Our new Lead Pastor will have demonstrated skills in solid biblical preaching, discipleship, leadership development and team ministry and overseeing effective congregation and community care. He/She will prefer to lead with a collaborative leadership style – someone who enjoys working with people and equipping them for ministry.

We seek a pastoral leader who will embrace the journey ahead of us with prayer, passion and deep faith.

B. Definitions

- VCN – Victoria First Church of the Nazarene
- Nazarenes - Church of the Nazarene International Denomination
- Board – the elected governing body of the church
- Congregation – those who call VCN their church home
- Members or Membership – the official voting members of the VCN congregation

C. The Purpose of this Pastoral Search Profile

- To help present a comprehensive picture of VCN to prospective pastors
- To help the VCN family have a better understanding of itself as a church body
- To help guide the Board and congregation to explore God's direction for a Pastor

1. This Pastoral Search profile reflects a process of research, evaluation, prayer, and collaborative exploration to address key questions. Important events of the history of the church have been included to provide both the congregation and prospective pastors with a clearer sense of context and understanding about how the past has shaped the present.

2. The description of the type of Pastoral Leadership needed has been developed based on the history, community context, mission/vision and values that have been identified within the congregation. The Character and Competencies section (page 14) is a summary of the qualities desired in a Lead Pastor.

3. The Board agrees that the due diligence factor is vital in this current search process. A vital step is spiritual discernment, trusting in the guidance of the Holy Spirit for the church and the prospective Lead Pastor. *"In his heart a man plans his course, but the Lord determines his steps"* (Proverbs 16:9).

C. Mandate of the Search Team – Victoria First Church of the Nazarene

1. Purpose

The responsibility of the VCN Search Team is to do the initial evaluation of potential candidates for the role of Lead Pastor on behalf of VCN. The Search Team will do the required searching, reference checks and initial interviews in collaboration with the District Superintendent. A short-list of potential candidates will be presented to the VCN Board and District Superintendent for final interviewing and a possible candidating process.

2. Composition

- The VCN Search Team will be appointed by the Board for a one-year term.
- The VCN Board will appoint the Chair and Vice-Chair and Secretary

3. Responsibilities

- To fully comply with Nazarene policy¹, Church bylaws, and guidelines from the District Superintendent for the Search process
- To hold an orientation for its members at the outset of its work
- To conduct its work in a prayerful, Spirit-led manner
- To operate in a manner consistent with its mandate
- Develop a process in partnership with the District Superintendent to attract appropriate candidates
- Ensure a high level of confidentiality and compliance with the Privacy Act
- Evaluate candidates based on the Pastoral Profile
- To be available for further work should the Board not accept any candidates on the short list
- Review and recommend changes to the mandate as required
- Fully document its activities for reference present and future

4. Accountability and Limitations

- The Search Team is fully accountable to the VCN Board and to the District Superintendent
- The Search Team shall report consistently and with full disclosure to the VCN Board and to the District Superintendent
- The Search Team has no executive authority other than what is granted by the VCN Board
- The Search Team shall not disclose any information to the church staff or congregation without permission of the VCN Board
- The Search Team has no authority to offer or imply any offer of employment to a potential candidate

5. Search Team Members – Giftedness and skills

- Spiritual gifts – discernment, helps, administration, servanthood

¹ See Manual of the Church of the Nazarene 2009, Calling of a Pastor, page 75 sections 115 to 120.1 - a copy of these policies will be provided for the Search Team.

- A high commitment to confidentiality and discretion – not careless in conversations or in handling sensitive documents
- Good researching skills, ability to follow search protocols carefully
- Above average listening skills – verbal and non-verbal
- Ability to work in partnerships with others and to work to deadlines
- A commitment to a consensus model of decision making at the Search Team level
- Has confidence in the leadership of the VCN Board to complete the Search

E. The Pastoral Search Process for Nazarene Churches – an overview

Step	Action
1	The Lead Pastor Search Profile and Search Team Mandate is approved by the Board
2	A Search Team is appointed by the Board
3	The District Superintendent receives Pastoral Profile document and is informed that the church is ready to begin the Pastoral Search
4	Search Team consults with District Superintendent about gathering appropriate resumes
5	Search Team interviews potential candidates, completes reference checks and creates a short-list of candidates
6	Search Team presents their short-list to the Board for further interviews and discernment. The Church Board will take the short-list of names from the Search Team and narrow it down to one individual.
7	The Board requests District Superintendent to invite a candidate
8	A candidating event takes place, one candidate at a time
9	The Board in concert with District Superintendent decides whether to recommend candidate to the membership
10	The church membership votes by ballot – must have a 2/3 majority in favour
11	The District Superintendent invites candidate to accept the call to the church, the candidate must respond within 15 days
12	The Board and District Superintendent finalize employment agreement with approved candidate
13	The Candidate commences ministry at agreed upon date, a service of installation or bonding

III Who Were We? - A Brief History of Victoria First Church of the Nazarene

The purpose of this history document is to provide a greater understanding of the story of Victoria First Church of the Nazarene (VCN) in answer to the question “*Who were we?*” This document focuses on significant events in the story of the church that have shaped the church’s identity, values and culture.

1. Introduction

The history of the Victoria First Church of the Nazarene spans over one hundred years. VCN hails as the first Church of the Nazarene in British Columbia to be organized and continues as one of the leading churches of the District and National church. The church’s history reveals some important threads connecting most decades of its existence. We believe these threads coincide with the present congregation’s core values. Several characteristics stand out: strong pastoral and lay leadership; investment in children, youth and seniors; generosity with Nazarene missions; connection with other local churches and ministries, from mainline to evangelical to charismatic. There has always been evident care and respect for one another In the connections with these ministries

We will draw attention to the fellowship within the church body and fellowship within the evangelical church community, for this seems to be one vital area of strength. Another strength has been the constant generosity of resources: volunteer hours, materials, and financial support. These two strengths suggest a conduit activity to come alongside groups, both uniting and strengthening the efforts of the Evangelical church at large. But

first, a brief historical summary. The church's early days present a backdrop to the congregation which would be formed after WWII.

2. The Beginning Years

The first mention of the Church of the Nazarene in Victoria is in reference to a mission group whose focus on holiness led to asking Rev. George Shepherd Hunt to be their pastor. Out of this meager beginning in 1911, a small congregation was formed, with approximately 14 - 20 people as founding members. Dr. Phineas Bresee organized this church in 1912 on his way to the Alberta assembly, where he was eager to see the Church of the Nazarene take root in Western Canada. Other congregations were being formed throughout all the provinces during this decade. Rev. G. S. Hunt, from a Methodist background, had his credentials recognized at the 1912 Assembly.²

There is little documentation of this first chapter of VCN's history. In all probability the church remained a small congregation, concerned about the salvation and sanctification of those on the outskirts of society. By the time this little mission church closed, Rev. G. S. Hunt had retired and moved south. We know of one other pastor during this period, Rev. P.G. Rabey. What is of note during this time is the context in which the church functioned. A major revival breakthrough occurred in the city in 1923. The ministerial had invited British evangelist, Charles Price, to hold a crusade. An amazingly large part of the population attended this crusade, witnessing a powerful move of God through dramatic healings, resulting in thousands giving their lives to Jesus. The crusade made the headlines of the local newspaper for its impact was greatly felt. However, a tug-of-war occurred between those congregations espousing liberal theology and those groups passionate to stay with traditional evangelistic preaching.³ Interestingly enough, this tug-of-war was a pattern established in the beginning history of the city, repeating itself over and over again, although in quieter and more subtle ways.⁴ During the early 1930's another strong evidence of Christian ministry activity in the city was seen in the throngs of thousands of people who would annually hike up Mount Tolmie for Sunrise Services on Easter Sunday. These services were led by Rev. Clem Davies, pastor of the Centennial Methodist Church. In the records concerning the revival and its aftermath, as well as the Community Sunrise Services on Mount Tolmie, there is no mention of the Church of the Nazarene, which suggests it operated as a standalone congregation intent on its own agenda. The congregation disbanded in 1935.⁵

A rebirth took place after the WWII; a new congregation was organized in 1946 meeting on Graham Street near the intersection of Quadra and Hillside. An early photo of this congregation points to Sunday School, Youth Group, and midweek Prayer Meeting. Times of Sundays services and other activities were posted on the front of the building. This rebirth began a new taproot which would secure growth in the following decades.

One more piece evident in the bigger picture and shared by all the various denominations in the region, is the lack of successful evangelism and spiritual transformation of the indigenous people. The cultural and political backdrop of the residential schools among the notable indigenous populations, and the development of municipalities on the lands of these indigenous people, as well as noted early missionary attempts to convert the indigenous people indicate a struggle to make a "good news" impact with these first nations people. Perhaps the emphasis was more a conversion to the European culture than a conversion to the gospel message of salvation. In any case, a barrier still exists. Yet, running concurrently is the inclusion of various immigration groups through the decades into the Christian faith community. There have been and continue to be several

² J. Fred Parker, "From East to Western Sea", p. 34.

³ Sara Maynard, "Canadian Mantles of Revival", p.p. 54-58.

⁴ Reference the story of Dr. Cridge and the formation of Church of Our Lord. Rev. Bill Bahan reports that only church leaders with membership in the Council of Churches officiate at civic events. The Evangelical Ministerial was formed for support among the leaders of evangelical and charismatic churches and their associates in parachurch organizations.

⁵ Parker, p. 60.

church congregations formed around immigrant groups. In contrast VCN's congregation has by and large been formed out of those of European heritage established in the early years of the nation's formation.

3. The Post-war Congregation

To the best of our knowledge, the following list of lead pastors is complete, although it may not be in the proper order: Rev. Westmacott, Rev. Spittle, Rev. Arthur Grobe, Rev. Willard Airhart, Rev. Loughton, Rev. Bill Bahan, Rev. Eugene Culbertson, Rev. Roland Feltmate, Dr. Riley Coulter, Dr. Gary Bennett.⁶

Slow but steady growth indicates the congregation's health. No large increases occurred until the last two pastorates, where we may note, additional staff were employed to address the ministry needs. What is evident all along the way is the help of strong lay leadership to provide teachers, youth leaders, board members, trustees and stewards in a variety of roles. As the general economy strengthened, so did the financial giving of the congregants. Most of the comments regarding the post-war congregation will focus on the last five pastorates, where growth and stable health are known and referenced. Of the last five pastors, only Rev. Eugene Culbertson has passed away. We received reports from the remaining three, and consultation from the current pastor.

There are several observations which surfaced as these reports were read. Although not specifically referenced, there is obviously a continued strong lay leadership who contribute not only tithes and offerings but also volunteer hours and other resources. In the 1970's the congregation was able to purchase several lots of land with the intention of building and with the hope of a couple of church plants. Although the church plants ultimately failed, the land purchases and subsequent sales allowed the congregation to develop the present facility almost debt free. The debt was quickly cleared so that for the following thirty years the church operated with no debt. Renovations to expand the facilities on the stage two development commenced in the mid 2000's. The total indebtedness of the \$1.5 million project was again cleared within a few years. Thus, the present congregation operates under no debt. This indicates a strong interest and support by the congregation in the church's vision and mission.

Leadership, both pastoral and lay, have also invested in the Christian community at large. The present pastor and the three former pastors still living indicate much involvement and leadership with the Evangelical ministerial and partnerships with several parachurch organizations. This same type of leadership and participation shows itself within the denomination with district, national, and general church contributions. It is reasonable to conclude that God has blessed the congregation as it has been outward focused and generous in the broader efforts of kingdom work. Also, it would be reasonable to conclude that the congregation has also benefitted by such a large reach of partnerships, through networking, education, and other opportunities.

Another indication of generosity is the very supportive investment the congregation has made into the development of the pastoral staff. Most of the staff from 1980 on have benefitted in educational support, including two lead pastors acknowledging the support and encouragement received as they pursued their doctorate degrees. Several associate pastors indicate direct support as well.

One of the shifts evident from the formation of the first mission church to the second steadily-growing church is a focus on discipleship which established a foundation for fellowship and spiritual formation. The small mission started from a holiness camp meeting, probably among the poorer of society as it was a mission. Most affluent and influential city leaders are noted as attending the larger congregations already well established.⁷ The second church, started among a slightly more affluent group -- society as a whole was

⁶ This list is compiled from information given by members of the congregation who were here during many of these years. It has not been compared with District denominational records.

⁷ A number of prominent civic leaders are mentioned in Barry Down's narrative as he describes the worship centers in Victoria and other parts of British Columbia which were built in the 19th century. These and other details are noted in his book, "Sacred Places: British Columbia's Early Churches."

rebuilding its economic base after the war years. Although the church has always had an evangelistic purpose, the growth in membership has resulted through growth of families (several generations attending), friendship evangelism, and the coming and going of church goers looking for the best fit for their personal needs while relinquishing denominational ties. Finally, we note that these four living lead pastors indicate their ministry with this congregation as a highlight in their personal pastoral ministries. Thus, this congregation is noted as healthy, supportive, engaged with other groups contributing strongly in leadership. Through the years the congregation has faced times of turmoil and relational and financial stress, sometimes resulting in the termination of associate pastoral staff positions. During these times the leadership and congregation realized a greater dependency upon God, establishing prayer ministries that are still in existence today.

As previously mentioned, the ministry within the congregation has always focused on children and youth programs. Although some gaps have occurred in certain age groups ranging from 0 to 29, many times the various sub-group age ranges report remarkable attendance in activities. A very strong seniors' group was developed and continues to operate, out of which, a volunteer mission group was formed. The Compassionate Resource Warehouse, now listed with its own charitable status, has made an incredible impact worldwide. It draws neighborhood volunteers into its operation and invites school groups and other groups to join in with their efforts.

The Sunday morning services continue to be the main event in the church week. Two notable contributions remain: relevant worship and excellent preaching. Additionally, strong Sunday school classes and/or small Bible study groups have contributed to solid Biblical teaching as well as fostered deep and lasting friendships.

Significant numerical growth took place after moving to the Quadra Street property (1978) and was realized under the pastoral leadership of Dr. Coulter and Dr. Bennett, respectively. Some special services (ie, Christmas Eve and Easter) have seen attendance up to 500 congregants and visitors. With increased attendance, pastoral leadership extended to associate staff.

Finally, there are several families who attest to attending this church for decades. They have provided a strong core. They have raised families, who are now raising their families who enjoy engagement with our ministry programming. There remains an original founding member of the post-war congregation, Vera Parkinson, who resides in one of the cities' long-term care facilities.

Appendix 1 lists the numerous areas where clergy and/or lay leadership has participated in the larger picture of the Church of the Nazarene.

Appendix 2 is a chart which the ReFocusing Team documented in ~2001 (Growing With God). This chart does an excellent job summarizing the various periods of the Post-war congregation's history (in yellow), and also identifies the painful events/circumstances (in pink) and the lessons learned (in green). Were the chart extended to the present, the color blocks would be mostly yellow and green, with little or no pink cells. This bears testimony to God's grace on this congregation. And we are thankful!

IV Who Are We Now? A picture of VCN as it is today

A. Overview (see www.vicnazarene.ca for more information)

Victoria Church of the Nazarene is a member church of the Church of the Nazarene denomination, Canada Pacific District. www.pacnaz.ca The church has a long history of serving both the congregation and the community and desires to continue in this ministry pattern. VCN is an active, intentionally multi-generational congregation constituting a data base of 550 people, with an average Sunday worship attendance of 280 people. The official voting membership of the church is 275 people. Our goal is to be a multi-generational church family, where everyone feels welcome and respected. We have been generally successful in this endeavor.

B. Church Staff Team

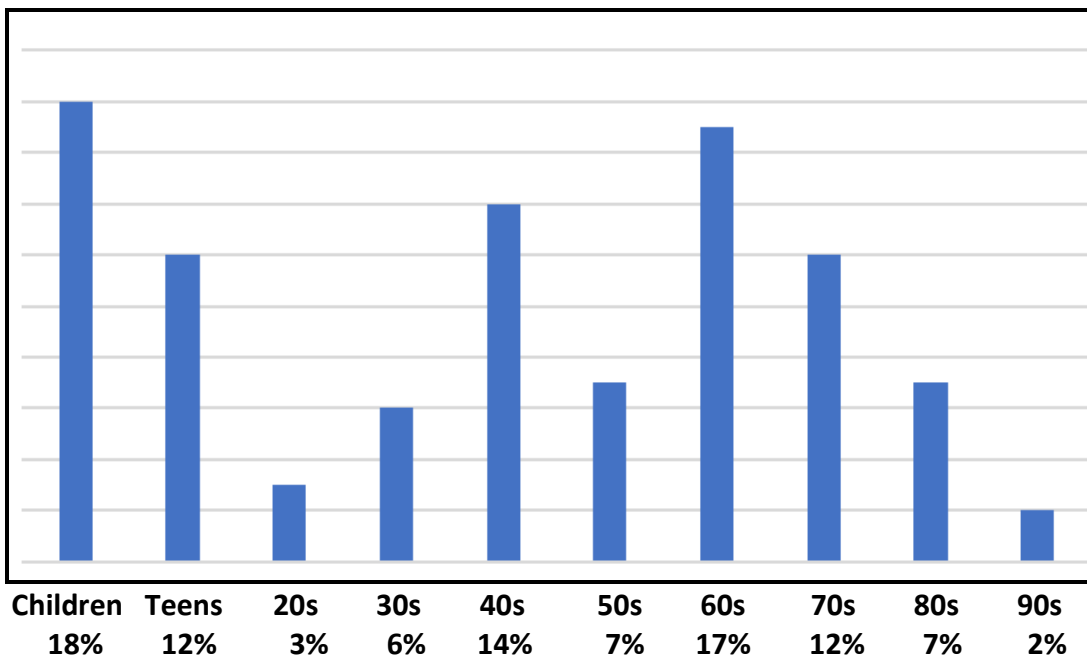
- Lead Pastor, Gary Bennett, who is retiring in October 2019, having served as pastor since 1990.
- Associate Pastor: Youth, Calvin Black, has been serving this congregation since 1996

- Minister to Children and Families: Mary Ann Timmins has served in this capacity for 18 years. Presently, Mary Ann is in the midst of a teaching contract with Pacific Christian School, while still contributing 10 hours a week to the ministry of the church. Sylvia Seibel has now stepped in to direct our ministry to Children and Families.
- Executive Pastor Heather Prendergast, serving VCN for the past 5 years.
- of the other staff positions, including secretarial staff, have had tenure of 10 years or more.
- 2-3 part time custodial positions

C. Congregational Demographics

- Predominantly Caucasian, with several Asian (Chinese & Korean) families, and a few other ethnicities.
- 45% of the congregation is male and 55% female, 80% of adults are married

1. The age breakdown of the congregation is as follows:



2. Education (Adults):

- 21% high school education or less
- 29% some college or technical training
- 25% undergraduate
- 25% post graduate

D. Current Ministries of VCN

1. Terms Defined:

- Church family focused: Strengthening the members of our church, meeting their spiritual, emotional and physical needs.
- Local community focused: Meeting a need beyond our church families’ needs but within our city community.
- International community focused: Meeting a need beyond our local community boundaries.

2. Current Ministries:

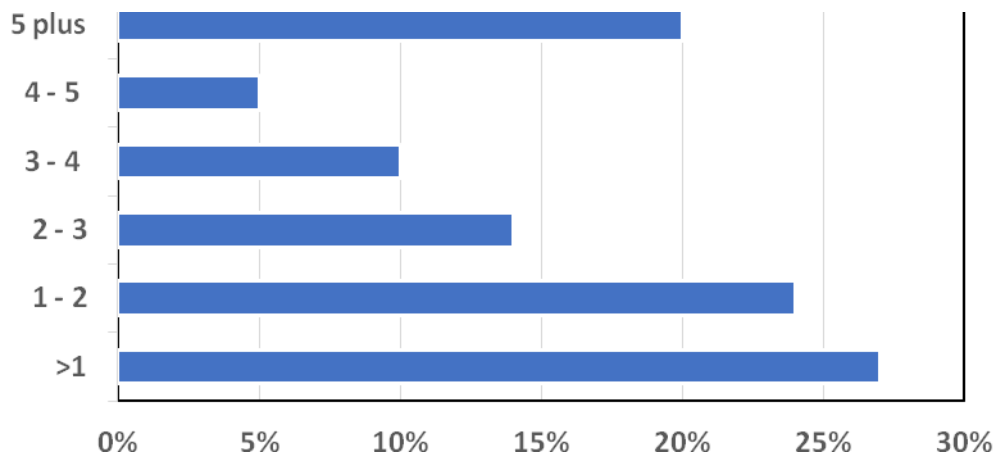
Focus	Church Family	Local Community	International Community

Focus	Church Family	Local Community	International Community
Advent Season	✓	✓	
Aid Myanmar			✓
Alabaster			✓
All Candidate Meetings		✓	
Ambrose University		✓	✓
Arbour Counselling Centre	✓	✓	
BUGS (Jr. Youth Girls)	✓	✓	
Church Family Game/Movie Nights	✓		
Church Van/Sunday Pick Up	✓		
CityWide Youth Nights		✓	
Coldest Night of the Year		✓	
Compassionate Ministries (Gift Catalogue/Child Sponsorship)			✓
Compassionate Ministries Warehouse		✓	✓
District Summer Camps	✓		
Easter Season	✓	✓	
Facility Rentals	✓	✓	
Five & 2	✓	✓	
Freedom Gospel Choir	✓	✓	
Gideon's			✓
Hospital/Home Visit	✓		
Korean Church	✓	✓	
L.E.A.D (Youth)	✓		
Ladies Friday Morning Bible Study	✓	✓	

Focus	Church Family	Local Community	International Community
Ladies Thursday Evening Bible Study	✓		
Longest Night of the Year		✓	
Meals for Mustard Seed		✓	
Meals Ministry	✓		
Men's Thursday Night Bible Study	✓		
Mercy Ships/YWAM			✓
Monday Night Bible Study	✓		
Myanmar Orphanage			✓
Polling Station		✓	
Prayer Groups	✓	✓	
Prayer List	✓	✓	
Prayer Room	✓	✓	
Puzzle Nights	✓		
Quilting Group	✓	✓	✓
Regent Online Christian Academy		✓	
Sanctuary Youth		✓	
SHARPS (Seniors)	✓	✓	
Shoebox			✓
SLUGs (Jr. Youth Boys)	✓	✓	
Soup's On for Young Adult	✓		
Sr. Youth (Friday)	✓		
Sr. Youth Bible Study	✓		
Summer Camps: Vacation Bible School/Sports Camp	✓	✓	
Sunday children's	✓		

Focus	Church Family	Local Community	International Community
ministries			
Sunday Fellowship/Kitchen Crew	✓		
Sunday Morning Adult Bible Class	✓		
Walking Group-	✓	✓	
Weekly Pastoral Prayer/Monthly Luncheon		✓	
Work and Witness Trips			✓
Worship Teams	✓		
Worship Victoria		✓	
Wounded Healers		✓	
Youth For Christ/Youth Bus		✓	
Youth Ministry Monthly Meet Up/Prayer		✓	

D. Volunteerism – Hours per week



E. Financial Information

- An annual average General Fund budget of \$658,000 (2018 – 2020). Financial support for the General Fund has been strong and stable for the past 20 years.
- Faithful support for Nazarene Missions – World and Districts budgets of \$100,000 per year are consistently met or exceeded
- The church is debt free.

G. Church Facility and Location

The Church building located at 4277 Quadra Street was completed in 1978 with a major expansion in 2006. Our Sanctuary currently seats over 450 people. There are Sunday School rooms, a nursery, a Youth Room, a Prayer Chapel, and a room for the Seniors Group a library and kitchen. The church also houses the Arbour Counselling Centre with a reception area and three offices. We have a large Fellowship room - the Fireside Room which hosts many banquets, meetings and other fellowship events.

H. Governance Model

Our governance is a hybrid of the congregational model and the episcopal model—meaning that governance takes place from the bottom up (where every church member has a voice) and the top down (where the approval of the district superintendent and district advisory board are valued and recognized.)

I. Ministry Partnerships

One of the unique factors in the ministry of VCN is a deep commitment to ministry partnerships. VCN has a long history of partnering with other Christian and community organizations in the greater Victoria region. The church enjoys and values a “non-insular, kingdom minded” approach to ministry. (see section V – Our Relationship with the Community to learn more)

J. Denominational Relationship

We have had a strong relationship with our denominational district office. Our pastoral staff serves on many district boards and committees. VCN regularly hosts the District Assembly. However, because we are on an island, and because many district events and camps take place on the mainland, it is a challenge for us to participate in District sponsored events. Most of our children and youth attend interdenominational summer camps on the island.

K. Growth Areas identified for the church to address

The congregation has been enjoying health for a long time. However, there are some elements of stagnancy, and we believe that the leadership and congregation are open to embracing some newness and freshness in leadership and approach to ministry. Two areas have been identified as needing some new life - our church desires to expand ministry to the Young Adults sector of the congregation and a need to focus on leadership development for small groups and Bible studies.

IV What is important to us? Core Values

- Our commitment to the statement of faith and the doctrinal values of the Church of the Nazarene
- Our desire to be a welcoming multi-generational, intercultural church
- Our desire to worship, learn, fellowship, pray, and serve
- A desire to use our God-given resources – energy, facility, time, finances – to help people in need
- Our commitment to be a caring congregation
- A longing to grow in our ministry outside the four walls of the church
- Our desire to be inspired and equipped to do ministry
- A vibrant weekly corporate encounter with God through worship and relevant impactful teaching and preaching of the Word of God (Hebrews 10:25) and artistic expressions of worship
- A healthy personal and corporate prayer life
- God’s call and gifting to all His children to be ministers
- An acceptance of people the way they are (Romans 15:7), and an acceptance of our responsibility to build bridges with non-churched people
- God using us as agents of change to help each other to not stay the way we are (Hebrews 10:24)
- Our responsibility to local, district and global outreach (Acts 1:8)
- A church leadership made up of people of integrity

- Our commitment to promote the holy lifestyle, and to encourage our people to seek the fullness of life in the Spirit

V. Current Core Values in Action – Strengths and Challenges

Over the past twenty years (and more) a depth of stability and community have been established at VCN. A strong biblical approach, a desire to gather corporately and in smaller groups and a large amount of work on establishing strong children's programs have been prominent. We continue to have a heart for missions both near and far. Our church is a place of rest, health and recovery. We also acknowledge that many long for a time of renewal. We believe this is a time to prioritize our focus on young adults, as well as focussing on vibrancy and intimacy with God. This is also an opportunity to continue the journey of realizing our 'strengths' and their roles within this body of Christ and the greater community. This is a time to build on our core values, while acknowledging the need for revitalization. We are grateful for the tremendous foundation that has been established during this tenure by our leadership team. We feel we are best positioned to take a leap of faith into revisiting what is important to us and how we re engage in our core values. Below we have listed those areas we see as our current core values, areas of collective importance and strength. We also highlight some of the challenges that they can offer.

A. Stability

Strengths

- We have long term strong and consistent attendance and membership. (However, attendance has plateaued over the past years)
- Our church community is a place of rest, known in the greater community as a place of rest and recovery.
- There is a sense of safety for our children and youth.

Challenges

- A perceived reluctance for change
- A lack of dynamism that may attract or retain younger people
- A significant level of comfortability that can lead to apathy
- The rut of routine

B. Relevant and Impactful Biblical Preaching

- Consistent high-quality delivery of the Word
- Multigenerational approach
- This is a distinct value that needs to be continued

C. Commitment to Worship

Strengths

- Diversity of musical approach
- Prominent part of weekly service
- Consistent leadership for several years
- We are blessed with lots of talent

Challenges

- Diversity of approach has led to lack of consistency from service to service
- Lack of younger leaders
- A lack of fluidity in service
- Various levels of engagement week to week

D. Fellowship/Community

Strengths

- Our strong fellowship times are well attended especially after Sunday services.
- Various other fellowship times such as family games night, puzzle night, soup Sundays, etc., reflect good fellowship among our people.
- We have several families where more than two generations attend our services regularly.

Challenges

- Our tight community can be perceived as cliquish
- Lack of young adults (16-30) engaged in the church community
- How do we absorb and engage new families?

E. Missional Priority

Strengths

- Much participation in local/global mission and outreach activities, such as volunteering with Compassionate Warehouse, Mustard Seed and world mission agencies.
- Our leaders connect regularly with the Evangelical Pastors fellowship and other spiritual leaders in the city region and have also played a significant role in leadership among these leaders. This connection takes place through weekly prayer times as well as monthly fellowships, and combined contribution to city-wide church events.

Challenges

- What is our focus on Evangelism and church growth?

F. Generosity

- Our people give generously through financial resources and through volunteering.
- Generosity is evident in the corporate recognition of Pastors and Staff.

G. Strong Programming/Biblical Studies

Strengths

- We have maintained a strong program and discipleship ministry for a large range of ages:
 - Children's Church (and the pre-church lesson that we all hear from the children's leaders)
 - SHARPS
 - Youth programs
 - Adult Bible Studies (Monday night group, Thursday Men's group, Thursday Ladies group, Friday morning ladies study)

Challenges

- A refocus towards young adults (16-30)
- A time of program renewal.

VI. What is Our Relationship with our Community? (for more details see Appendix 3)

A. Community Engagement Values that shape our relationship with our community:

- VCN works in cooperation with other churches in the city and does not desire to be isolationist in its ministry. We are a regional church in that we communicate with other evangelical pastors of the city. We are not isolated by being solely attached to our own denomination. We use our mandate of Acts 1:8 "and you will be my witnesses in Jerusalem and in all Judea and Samaria, and to the ends of the earth."
- The intended relationships our church seeks to foster are guided by core values and our sense of mission. The guiding vision and mission statements are evident in current ministries and have been carefully and deliberately fostered by the leadership of this church.
- The vision of the church is "to be the handprint of God" while the mission is to "encounter Him, empower others and engage in mission".

- As a church body we are deeply connected with and an integral part of our local community. The foundation of these connections is built on mutual respect and intentional relationship building, regardless of denominational differences.
- On an individual and local level, we are encouraged to serve as we have been gifted and in our communities of influence. As these circumstances are unique to each person so the relationships and service are often unique. This empowering has largely been fostered through the Nazarene Strengths Initiative and subsequent Strengths coaching.
- Our international involvement is driven by our denominational connections as well as individual giftings.
- We value relationships, are intentional in using the strengths Christ has entrusted to us and serve others with humility and compassion. These values are at the centre of this church's relationships within its walls as well as in the larger local community and internationally.
- The church is an extension of family, exhibiting warmth and a friendly sense of community more than an organizational group of people with a common goal.
- We seek to welcome newcomers into our fellowship so that they have a sense of being involved in a supportive family.

B. Community Engagement Practises and Ministries:

- VCN has partnered for many years with Victoria Youth for Christ. We are also one of the sponsoring churches for the Sanctuary Youth Centre—a downtown drop-in centre for youth at risk.
- We are a hub where pastors and ministry leaders from a variety of regional congregations and ministries gather.
- We have had annual sports / craft camps as well as VBS's for years and have a great reputation in the community for our summer camps.
- We have a number of our congregation that have served at the Nazarene summer camps for kids and teens for several years. Now, a lot of our kids and teens are going to Camp Imadene on the Island here just for ease of travel and such. Many of our congregation help at the camp especially with the one that Sylvia directs and has for the past several years.
- The church also houses Harbour Counseling Centre which is a counseling office that has 7 counselors who have a Christian world view. Many non-churched people in the community come to the centre as well as others from churches across the city.
- The church also is used by a Korean congregation weekly on Sunday afternoons.

VII Who do we Hope to Become? – Mission and Vision

The Victoria Church of the Nazarene has a history of exploring, evaluating, and updating its mission and vision to the community and its people. At times through the last 30 years the church has exercised valuable studies and projects to alter, evaluate, and update its mission and vision.

About 20 years ago the congregation engaged in a couple of assessments with Natural Church Development. Also, about 15 years ago we participated in an extensive Refocusing Process. Three congregational Summits were conducted asking the questions: Where have we been? Where are we going? And "How will we get there?" Out of those three summits, a Ministry Plan was written. See report in the appendix 3.

Most recently (2014-17) the church engaged in a process of exploring church growth issues and spiritual growth discipleship called the ME25 Initiative. It is from the project that the church came up with its most current Mission, Vision, and core values. These along with a detailed explanation of the ME25 Initiative, and a past set of Mission and vision statements are all below. (See appendix 4 for a summary of the ME25 Initiative)

A. Victoria Church of the Nazarene – Current Mission and Vision Statements - 2019

See appendix 5 for a summary of Mission and Vision Statements from previous years

Our Vision: To be the visible handprint of God.

Our Mission: We seek to glorify God by encountering Him, experiencing community and engaging in mission.

Our Values:

Encountering God

- a vibrant weekly corporate encounter with God through worship (Hebrews 10:25).
- prayer as a lifestyle (I Thessalonians 5:16-18).
- relevant preaching and teaching of the Word of God (I Timothy 4:13).
- encouraging our people to seek the fullness of life in the Spirit, and to reflect His presence through holy living (Colossians 3:1-2, Romans 12:1-2).

Experiencing Community

- an acceptance of people at all stages of their spiritual journey, and the way that God uses us as agents of change to help each other to not stay the way we are (Hebrews 10:24, Philippians 1:6).
- a place where we care for one another through prayer and compassion (Hebrews 10:24-25).
- a family atmosphere with a multi-generational ministry (I Corinthians 12:14).

Engaging in Mission

- our individual uniqueness in order to fulfill God's mission to be His ambassadors in the marketplace and our neighbourhoods (I Corinthians 12:4-13).
an acceptance of our responsibility to build bridges with non-churched people (Matthew 28:19).
- our responsibility to local, district and global outreach (Acts 1:8).
- our connection with other Christian ministries.

VII What is the Lead Pastor's Role in Shaping Mission and Vision?

A. Options about the Lead Pastor's role in Vision

One of the areas identified through the Transitional process is the need to define with greater clarity what the role of the Pastor is in developing, leading, and implementing mission/vision within the church. The Board has explored and considered this matter carefully. In general, there are three possible roles of the Pastor in leading the church into a vision:

- **Option A:**
Setting vision and moving the church into vision is under the authority of the Lead Pastor.
- **Option B:**
The Lead Pastor and Board work together in collaboration with the pastoral team and congregation to develop Mission and Vision for the church. The Lead Pastor's role is to inspire and equip the church to achieve the Mission and Vision.
- **Option C:**
The Board and congregation set the Mission and Vision independent of the Lead Pastor and hire a Lead Pastor who resonates with the church's established Mission and Vision and desires to help the church achieve it.

B. VCN's preferred option regarding the Lead Pastor's role in Mission and Vision

Victoria Church of the Nazarene desires a collaborative leader who will work *with* the Board and other leaders within the church in refining, championing, and stewarding the church's mission and vision. The Board is not seeking a leader who brings a clearly articulated vision to the church. Rather the church will seek a leader who will embrace the broad strokes of mission and vision *already resident* within the congregation. Also, a key value in this process is to honor and build upon visioning work that has been done previously.

VIII What Kind of Pastoral Leader Do We Need?

The information provided in this profile has been developed to help prospective Pastors with clarity about what kind of Pastor the church needs at this point in the church's ministry journey.

- If not credentialed (ordained or licensed ministers), applicants are required to be credentialed with the Church of the Nazarene
- Educational requirements that include theological training at a Bachelor degree level or higher from an accredited school, or acceptable equivalents

A. Summary Statement

VCN is seeking an experienced Lead Pastor who has a strong sense of pastoral calling to shepherd and lead our church community to achieve its God-given mission and vision. We seek a confident, relational leader who shares our conviction that God has a future and a purpose for our church in our community.

The church seeks a vibrant leader who understands that he/she will be following a Lead Pastor with 29 years of pastoral tenure at Victoria Church of the Nazarene. We desire a new Lead Pastor who is willing to engage ministry with "succession mindset" – willing to uphold those identified values and practises that are deeply held by the church body, but also understanding that we desire change and are willing to expand our horizons. If possible, we hope to have a meaningful time of overlap between our retiring Lead Pastor and the new Lead Pastor in order to ensure a healthy leadership transition for both outgoing and incoming Pastors.

Our new Lead Pastor will have demonstrated skills in solid biblical preaching, discipleship, leadership development and team ministry and overseeing effective congregation and community care. He/She will prefer to lead with a collaborative leadership style – someone who enjoys working with people and equipping them for ministry.

We seek a pastoral leader who will embrace the journey ahead of us with prayer, passion and deep faith.

B. Character Qualities, Competencies and Ministry Skills, Leadership Style

The following page provides a list core character qualities, competencies and preferred leadership styles that are important for effective pastoral leadership within our congregation. We recognize that no one person will be strong in all of these areas. Collectively they describe both values and skills that are desirable for our church at this time and into the future. We also recognize that every pastoral leader is a "work in progress" throughout their ministry life. VCN invests in the personal and vocational growth of its staff team.

Character Qualities	Competencies and Ministry Skills
<ul style="list-style-type: none"> ● A life of spiritual growth, vitality and prayer, and life-long learning ● Integrity - is reliable, keeps his promises, trustworthy ● Vibrant – energy, passion, life-influencing by nature ● Sincere love for people in the church and the community ● Dependence on God that inspires others to do the same ● Courageous - willing to step out in faith, not easily intimidated ● Patient - does not act impulsively, thinks things through, seeks input from others ● Gracious - handles conflict in a way that does not avoid or attack 	<ul style="list-style-type: none"> ● Preaching - above average skills to consistently preach authoritative, inspiring Bible based messages ● Leadership - able to make decisions, to lead and inspire people to follow, to stay on course ● Team Builder - able to develop effective leadership teams staff, board and lay ministry ● Encourage/Motivator – able to nurture, build up and inspire people ● Collaborator – works effectively with others to develop and implement plans (not a lone ranger leader) ● Equipping – the ability to “equip the saints to do the work of ministry” ● Community ministry – experience and desire to see the church engaged in the community ● Teaching – the ability to explain the Word and develop others who can teach as well ● Missions – champions the work of Global and local missions
<p>Preferred Leadership Style – A leader who:</p> <ul style="list-style-type: none"> ● Consistently motivates and inspires others ● Delegates effectively ● Is not afraid to be an agent of change ● Gives guidance and direction to the Board ● Can make plans and follow through ● Collaborates and builds consensus ● Holds others accountable 	

Appendix 1 - VICTORIA FIRST DENOMINATIONAL LEADERSHIP AND INFLUENCE IN DISTRICT, NATIONAL & INTERNATIONAL BOARDS AND COMMITTEES

DISTRICT:

- ADVISORY BOARD
- DISTRICT TREASURER
- DISTRICT SECRETARY
- OTHER DISTRICT BOARDS- EG MINISTERIAL STUDIES
- NMI COUNCIL- PRESIDENTS, COUNCIL MEMBERS
- NYI COUNCIL – PRESIDENTS, COUNCIL MEMBERS
- SDMI COUNCIL- MEMBERS
- W&W TEAMS- PARTICIPATE IN DISTRICT TEAMS
- W&W TEAMS- PARTICIPATE IN OTHER CHURCH TEAMS
- W&W TEAMS- LOCAL ORGANIZED
- HOSTED DISTRICT ASSEMBLIES AND CONVENTIONS EVERY 3 YEARS SINCE THE 1970'S
- CAMP PROGRAM- LEADERS AND CAMPERS
- LAMP- LEADERSHIP, SPEAKER, PARTICIPANTS
- NYI EVENTS AND ACTIVITIES- HOSTING AND PARTICIPANTS
- NMI EVENTS AND ACTIVITIES – HOSTING AND PARTICIPANTS

NATIONAL:

- NATIONAL BOARD MEMBERS
- NCMC COMMITTEE MEMBERS
- NATIONAL NMI MEETINGS
- NATIONAL NYI CONFERENCES AND ASSEMBLIES
- NATIONAL PASTORAL FELLOWSHIPS- PALCON, WILCON
- FORMER PASTOR CNC/CNUC/AMBROSE PRESIDENT
- CURRENT PASTOR- CNUC/AMBROSE CHAIR AND BOARD MEMBER
- BOARD MEMBER CANADIAN FOOD GRAINS BANK- AS CON/NCMC REPRESENTATIVE
- SENIOR ADULT MINISTRIES
- FORMER PASTOR- DS OF CANADA ATLANTIC

INTERNATIONAL

- GENERAL ASSEMBLY DELEGATES
- INTERNATIONAL NCMC
- INTERNATIONAL DISASTER RELIEF
- NYC FOR YOUTH
- NMI CONVENTION DELEGATES
- INTERNATIONAL CONFERENCES
- INTERNATIONAL EDUCATION COMMITTEE
- NIROGA- INTERNATIONAL SENIORS MINISTRY

Appendix 2 – Growing with God

The Beginning Years (Foundations)		The "Building" Years (New Property & Building)		The Organizing Years (Staff Development)		The Refining Years (Dependence on God)		The Deepening Years (spiritual Dev. & Outreach)	
1946-49	1950-69	1970-75	1976-79	1980-85	1986-89	1990-93	1993-94	1995-1996	1996-2003
Church Organized (46)	Church Dedicated (57)	Culbertson Pastor (73)	Relocation and New Building (77)	Open Hand (80 to present)	Numerous Interns	Bennett - Pastor (90)	Prayer Emphasis (92 to present)	Church Unity Prevails	Block Party (97 to present) x 4
Spiital - Pastor (47)	Airhart - Pastor (58)	Culbertson Dies	Dedication of New Facility (78)	Coulter - Pastor (82)	Staff led	Bennett - Pastor	Focus on Prayer	Kids Ministries	Warehouse Ministry (99 to present) x 4
Westmacott - Pastor (50)	Loughton - Pastor (60)	Beginning of Colwood Sunday School (73)	New Church Building (78)	Wrens - Associate	Riley Coulter leaves	Gary and Cheryl - Real People	May Morrison	Kids R Great Kids Church	SHARPS
Grobe - Pastor (55)	Bahan - Pastor (64) (Sun School)	Feltmate - Pastor (75)	Grobe - Associate in Music	God uses the bad for our good	Church Fracture	Mark & Alison Lefebvre Leaving	Mary Morrison 11 th Hour	Dell Wergeland	
	Bahan and Vision for Church Property	Closure of Colwood Sunday School (75)	SHARPS Ministry (78 to present)		Staff Trauma	Failed Church Plant	Calvin Black	Competing facility interests	
	Youth Ministry (65 - Present)				Dave Grobe Leaves Pat Wrens Leaves (college)	Continuing Financial Stress			
We, the many benefit from the faithfulness of the few.	Long term pastoral leadership is essential for stability and vision	Questioning Leadership (confidence votes) diminishes vision and unity	We need to wait on God regarding expansion	God honours our willingness to change the church's "institutional" practices	God uses difficult times to make us stronger	Financial Difficulty	God uses stretching times to grow us.	Its not about our success, Its about Him	God honours outward focus (missions)
God's grace is sufficient	God Honours Faithfulness	Unless God does it... it won't happen	God's plans bear long term fruit	God uses many generations to minister in this church	God wants us to trust Him in our discomfort	Withholding of Tithes and Offerings (91+)	Spiritual deepening is a result of crisis	Prayer and willingness to follow the Holy Spirit bears fruit	Humility brings God's wisdom

Yellow – events, circumstances, people Pink – painful events and circumstances Green – Lessons we learned about ourselves and God

Appendix 3 - Values that shape how we engage our identified community

1. Overview of Published Documentation: Churches' Desired Relationships with Its Communities

Highlights of Annual General Meeting Minutes	
2013	We engaged with the <i>Nazarene Strengths Institute</i> to discover the strengths of individuals within our congregation and empower them to use these gifting within the church, the community and abroad. Of the 4 categories of strengths (relational, executing, influencing and strategic thinking), more were in the relational category than any other category. A strengths coaching conference, Strengths 101, was initiated in June, September and October with the desire to help individuals understand the value of their strengths and use them to be a stronger influence in their communities. A map of our local community was also prepared to support outreach.
2014	A task force was formed in spring of 2014 to develop strategic plans for the church and to improve in two broad areas; to ensure our church is a warm and welcoming place and to make connections with our neighbours, friends and family members to invite them to fellowship with us. To help attain these goals an information desk in the foyer and welcome folders were created. In addition many meals were prepared for the Mustard Seed Ministry and hundreds of containers were sent all over the world through the Compassionate Resource Warehouse. Many summer programs were run to serve our church family and the local community such as VBS, soccer camp and street hockey.
2015	The vision statement was a key focus area, being updated to “be the visible handprint of God”. The congregation was encouraged to walk through their neighbourhood and pray and connect with those around them in their communities of influence. The <i>Strengths Initiative</i> was used as a tool to empower individuals to serve as they were gifted. Church staff and several individuals received training on how to coach others in their Strengths. They then shared this knowledge with other community organizations such as the leadership of a camp on the mainland, another church and volunteers and teens at the Sanctuary Youth Centre. In addition, many individuals received one-on-one coaching, encouragement and accountability through the Strengths Coaching program. Heather Prendergast was also brought on staff as Executive Pastor in this year.

Highlights of Annual General Meeting Minutes	
2016	A priority was to strengthen the church board and the committee structure in line with the church's vision and mission statements. This resulted in changes to the administration structure. These changes allowed each group to be networked at the board level for communication purposes and to equip and empower at the foundational level. This ensured all efforts within the church aligned with the current vision and mission. According to our vision we seek "to be the visible handprint of God" and our mission is "to glorify God by encountering Him, experiencing community and engaging in mission". Through this we strive to be His ambassadors in the marketplace and our neighbourhoods (1 Cor. 12:14). It is hoped that this increased engagement through fellowship, worship and discipleship will continue to increase membership.
2017	<ul style="list-style-type: none"> • The second ME25 (Membership Engagement Survey) was completed and showed incremental growth in individual engagement within the church. • Our church sponsored the Wounded Healers Conference, impacting many in our church family and local community as well. • The church continued its partnership with local community organizations such as the Mustard Seed and Sanctuary Youth. • An intercessory prayer team was established for the pastoral staff. • The church participated in the regional church services held at Pearkes Arena on Good Friday and again on Canada Day at the legislature.
2018	<p>It was the desire of the church to set an atmosphere where God can make things grow, stemming from the verse (Joshua 3:5), "consecrate yourselves, for tomorrow the Lord will do amazing things among you."</p> <ul style="list-style-type: none"> • Hosted an evangelical pastors luncheon for 50+ pastors and ministry leaders from a variety of denominations in Victoria and a reunion lunch for Ambrose university alumni • In February, the church celebrated the 40th anniversary of its current location with a Hawaiian Lau celebration for the community and church family • Greater involvement in local outreach has been noted such as; Mustard Seed, Sanctuary Youth Centre, CARTS, Daniel's Bottle collection, CRW etc. • Jr. Youth (B.U.G.S/S.L.U.G.S) are corresponding with and supporting an orphanage in Myanmar. • Our church facilities continue to be used more frequently as a venue for other ministries, community groups and families. By doing this the community at large views us as having a welcoming and accommodating atmosphere when they attend functions.

2. Pastoral Staff Interviews

Interview Questions

1. What does community mean to you in terms of our church?
2. What relationship would you say our church has with the community? (church family, local, international)
3. What values have shaped how we engage and how we serve these communities?
4. What value is non-negotiable for you?/What one thing would you like to see maintained as we go forward?

Gary Bennett: Lead Pastor

What does community mean to you in terms of our church?
<i>We are an intercity church, we do not wish to be isolationists. We use our mandate of Acts 1:8 "and you will be my witnesses in Jerusalem and in all Judea and Samaria, and to the ends of the earth."</i>

What relationship would you say our church has with the community? (church family, local, international)
<i>We are a gift-oriented ministry - we let Jesus shape the ministry of the church through the gifting of the members.</i>
<i>For the past 20 years our church has hosted city wide weekly pastoral prayer meetings as well as uniting with the pastors of the city for monthly luncheons. There is a mutual respect for the denominations that each pastor represents even though there are doctrinal distinctions.</i>
<i>We provide financial support to Youth For Christ, Sanctuary Youth Centre as well as a monthly dinner for the Mustard Seed Ministry to name a few.</i>
<i>We offer our facilities to the Korean Church, The Freedom Gospel Choir, office space for the Wounded Healers Ministries counsellor and Arbour Counselling Service. The rental fees for the office are used as bursaries for those in our congregation as well as others outside of the congregation in need of financial help to pay for these counselling services.</i>
<i>In the summer we hold sports camps, VBS as well as a local park/playground ministry. The church has offered its facilities as a civic polling station and the North Quadra Community Association has used our grounds for a neighbourhood party.</i>

What values shape how we engage these communities/What values have shaped how we serve these communities?
<i>Mutual respect and support between pastors regardless of denomination and between church and community organizations.</i>

What is a non-negotiable value for you?/What would you like to see maintained as we go forward?
<i>Definitely the weekly pastoral prayer meetings as well as the monthly luncheon. The mutual respect and relationships that come from this.</i>

Heather Prendergast: Executive Pastor

What does community mean to you in terms of our church?

We are a regional church in that we communicate with other evangelical pastors of the city. We are not isolated by being solely attached to our own denomination

What relationship would you say our church has with the community? (church family, local, international)

There is not only an amazing fellowship within the congregation but there is a high level of volunteering and generosity in financial giving. We are a place of healing and equipping people by coming alongside them.

Our church is a leader in the denomination as it is the largest church and there is an expectation for leadership. We have members on different district boards, committees and councils. We also host district assemblies and are involved in camp ministries, ladies retreats and youth ministries.

We open our doors for various community functions that are in alignment with our values, we want them to feel comfortable to use our facilities. Depending on the activity we usually just charge a custodial fee. An example of this would be hosting the all candidate political meetings.

The Compassionate Resource Warehouse originated within our church and now reports directly to the denomination. This ministry involves members of our church family and many local volunteers as well as world-wide partners.

What values shape how we engage these communities/What values have shaped how we serve these communities?

We tend to serve where there is a channel already in place, we are a good resource ministry and are able to come alongside and support ministries that are already established. Ex. Mustard Seed

What is a non-negotiable value for you? What would you like to see maintained as we go forward?

Interconnectedness, I would hate to see the church become insular

Generosity, I would like to see continued generosity with outside groups and networking with other ministries

I would like to see the intercessors group be maintained

I would caution not to feel pressured to be the answer to everything

What does community mean to you in terms of our church?

The church is an extension of family, exhibiting warmth and a friendly sense of community more than an organizational group of people with a common goal. Helping newcomers to break into a closed group so that they have a sense of being involved in a supportive family.

What relationship would you say our church has with the community? (church family, local, international)

Internationally, the church is guided by denominational structures such as the Compassionate Warehouse, World Vision, Compassionate Ministries International. The church also sponsors short term missions projects where 'Work and Witness Teams' are sent out internationally. We are blessed to be a blessing.

We are open to opportunities to impact the city such as through the Youth Sanctuary Centre. Individual church members who catch the vision are instrumental in pulling others in to help.

The churches of Victoria look to our church as a hub and for incentives. We host a monthly Lead Pastor's fellowship as well as a monthly youth pastor's fellowship.

We have looked at other ways to reach out into our community such as at Rosalie's Village, a St. Vincent de Paul housing project for single mothers.

What values shape how we engage these communities/What values have shaped how we serve these communities?

Our main value is one of compassion. Individual members who have a desire to win souls represent the church by showing compassion to others in need.

What is a non-negotiable value for you? What would you like to see maintained as we go forward?

To continue to encourage those who show compassion by identifying their strengths and helping them to connect with community and how to welcome newcomers

I would like to see more opportunities to work together inter-generationally, for example, organizing mission trips that encompass all ages.

Sylvia Seibel: Children and Families Ministries

What does community mean to you in terms of our church?

Being in relationship, demonstrating humility and serving others.

What relationship would you say our church has with the community? (church family, local, international)

Strong local and international missions ties and service driven

What relationship would you say our church has with the community? (church family, local, international)

We give graciously of our facilities to a variety of local organizations.

We have many programs that run through all age ranges within our church family, to support the needs of our church family and provide opportunities for service. I do feel there is a gap in what is available for the young adult to 40s range in terms of small groups or opportunities for connection.

What values shape how we engage these communities/What values have shaped how we serve these communities?

The key is relationships, we support each other especially in times of crisis. We are also a multi-generational church with relationships that often extend through multiple generations of family.

Mary Ann Timmins: Children and Families Ministries

What does community mean to you in terms of our church?

A group of people with common beliefs and values who support each other in all areas of need.

What relationship would you say our church has with the community? (church family, local, international)

Supporting and being in relationships with other pastors

Participating in community events such as those at Easter

Children and youth programs

Local community programs

Counselling ministries

Missions

What values shape how we engage these communities/What values have shaped how we serve these communities?

Relationships, we have a lot of engaged individuals who are ready and willing to serve they often just need to be asked. We also support building relationships beyond the church walls

Using strengths to serve and build relationships within the church to then go out into the community. Using your strengths and passions, whatever you do well go and do so in your community.

Appendix 4 - ME 25 Initiative - Values Mission and Vision Statements: 2014-17⁸

The leadership of the church under Pastor Gary's direction began a process of exploring church growth issues and spiritual growth discipleship. They began, through influence from leaders in the Nazarene USA/Canada region, to follow the principles of the book, *Growing An Engaged Church*. This book is written by Albert L. Winseman, who is a Gallup Senior Consultant and the expert on faith groups research. Dr. Winseman also co-authored the book, *Living Your Strengths*, the Gallup Press publication along with the Clifton StrengthsFinder assessment tool we have extensively made use of in the last three years.

This project utilized Gallup's extensive research that had found spiritual growth occurring as member engagement increases. Their research reports that those congregations that target the principles of member engagement achieved an increase among their congregants of:

- Life satisfaction
- Inviting others to join in their church community
- Giving to support the mission of the church
- Helping in the ministry and outreach of the church.

Most importantly, increased member engagement fosters an increase of spiritual health and vitality in the church, with the best measurable result being that the church produces "real fruit" making a significant positive impact on the community at large. This is true discipleship at work within and through the church community.

The survey examined four groupings of data:

- Spiritual Commitment
- Member Engagement
- Desired Outcomes
- Demographics

B. Initiatives and Action Plans after the survey was completed

The Need: The statements under member engagement that scored furthest away from Gallup's 75th percentile dealt with an awareness of the mission and purpose of the church, knowing what is expected as a member, having an opportunity to learn and grow, and increasing the number of members who are committed to spiritual growth. The task force determined that these areas were the hot spots for consideration in impact planning.

Initiatives - Three areas or initiatives were identified as target areas for impact planning and action items.

1. Initiative One: To review/revise the current church mission statement.

The task force reviewed and strengthened the Vision, Mission, and Core Values statements, which in turn were approved by the Church Board. Refer to point number 1. for the updated version.

2. Initiative Two: To communicate the updated vision/mission statement to the congregation.

The staff and members of the task force have continued to reference the "Visible Handprint of God" idea verbally and graphically. The pastors refer to this image frequently in their sermons. Sheri (the church administrator) has incorporated the vision and mission statements in the bulletins and other publications published from the church office. The staff refers to the three primary statements of the mission as they report on the church's ministries and activities.

⁸ The information in this report was gathered from the responses of 188 participants from the congregation

In the discussion with Daryl Johnson (The ME25 Leader) on this initiative and the previous initiative, it was noted that statistically it takes five to seven years for the DNA of the church to change. Therefore, we work at change with incremental steps. Every area of ministry can then start looking at aligning with the new DNA and then to justify their ministry based on the alignment. We need to articulate, flesh it out, and then encourage the ministries to align with the shift in direction. Therefore, the pastoral staff has focused most of their effort on the church board leadership. A church board binder was created to help each member and each board committee align their efforts to the Vision/Mission statement. Each pastoral team member liaises with one or more of the committees to help influence this alignment and to help flesh out the ministry so that together all ministries and programs work towards the common direction established by the updated statements. The pastoral staff desire that all ministries and programs connect with one of the board committees or the three official arms of the church (Youth, Missions, Sunday School), with the desired outcome to be an effective flow of communication among all levels of leadership which results in the support and internetworking towards the common mission.

3. Initiative Three: To create better awareness of strengths in members connecting in areas of service.

At the time this initiative was made, over 75 members of our congregation had taken the Clifton StrengthsFinder assessment. We trained 12 coaches to offer one-to-one coaching sessions for everyone that had taken the assessment. Some people declined this opportunity, but coaching was received by all those who wanted to participate. In addition, other 101: Strengths Advocate training sessions were offered; many others took the assessment and received coaching. Altogether we have given the opportunity to over 150 people, including the senior teens, to take the assessment and to receive one-to-one coaching. The Fellowship Committee hosted a “volunteer job fair” the last two Septembers to help people find a place to serve in the church. Sheri had the congregation fill out information forms to be documented in the church database, *Servant Keeper*, which has enabled staff to query lists of people best suited for certain projects or tasks based on the StrengthsFinder results. There is for some an apathy or doubt as to the effectiveness of this tool, thinking it is just another program to be used to get people to volunteer. However, the pastoral staff believe that as people embrace who they are made to be in the grand plan God has designed for them, they begin to live out that plan with better understanding and an increased enthusiasm. As they coach people, the staff encourages people to channel their efforts either towards ministry within the church community, or discipleship and outreach in the community at large.

4. Concluding Remarks from the First Consultation

Daryl Johnson made the following observations: *The church has a good opening level of engagement and several strong areas that have tremendous potential for moving into better levels. The pastoral staff receives high marks for being perceived as caring for members and for members feeling recognized. But the members do not necessarily feel there is spiritual accountability for each other as indicated in low responses to questions related to that area. There is opportunity to explore the number of small groups in the church and/or consider starting small groups for accountability and discipleship. Fellowship within the church suggests there is good interaction and genuine joy of being together. However, the data indicates that a deeper level of spiritual interest in each other could be developed building on this positive relationship base.*

The members seem willing to work and need clarity of purpose and direction. The non-engaged members are waiting to be challenged so there is much to be gained by raising the bar of expectations and rally cry to the “BHAG” – big hairy audacious goal of the church. Show members how their strengths/passion is needed to meet the mission challenge of the church. The high level of commitment to strengths already demonstrated by the participation in 101 and 201 training events is a big plus. The church is really close and with a little intentional effort as described in the three initiatives can result in a “tipping point” effect in the congregation. Ongoing celebration of transformational strength stories, coaching experiences, and new effectiveness in serving stories can add to the momentum. This church has great potential for becoming a strengths-based congregation where members are living up to their “whole measure of completeness in Christ” (Eph 4:13) and finding their part in the body as it grows and builds itself up (Eph 4:16). The church should be encouraged. The community life principles of Ephesians 4 as incorporated in the strengths discovery and development of the

congregation will have positive outcomes. Remember that it is a journey to “being the church” not just “doing church.”

It is clear that God is using this congregation along with other churches in this region. The church is known as a welcoming and friendly congregation, a place where leaders from other congregations gather finding common purpose in God’s kingdom work, and as a place to find encouragement, healing and restoration in relationship with God and others. The congregation stands at the “tipping point”. Therefore, be encouraged. God is using the church community to accomplish good things. He is bringing about the “real fruit” in wonderful ways.

Appendix 5 - Mission and Vision Statements from previous years

Mission Statement

We seek to glorify God by being a:

- Worshipping congregation
- Healing fellowship
- Equipping centre
- Evangelistic force.

Vision Statement

We, as members of God’s family at Victoria First Church of the Nazarene, enthusiastically embrace His call to grow in ways that are immeasurably more than we can ask for or imagine (in other words, we will be making specific plans for growth, but we anticipate that God will do more than can be simply attributed to our abilities, plans, or strategies):

- Stronger through worship
- Warmer through relationship
- Deeper through discipleship
- Larger through outreach

Values Statement

(Non-negotiable characteristics)

- a vibrant weekly corporate encounter with God through worship (Hebrews 10:25)
- a healthy personal and corporate prayer life
- God’s call and gifting to all His children to be ministers
- relevant preaching and teaching of the Word of God
- an acceptance of people the way they are (Romans 15:7), and an acceptance of our responsibility to build bridges with non-churched people
- the way that God uses us as agents of change to help each other to not stay the way we are (Hebrews 10:24)
- a family atmosphere with a multi-generational ministry
- our responsibility to local, district and global outreach (Acts 1:8)
- a church leadership made up of people of integrity
- our commitment to promote a holy lifestyle, encouraging our people to seek the fullness of life in the Spirit