

Viability Report for Knox United Church



November, 2018

Report Prepared for:

Knox United Church

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Sole member of Knox Pastoral Charge
Halifax Presbytery, Maritime Conference
Regional Council 15

Congregational Contact Information:

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Attachments can be viewed at: https://1drv.ms/f/s!Ag9AXqcQmwQ_mrstWE7pzvrRkqpJTQ

1. Volunteer Resources 2017

Board Council Positions

Position	# Needed	# Actual	Term
Council Chair	1	1	2 years
Vice Chair	1	1	No Limit
Council Secretary	1	1	..
Finance Chair	1	1	..
Treasurer	1	1	..
M & P Chair	1	1	..
UCW Rep	2	2	..
Outreach Chair	2	2	..
Ways and Means Chair	1	1	..
Youth Group rep	2	2	..
Presbytery Rep	3	3	..
Fellowship	2	2	..
Spiritual Oversight	5	5	..
Stewardship	1	1	..
Communications	1	1	..
Trustees	1	1	..
Property	1	1	..
Reception Coordinator	1	1	..
Ministry Personnel	1	1	..
Total	29	29	

a) Has your Constitution been reviewed in the past 3 years?

No

b) Have you made changes to the Constitution in the past 3 years and have those been reviewed by Presbytery?

No

c) Are the “terms of office” of your Constitution appropriate to the current context of the church and are they adhered to?

Yes

d) Looking at the “needed” and “actual” categories – are there positions not filled? If so, what are some of the factors creating this situation?

Most filled but no energy to tackle stewardship

e) Is there a need to consider a different Governance Structure given the current culture of the church and context in which you are living?

EDGE: A Network for Ministry Development

May be need to revitalize Elder Role & explore ways to more effectively use existing volunteers

2. Changes in Volunteer Positions

Board/Council Committees

Group Name	2018		2017		2016		2015	
	Required	Actual	Required	Actual	Required	Actual	Required	Actual
Council Chair	1	1	1	1	1	1	1	1
Vice Chair	1	1	1	1	1	1	1	1
Secretary	1	1	1	1	1	1	1	1
Finance	10	9	10	13	10	11	10	11
Treasurer	1	1	1	1	1	1	1	1
M & P	5	5	5	5	5	5	5	6
UCW Rep	3	3	3	3	3	3	3	3
Outreach	15	15	15	15	15	14	15	16
Youth Group	2	2	2	2	2	2	2	2
Presbytery	3	3	3	4	3	4	3	3
Fellowship	10	10	10	12	10	12	10	13
Spiritual Oversight	30	24	30	31	40	31	40	31
Stewardship	3	0	3	0	3	0	3	0
Communication	8	8	8	5	8	5	8	5
Trustees	5	5	7	7	9	9	7	7
Property	6	5	6	9	6	7	6	4
Reception	1	1	1	1	1	1	1	1
TOTAL	105	94	107	111	119	108	117	117

a) Do the changes reflect the demographics of the congregation?

Yes

b) Are “new” or different people taking positions or do the changes reflect an internal movement of people from one position to another?

Mostly internal movement

c) Consider the total number of positions that are required for the Board/Council, is this manageable, sustainable over the next 3 to 5-year period?

High risk of burnout in key position – such as treasurer

3. Congregational Demographics

Total Number of Households Under Pastoral Care

	2017	2016	2015	2014
New members	35	39	88	
Removed by Death	15	13	16	10
Removed by Transfer	1	0	4	6
Change in Number of Adherents				
Total Members and Adherents	409	460	434	542

Please note- this chart is not based on the Number of Adherents and Members, but the Number of Households.

A scrub of the Church Role in late 2017 indicates total members and adherents as of 1 Jan 2018 should be 315.

Average Sunday Attendance/Registration

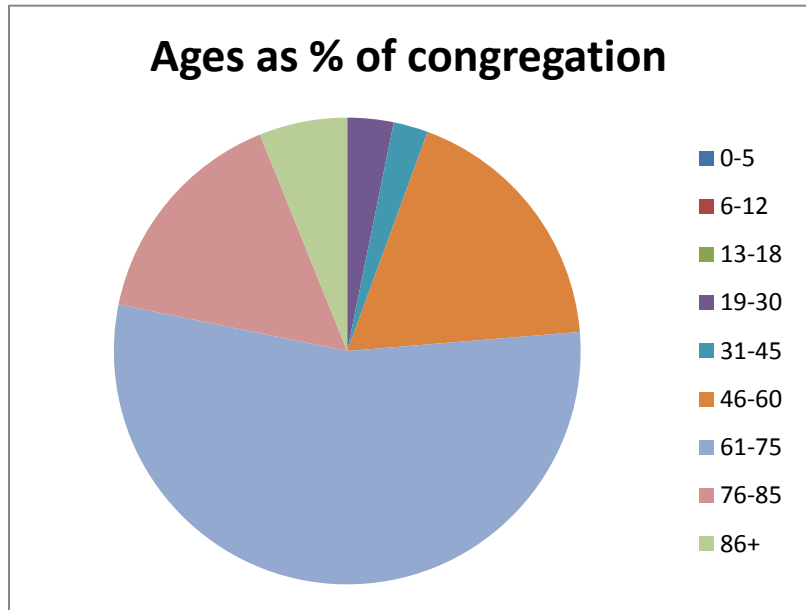
	2017	2016	2015	2014
Average Attendance at Worship	See following table			
Average Sunday School Attendance	10-15	15-26		15-27
Number of Baptisms	3	6	10	9
Number of Funerals	15	13	16	10
Youth Group	20	20	20	20

Year	Total Attendance	Average per week
2007	11583	223
2008	11143	214
2009	10110	194
2010	10669	205
2011	11199	215
2012 (to 23 Dec)	9582	184
2013	9599	185
2014	NA	
2015 (to 3 June)	8246	159
2016	7323	141
2017	7856	151
2018 (5 months)	3181	145

Number of worship services each Sunday: 2

Ages of the Congregation

Age	% of congregation
0-5	0
6-12	0
13-18	0
19-30	3.2
31-45	2.4
46-60	18.1
61-75	54.5
76-85	15.7
86+	6.1



a) Is there an identifiable pattern?

Aging. Decline in numbers

b) Is growth necessary for this congregation to be viable?

Open House, Welcome desk at services, Post Card, Revitalization Committee and Property Redevelopment

c) If yes to (b) then what steps are being taken to ensure this is happening?

This project

d) If the congregation is seeing steady decline, how is this or how will this affect the congregation in the next 3-5 years?

Not viable with correct structure in 5 – 10 years

e) If the congregation is stable, then how or why has this been the case?

n/a

4. Facility Features

- See Property-on-Line attachment for plot plan.
- Descriptions of the physical plant or building - See Attached drawings.
- Accessibility - See Attached drawings in our submission.
- Capacity of sanctuary or halls - sanctuary 475, Hall, Standing 224 (with Tables & Chairs 180)
- Space available for rental - Full Time Rental: Basement, at the present time, about 75 % available, Daily Rental: Second Floor-The Board Room and rooms 5,6,7,8 &9
- Type and number of kitchen(s) - Main Floor, full service Kitchen, Basement, Partial Kitchen
- Information that might be useful to understand the layout and uses of the building - See Attached drawings for "Old Part" 1963 and " New part 1992"

a) Is there duplication of facility features with other UCC congregations or other denominations in the area?

Yes

b) If yes to (a) has this been considered in terms of shared activities, events, worship, stewardship?

No

c) What features does your building have that might be unique to the community in which you live? How might this be considered in terms of mission in the community? In terms of congregational viability?

Location, Size of Sanctuary, Kitchen, Number of Rooms, Parking
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5. Building Condition

	Projected Costs
Roof	North roof of sanctuary requires new shingles, estimated @ \$50,000
Windows	0
Boiler and heating system	0
Flooring	0
Exterior walls	0
Plumbing	0
Electrics	0
Sanctuary (remove pews/floors, organ/sprinkler system)	0
Washrooms	0
New exterior hall door (front of building)	Estimated @ \$6,000

Average expense / year for maintenance and up-keep of the building

	2017	2016	2015	2014	2013
Capital Expenditures Actual	\$22,284	\$5,518	\$4,110	\$27,252	\$8,143
Repair and Maintenance Expenditure Actual	\$16,697	\$17,579	\$17,072	\$14,284	\$15,878
Use of Facilities Revenue Actual	\$48,933	\$26,511	\$23,695	\$17,035	\$15,615

There is a reserve of approximately \$170,000 available. It is unrestricted, and is being consumed at a rate of \$15,000-\$20,000 per year to maintain operation. We also have access to restricted funds for organ maintenance/improvements, and a restricted memorial fund.

We do not have an engineer's report. Architectural drawings are available in the appendix.

- a) Are the community's context/needs considered with regards to building upgrades or capital expenditures?

Not yet

- b) Is the size, condition and expense of the current building in keeping with the congregational demographic and projected demographic for the next 3 to 5 years?

Yes, but approaching No (too large)

- c) Will the maintenance of the building outgrow the congregational capacity (volunteer and/or financial viability)?

YES

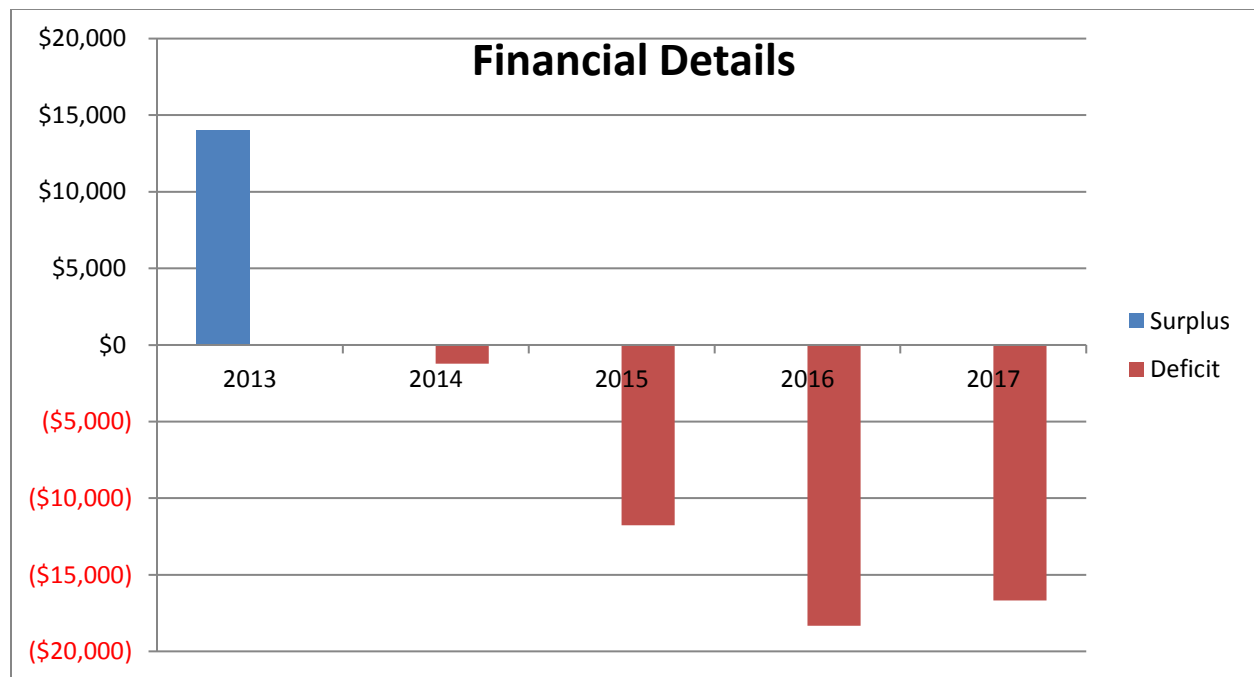
- d) If yes to (c) what is the time line and what are the implications?

5 – 10 years

6. Financial Details

Surplus/Deficit for 2013-2017

Year	Amount Surplus or (Deficit)
2013	14,002
2014	(1,214)
2015	(11,777)
2016	(18,328)
2017	(16,684)



a) What is the pattern emerging?

Trending to crisis

b) What factors are creating the pattern?

General decline numbers and fixed income of majority remaining.

c) What steps are in place to consider the pattern and address it in terms of viability?

Property redevelopment. Recognize we are becoming cash poor, but we are also asset rich.

7. Financial Giving Patterns 2014-2017

Amount in \$	2017	2016	2015	2014
<100	44	59	51	40
101-499	60	59	67	83
500-999	71	72	75	69
1000-1999	54	59	58	67
2000-10000	29	27	20	19

Number of Identifiable Givers:

Year	Number
2017	268
2016	276
2015	279
2014	279
2013	277

Percentage of Identifiable Givers by Age Group in 2017

Age	Percentage of the Congregation
0-5	0%
6-12	0%
13-18	0%
19-30	3.2%
31-45	2.4%
45-60	18.1%
61-75	54.5%
76-85	15.7%
86+	6.1%

- a) Consider the numbers of people giving in each dollar category, what is the pattern re: numbers of people and dollar amounts? (i.e. very few providing a significant portion of the budget or an equal distribution)

Core Group Reliance. There are 268 identifiable givers

- b) What age demographic is responsible for the highest dollar amounts / for the lowest dollar amounts?

Estimate: 80% over 60

EDGE: A Network for Ministry Development

c) Considering your response to (b) has the congregation considered some of the research on generational patterns in the area of giving?

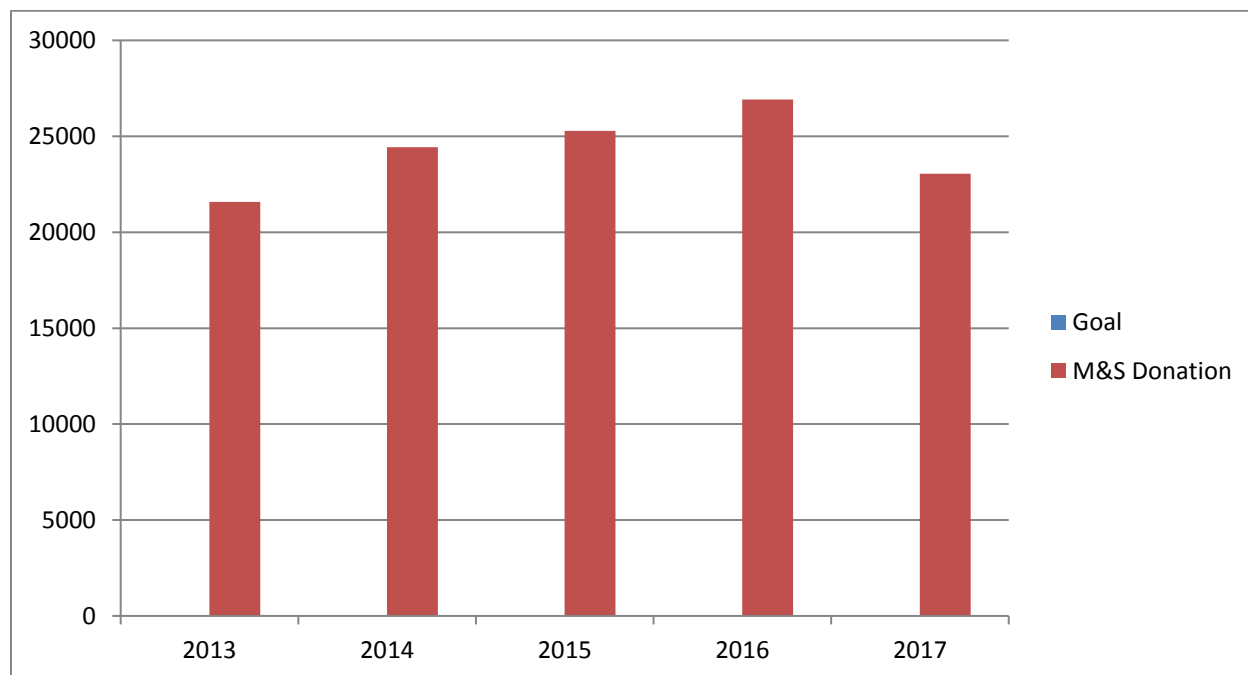
No

d) What is the pattern (over a 5-year period) of identifiable givers (declining / increasing)?
What actions have been or are being planned to address this pattern in terms of congregational viability?

Declining. All efforts have failed (except special projects, which are strong, but consume volunteer resource quickly.)

8. Mission & Service Giving 2013-2017

Year	M&S Goal	M&S Giving	% of Target
2013		21,588	
2014		24,438	
2015		25,278	
2016		26,920	
2017		23,046	



a) Have Mission and Service givings been affected by surplus/deficit budgeting?

Reasonably consistent

b) Is there a pattern emerging in M&S givings in response to decline or increased membership?

Flat

c) What is the congregational history around M&S givings?

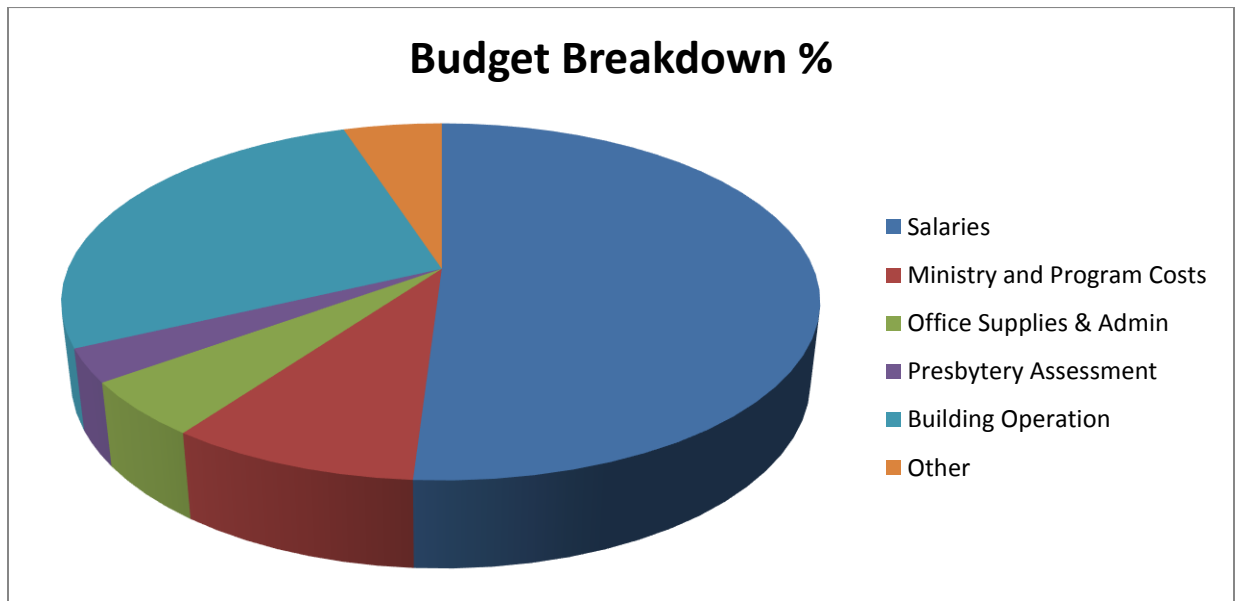
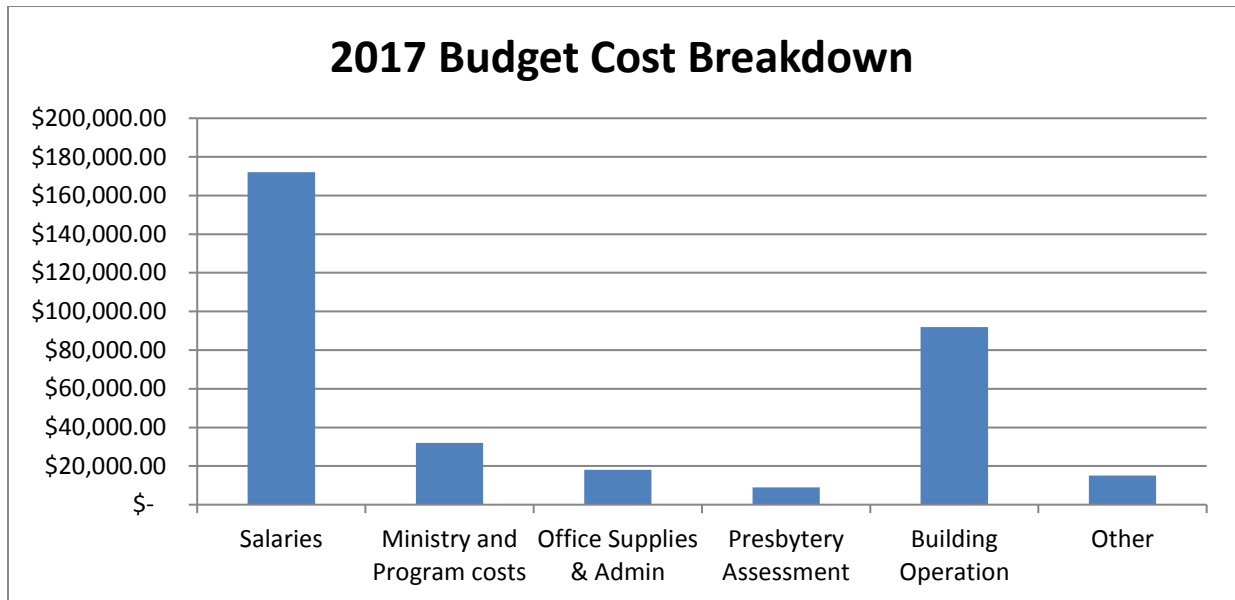
See earlier question responses

d) What importance does the congregation place on M&S as a part of its identity? What role might this play in terms of congregational viability or long range planning?

Strong Outreach attitude (COME Meal & Other Outreach projects)

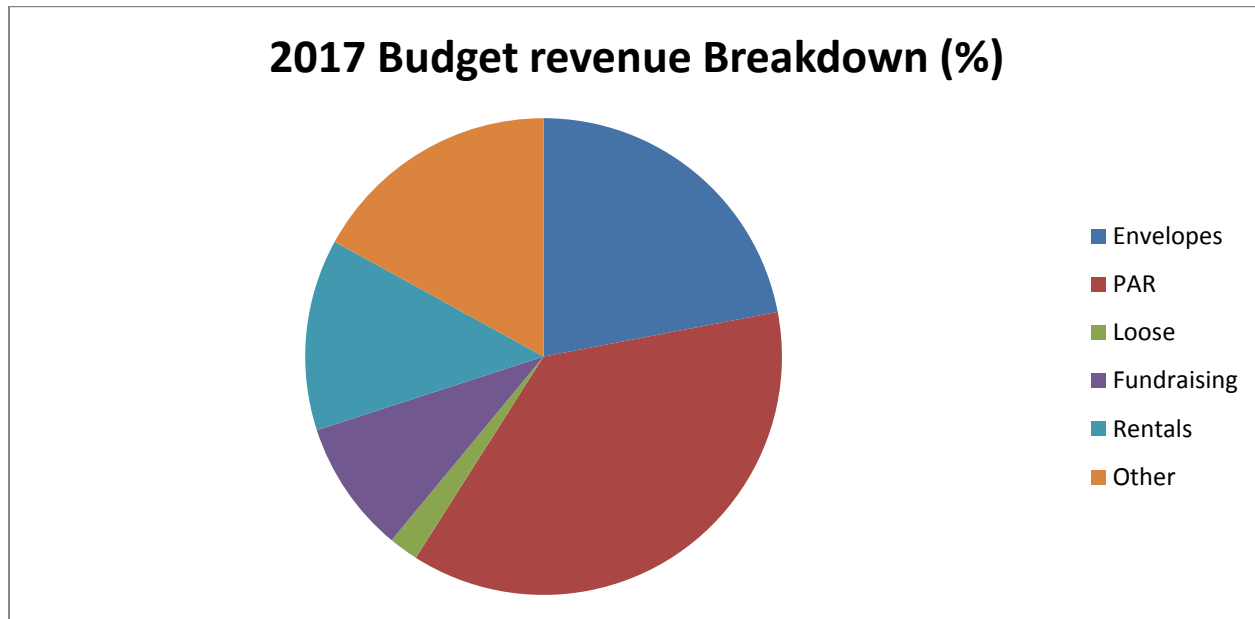
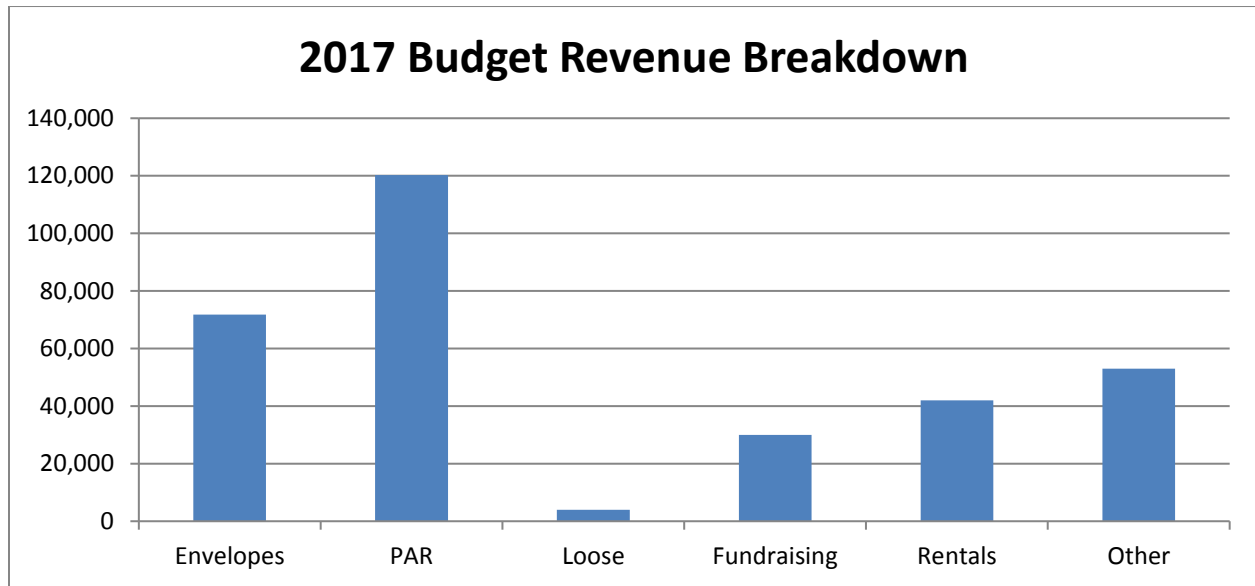
9. 2017 Budget Breakdown

Cost Item	2017 Actual	2016 Actual	2015 Actual	2014 Actual	2013 Actual
Salary	\$172,000	\$180,000	\$173,000	\$164,000	\$148,000
Ministry & Program	\$32,000	\$40,000	\$37,000	\$38,000	\$38,000
Office Supplies & Admin	\$18,000	\$16,000	\$13,000	\$9,000	\$13,000
Presbytery Assessment	\$9,000	\$9,000	\$8,000	\$8,000	\$6,000
Building Operation	\$92,000	\$81,000	\$74,000	\$72,000	\$76,000
Other	\$15,000	\$5,000	\$9,000	\$2,000	\$3,000
TOTAL	\$338,000	\$331,000	\$314,000	\$293,000	\$284,000



2017 Budget Revenue Breakdown

Revenue Item	2017 Budget	2016 Actual	2015 Actual	2014 Actual	2013 Actual
Givings – Envelopes	\$71,790	\$73,932	\$59,536	\$91,627	\$87,217
Givings - PAR	\$120,210	\$118,068	\$120,464	\$117,373	\$104,783
Givings - Loose	\$4,000	\$4,000	\$4,000	\$5,000	\$5,000
Fundraising	\$30,000	\$31,000	\$31,000	\$30,000	\$30,000
Rentals	\$42,000	\$40,000	\$45,000	\$20,000	\$38,000
Other	\$53,000	\$46,000	\$35,000	\$28,000	\$33,000
Total	\$321,000	\$313,000	\$295,000	\$292,000	\$298,000

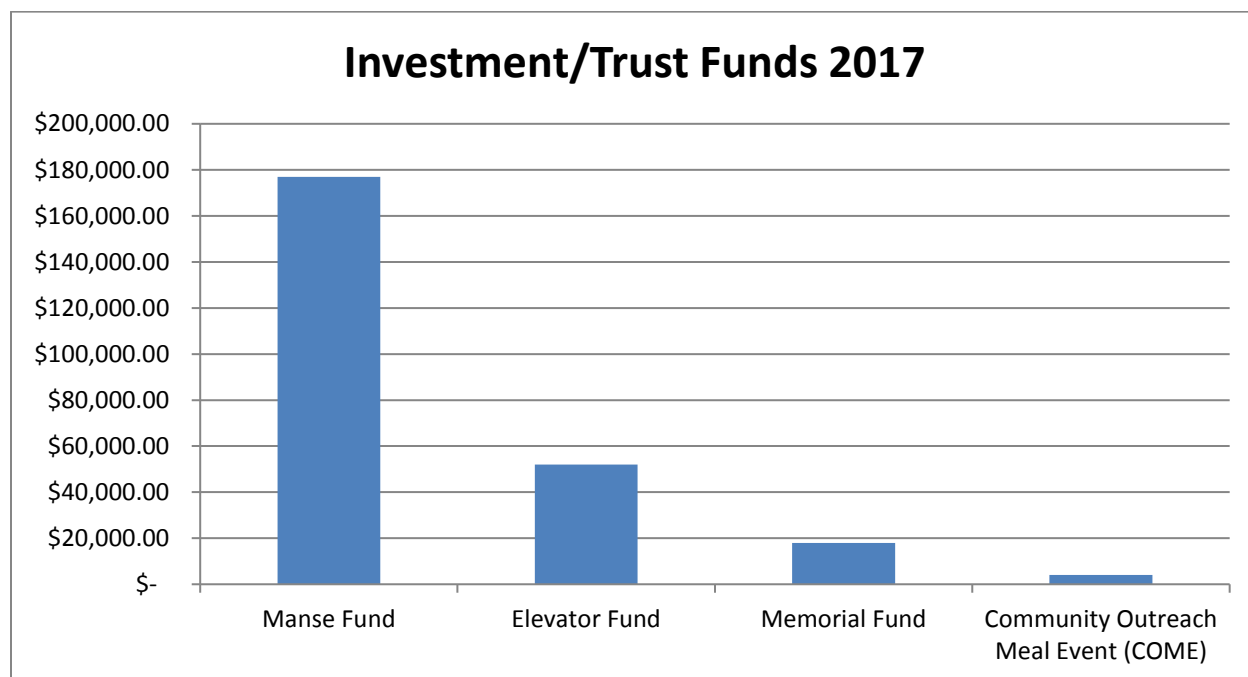


a) Is the budget a statement of maintenance or mission?

Balance

10. Investments/Trust Funds as at Year End (2017)

Name of Trust/Fund	Amount
Manse Fund	\$177,000 Unrestricted
Elevator	\$52,000 Restricted
Memorial	\$18,000 - 17 K Unrestricted, \$1 k Restricted
Community Outreach Meal Event (COME)	\$4000 Restricted



a) What trends are being seen over a 3 to 5-year period in terms of drawing on Investments / Trust Funds for Operating Expenses?

Necessary to survive

b) Given the use of Investments / Trust Funds, comment on congregational viability.

Need new strategy – why exploring property redevelopment

11. Staff Review

Staff Information	Staff Position	1	2	3
	Position Title	Minister	Minister of Music	Administrative Assistant
	Name of Staff	Rev. Sandra Cox	John Lindsay-Botten	Tracey Miller
	Hours Employed per Week	46	20	28
	Avg. Actual Hours Worked per Week	46	24	32.5
Percentage of Time Spent On the Following	Worship	6%	12%	0%
	Worship Preparation	20%	20%	5%
	Pastoral Care	20%	5%	2%
	Family	8%	0%	2%
	Child/Youth	5%	5%	2%
	Community Engagement	6%	17%	2%
	Outreach	10%	10%	2%
	Stewardship	10%	5%	0%
	Administration	12%	25%	85%
	Professional Development	3%	1%	0%

12 Current Situation

A very strong sense of serving its Mission, and enhancing Community, continues to thrive at Knox – in terms of both specific current actions and long term intent. Knox is however experiencing the same continuing decline in attendance, and aging of members and adherents, that most Christian Churches, of all Denominations, are experiencing.

Knox's Mission statement, for about the last 20 years has been: To show the Love of God by being like Jesus; showing mercy, promoting justice, offering hope, forgiving, accepting, and loving all others.

Recent wording changes have been made to the Mission statement (as a result of a 14 Jan 2018 facilitated Congregational Conversation)

The revised Mission statement is "To Share God's love by living the Teachings of Jesus: Showing Mercy; Promoting justice, offering forgiveness acceptance and hope."

The financial result of the membership trend is a decline in giving, and the necessity to draw down on finite reserve funds for operations.

Members love of Knox is strong. Fellowship is strong. There is a strong music program. Fundraising events are imaginative and strong. There is a very small Sunday school program and a small but enthusiastic youth program.

In the early 2000's, the UCC relieved the Congregation of its mortgage obligations in return for an in-perpetuity commitment to (a) Use funds released to grow the Congregation and (b) To forward 10 % of the majority of revenue sources to the UCC.

Knox had two Ministers over the period 2000 to 2008 in an unsuccessful attempt to spawn growth.

Staff was hired to spawn growth in 2016 for a period of one year, and in 2017 for a period of a few months, to again try to spawn growth. Some "good things" were anecdotally reported but growth did not result.

Knox was relieved of the 10 % commitment by the UCC in 2017 as a result of its financial needs.

In recognition of Knox's developing "asset rich but cash poor" character, as a result of the decline of ongoing attendance and financial support, the Congregation established a Team to "explore redevelopment of the Church property" on 4 March 2018 (as a result of a 14 Jan 2018 facilitated Congregational Conversation – copy attached and identified as attachment 12 B.)

Knox has demonstrated its understanding of its Mission through a free meal offered monthly for anybody who needs food or fellowship. Other Churches have joined Knox and the effort is now ecumenical. A great example of using our assets (property and people) to "show the love of God"

Summary: The congregation is aging; Attendance is declining; Givings are declining; Youth contingent small; Very active in community and traditional "church type events"; Very active Outreach activity; Declining and aging, but very active, volunteers; Recognized community builder/contributor; Midst of ministerial change; Admin and Music staff stable

What are the relevant Halifax Regional Municipality (HRM) factors related to property redevelopment?

- Knox is in a Pedestrian Retail Zone
- One building permitted on present lot
- Multi-use permitted
- Maximum height of building permitted is 50 feet
- If you wish to develop beyond the present zoning (PR) you will come under the planning application process which could be Re-zoning or a Development Agreement.

Critical document – Sackville Drive Land Use Bylaw. Copy attached

a) What might be listed as characteristics or qualities that make up the identity of this congregation?

Outreach, Community Involvement, Music, Long Term Loyalty, Congregational Fellowship

b) What patterns are reflected out of the “current situation”?

Determination to continue to develop community within Knox

c) How might these patterns be considered within a theological framework?

Don't know

d) What is life-giving? What is life-draining? What is God calling this congregation to?

Fellowship ---- Meetings and Financial worry ---- Determined to Determine