



**Knox Futures Team
Congregational Conversation #3
Sunday, February 17, 2019**

VISION and OBJECTIVES

Vision :

Share Jesus' Good News, in a multi-faith world, offering Hope, Joy, Peace and Love to the world, while considering current trends, the Knox Viability Report, and updated long-term financial projections.

Objectives:

- (a) The short-term objective is to determine the directional wishes of the Congregation.
- (b) The medium-term objective is to provide recommendations to the Knox Congregation for a sustainable future with an ability to deliver on congregational, pastoral and community needs.

INTERNAL FACTORS

STRENGTHS (+)

WEAKNESSES (-)

<ul style="list-style-type: none"> • A strong, and longstanding, sense of Church Family, and love for that family, by a clear majority of members and adherents. • Knox property is a valuable asset located in the heart of Sackville (directly on Sackville Drive). • High-visibility, and acceptance, within the community. • Recent outreach projects successful • (COME, Breakfast with Clauses, No One Eats Alone, Movie Night) • Short-term trend of increasing attendance • Strong core group of volunteers • Recent unprecedented success of fundraising events (i.e. Men of the Deeps. Lobster Supper) with bonus of strong fellowship benefits 	<ul style="list-style-type: none"> • Long term financial decline. • An aging Congregation with flat envelope and PAR givings. • Small percentage of Church population in young families • Shrinking Sunday school attendance • Growing financial dependence on fundraising events. • Core volunteers aging and approaching burn-out • Re-purposing the property is restricted by an emotional attachment, and wish to maintain the current building (particularly the Sanctuary), as is.
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EXTERNAL FACTORS

OPPORTUNITIES (+)	THREATS (-)
<ul style="list-style-type: none"> • Knox located in a thriving well-established residential community • Census 2016 cites postal code “B4C” containing: <ul style="list-style-type: none"> ○ Population 18, 195 ○ Total private dwellings 7512 ○ Median age 43.7 ○ Majority households English only ○ Average after-tax income \$33,210 	<ul style="list-style-type: none"> • Changing demographics of society with aging population • General trend of a decline in Church support in all denominations and in all locations • The willingness, or potential lack of, neighboring congregations to “go forth (together) to develop loving communities “

Scenario Evaluation - Please Consider - How do the following Scenarios help Knox:

- Share the Good News with Knox's neighbours (Vision)
- Leverage Knox's identified strengths (what do you believe Knox does really well? - identity)
- Deliver the identified church experience the Congregation is looking for (what are your most meaningful church experiences at Knox?)
- Meet identified community needs with identified potential partners (who to serve and to serve with?)
- Engage the unchurched to be supporters / members
- Provide financial and volunteer sustainability in the face of an aging congregation (staffing needs, long term financial forecast and volunteer requirements)

How could property development enhance the success of each scenario?

Possible Future Scenarios

Scenario 1: Status Quo

- Evolve as circumstances dictate.
- Congregational worship and pastoral care for all ages.
- Serve our Congregation and the Community as available financial and human resources allow.
- Partner with other Churches, and Community groups for community service (COME, Beacon House, etc.)
- Minor building modifications (Example Solar panels) but only limited property structural change.

Scenario 2: Serving Seniors Focus

- Congregational worship and pastoral care for all ages.
- Provide a wide range of support services for the aging Sackville Community population.
- Consider an assisted living facility, in partnership with a developer/operator, for an aging population.

Scenario 3: Enhanced Community Outreach

- Outreach an “add on” to Congregational worship, pastoral care, and Christian Education.
- Congregational worship and pastoral care for all ages, but use our facilities to provide a wide range of support services to the Community for recreation, shelter, food, clothing, and youth activities.
- Property modifications to serve enhanced outreach needs

Scenario 4 Community Engagement

- Outreach as Knox’s “core purpose”.
- Possible “add on” of Congregational worship, pastoral care, and Christian Education.
- Serve the Sackville community’s social needs inclusively and in partnership with others such as:
 - Sackville’s version of the Brunswick St. Mission
 - Youth engagement and other agencies (YMCA, Boys & Girls Club, etc)
 - Facility rentals at low rates to any non-profit or religious organization
 - Provide affordable housing

Scenario 5 Congregational Proposal

- As may result from Congregational Conversation # 3 to be held on 17 Feb 2019.
- Probable blend of above

St Johns United, Halifax :



- Formed in 1925 from the amalgamation of two Presbyterian congregations whose origins dated back to 1793.
- In 2006, formed “Futuring Team” to explore and recommend what the congregation of St. John’s should be in considering its mission and ministry in the coming years. Now aiming to “Be the church” not “own the church”.
- In 2009, church was closed due to needed repairs, declining attendance and contributions. Congregation began worship at at Maritime Conservatory (former Chebucto School) on Chebucto Road.
- In 2013, recommendation to look for development partnership to build mixed use building to be comprised of up to 59 dwelling units, a church and community facility uses.
- In January 2016, church put up for sale for \$1.35 million. Sold in April, 2016 for \$1.2 million
- Interim report, September 2016 states “Redevelopment is not an option, in any form: we made the right decision to sell our old property and invest the proceeds; we no longer have the vision or wish to spend our energy and focus on building our “own” new or redeveloped church building, either with or as a developer”. In the same report, the committee states “Shared space is our future.”
- September 2017, another Interim report was issued updating congregation that current lease at Maritime Conservatory expires in 2019. Current exploration continues with a range of other faith-based organizations on the peninsula looking “to share the worship space (access, timing of services, facilities) and our other space requirements for offices, meetings, storage, events, suppers and so on.”

Riverdale Presbyterian Church, Toronto, ON: Community Outreach



- Built for 2600 and now accommodates Sunday congregation of 35.
- Carry out ministry in partnership with other churches (Baptist, UCC, Roman Catholic and Anglican)
- Worship every Sunday, study and education throughout year, fellowship through dinners and other social events.

NEXT STEPS:

Determine preferred Congregational direction

- Issue this document, and a related Questionnaire, to the Congregation 20 February 2019.
- Questionnaire designed to determine the Congregations view of what Knox should “do and be” in 10, 20, or 50 years
- Futures Team analyze and summarize Congregational input
- Futures Team present findings to the Congregation at Congregational Conversation # 3 - 17 Feb 2019.
- Congregation provide general direction to the Futures Team, by selecting one of the 4 Scenarios, on a further development to be explored and developed (Scenario 5).

If “Status Quo” is the preferred Congregational Direction

- Futures Team do nothing more on this project at this time.
- Council explore amalgamation and property sale opportunities.
- Council explore further, non-structural, minor building modifications.

If the Congregation selects an option which indicates that it is open to major property redevelopment

- Further develop opportunities associated with the preferred Congregational direction.
- Knox to retain space for worship and other purposes at no cost.
- Further assessment of property value and limitations (Market, HRM , and other), as well as property opportunities
- Discuss possibilities with other churches to determine interest in shared building resources and expenses.
- Consider sale of current property & purchase smaller facility, or worship in alternate facility (School, other Church Shared Sanctuary), and utilize sale profits to serve congregational and Community needs
- Draft an RFP (Request for Proposals), for Congregation approval, and issue to the local Developer Community, for response and proposals.