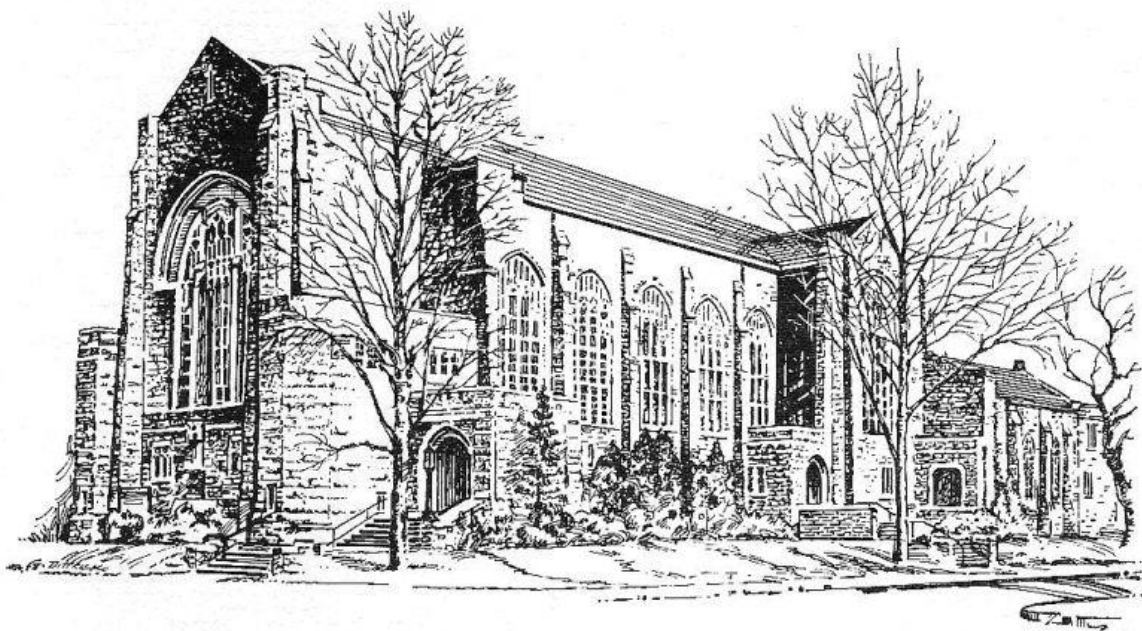


# Melrose United Church

## Living Faith Story

### April 2019



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## I. COMMUNITY PROFILE

Melrose sits in southwest Hamilton, a leafy community of red-brick homes sheltered by the Niagara Escarpment. The prominent stone building has been a fixture since its 1929 construction on Locke Street, a vibrant residential, shopping and business district replete with boutiques, cafés, galleries, restaurants and three other churches.

The area is easily accessible either by foot, car or public transit. Downtown is a 20-minute walk away, while frequent buses connect riders with the rest of the city. GO Transit with its bus and rail service simplifies the commute to Toronto, and highway access is only blocks away. Nearby hiking and biking trails along the escarpment permit nature-lovers a quick escape from the hustle-and-bustle of the city. Supporting the continued growth and revitalization of the city, a new and modern Light Rail Transit (LRT) system will connect the city from McMaster University in the west, through downtown, to Stoney Creek in the east. Construction is expected to begin in 2020, with the LRT operational in 2024.

This established residential area is seeing significant change with the nearby development of the McMaster Innovation Park. Replacing a shuttered and razed former appliance assembly plant, this complex extends McMaster University's research initiatives by housing laboratories and other facilities. The aim is to bring skilled and high-paying jobs to Hamilton and boost the local economy. This redevelopment is an example of Hamilton's transition from a manufacturing to a knowledge-based economy; the city's two largest employers are now the healthcare and education sectors.

Hamilton itself is a diverse and growing city with a population of approximately 550 000. The population is expected to grow to approximately 780 000 by 2041. Its cultural wealth is exemplified by the Hamilton Philharmonic Orchestra, Theatre Aquarius, several museums, the Art Gallery of Hamilton among others, and a growing and thriving local arts scene. Melrose has direct links to several cultural groups; the Bach Elgar Choir, Hammer Baroque and Duet Club hold rehearsals and concerts in the building, and Tom Schilling's Vocalway Studio holds master classes and recitals.

Melrose is close to many excellent educational facilities, including such elementary and high schools as Earl Kitchener Public School, Central Public School, Ryerson Middle School, and Westdale Secondary School. Many of these schools offer a variety of programs including French immersion, music, fine arts, drama and an International Baccalaureate program at Westdale. Hamilton's post-secondary educational institutions are highly regarded and include McMaster University, Redeemer College, Mohawk College and a satellite campus of Brock University.

Our community offers many activities for preschoolers and younger children, including drop-in centres, Montessori schools, and daycares (with one day care on-site at Melrose). With respect to seniors, the variety of available housing ranges from apartments and condos to retirement homes and longer-term care facilities. For one's leisure time, there are parks, tennis courts, libraries, art galleries, a public golf course, and a recreation centre for all to enjoy within a fifteen minute walk of Melrose.

Local healthcare facilities include several family practices, walk-in clinics, and two excellent teaching hospitals in St. Joseph's Healthcare Hamilton and Hamilton Health Sciences, which each have sites within close proximity to Melrose.

The area surrounding Melrose Church also has a significant number of second-level lodging homes, boarding homes, and group homes designed to assist people who, for physical or mental health reasons, require supportive living arrangements. Recent residential developments of note include a condo complex on Locke St. and a larger development in the Durand neighbourhood to the east of Melrose.

Over the past several years, the congregation has intentionally reached out to the local community, through our programming, participation in local events, and church redevelopment projects. Melrose maintains links to the local Locke Street merchant community and Business Improvement Association, including running a booth at the annual street festival. We have also welcomed several long-term tenants with the aim of best using our space as well as providing services to our community which are consistent with our values. These tenants include counselling services and a day care.

In reference to the trends and changes which may impact on Melrose, the following are considerations:

- Hamilton, in general, has a strong employment record, with our unemployment being below the national average.
- Between 2011 and 2036, the city's population is expected to grow by approximately 20%, and Hamilton's population of older adults and seniors is expected to almost double.
- Hamilton is the third destination of choice for new immigrants to Ontario and according to Statistics Canada more than 24% of our population is born outside of Canada.
- There has been a trend towards revitalizing local business as evidenced by the growth on Locke Street and recent redevelopments on Dundurn Street.
- Nearby schools are full, indicating a wealth of young families in the area.
- There are two large seniors' facilities in the area.

As part of the United Church of Canada's national Emerging Spirit Campaign a decade ago, people between the ages of 30 and 45 were surveyed to determine their attitudes about spirituality, religion, and the United Church. The research also identified what practices the church might embrace to be more welcoming. Through this research, we have learned that prospective members would be most interested in a church with the following characteristics:

***Reaches out to those in need and works for justice in the world***

- High social consciousness is reflected in involvement and knowledge about the immediate community

***Is welcoming to everyone***

- Attracted to diversity and learning from people different from oneself
- Diversity is perceived as a way to satisfy a hunger for discovery, exploration, and as a means

- of extending personal networks
- Identify that other cultures have a great deal to give us and they measure people's inclination to incorporate cultural influences into their lives.

***Builds relationships with other traditions***

- Impression of being plugged into what's happening in other countries.
- Want to feel like they are part of a "global village"
- Want to know what others are feeling in other countries

***Respects the earth and the environment***

- Give high priority to integrating environmental concerns with purchasing criteria
- Willingness to base purchasing decisions on the ethics of the company making the product
- Place a high priority on our environmental heritage

The interaction of our congregation, our tenants, and our links to the community offer many opportunities for social action, outreach, synergy, and/or possible volunteer services. Several current Melrose activities are listed below.

Commitment to Wesley Urban Ministries:

Melrose is proud of its longstanding commitment to Wesley Urban Ministries, which includes ongoing collection of household items for donation, and annual participation in preparing and serving the Wesley dinner, and volunteer and financial support of the annual "Case for Kids" walkathon and Christmas Store.

Events/Organizations/Groups at Melrose:

WrapAround	Thank God It's Friday
Quilters	Women in Touch – dinner and guest speakers
Indoor soccer	Bible study
STEM camp	Prayer shawl ministry
Vocalway Studio master classes	Duet Club
Helping Hands	Tai Chi
Brownies	Bach Elgar Choir
Acoustic Blend Café	

With an understanding of our community in hand, there is a broad-based effort underway to connect with the shared social values of our community. Our hope is that it will continue to thrive and that Melrose will, as expressed in our mission statement, play a significant role in sustaining people emotionally, socially, and most importantly, spiritually. For additional information please see:

- <http://www.mcmasterinnovationpark.ca/>
- <http://www.lockestreetshops.com/>
- <http://www.hamilton.ca>

## II. PASTORAL CHARGE PROFILE

*"A vision without action is a daydream;  
Action without a vision is a nightmare."*

At Melrose, our vision statement unites us around a common purpose, and provides direction to our shared ministry. Our vision is:

*To respond to God's call by being a people of faith who open our hearts  
and minds to the true power and love of Jesus Christ.  
To live our faith by providing within our changing community a welcoming  
environment which encourages all people to care for and accept one  
another.*

Consistent with this vision, we understand our ministry together to be a dynamic and evolving process which anticipates and responds to the needs of our changing community. Our faith community includes 114 members, 54 adherents, and 39 children.

Over the past several years, an area of particular joy has been the number of young families and children who are enthusiastic contributors to our worship services, Sunday School, and to general church activities. On an average Sunday, approximately 7 children participate in our Sunday School program, in which parent volunteers provide classes to children ranging in age from three to thirteen. As the numbers of young families and children at Melrose have grown, our faith community has responded with programming and activities designed to recognize and meet their unique contributions and needs.

Children are an important and integral part of each worship service. With exuberance, the children, participate in the liturgy, and light the Christ Candle during each service. They also participate during worship in conversation with the Family Ministries Co-ordinator or the minister that relates to the theme of the service prior to heading to Sunday School. Bi-monthly TGIF (Thank God It's Friday!) events include a time of fellowship, brief worship and provide nourishment for body, mind, and spirit.

We have several teens and pre-teens at Melrose, who are beginning to participate in church life as readers, greeters, and ushers. We recognize that programming for this age group requires additional focus over the next few years to maintain their engagement in the life and work of our congregation. Our Family Ministries Co-ordinator is hired at ¼ time, September to June.

Despite multiple demands on their time, young families are deepening their involvement in committee work and assuming leadership roles within our church structure. While we are fortunate to have increasing participation from our newer members, the contributions of our longer-term members can not be overstated. For many years, during times of both growth and decline, a dedicated and committed core of long-standing Melrose members has provided leadership, good counsel, and wise stewardship to the church. Indeed, many newcomers cite the welcome and

encouragement they received from longer-term members as instrumental in influencing their decisions to join. As we look to meet the unique needs of our younger members, it will be equally important to retain our focus on the ministry and pastoral care requirements of this segment of our congregation.

Our vision also calls us to create and sustain a welcoming environment which encourages all people to accept and care for one another. Consistent with this vision, Melrose demonstrates this commitment in the following ways:

***Reaches out to those in need and works for justice in the world:***

- Melrose is actively involved in Outreach through our involvement with such initiatives as Wesley Urban Ministries and West Hamilton WrapAround, among others.

***Is welcoming:***

- Melrose is an increasingly welcoming environment to young families, children, and youth, and has an intentional focus on greeting and welcoming new visitors.

***Builds relationships with other traditions:***

- Melrose activities are open to people of all ages and walks of life, and Melrose participates in local ecumenical initiatives.

***Is open to questioning, debate, and change:***

- In 2005, Melrose passed a Marriage Policy which included direction to “conduct the marriage of couples, regardless of gender, who embrace the principles” identified in the policy.

***Respects the earth and the environment:***

- Melrose conducted an energy audit that resulted in an overhaul of our heating system. A solar panel array sits on the roof of the church school building feeding power to the Ontario Hydro electricity grid.

While work in all of these areas will be ongoing and will need to be nurtured, we continue to explore our ministry together in the following ways:

***Finding Convergence between Congregational & Community Needs***

In the past years, our energy and focus have appropriately turned towards stabilizing our finances. After many years of drawing heavily from our Sustaining Fund in order to meet the operational needs of the church, we embarked on an intensive and highly successful church redevelopment initiative involving the leasing of our excess capacity. This has been instrumental in contributing needed financial resources, while at the same time helping to provide needed services to the community which are consistent with our values as a faith community. A dedicated team of Elders provides connection and pastoral care within the congregation. We care for those in need within our church community in many ways, including for instance, the Take Them a Meal initiative when needed.



### ***From Building Redevelopment to Redevelopment of our Worship***

For many years, Melrose appeared to have been defined by its building: an impressive and traditional stone structure, noted for its breathtaking stained glass windows and formal, some might even say foreboding, appearance. Through our redevelopment activities, we have transitioned from working for our building to making our building work for us. As part of this transition, we have created opportunities for exploring different styles of worship by removing the first several rows of pews from our sanctuary and replacing them with chairs. Similarly, pews have been removed from our chapel to create a multi-use space.

### ***Evolving Tradition: Honouring the Past while Looking to the Future***

Our worship services seek to blend traditional and contemporary elements, with a focus on thought-provoking sermons and excellent music. From time to time, we also celebrate with intergenerational services and alternative formats. Music has always played an important role in enhancing our worship together, and Melrose enjoys a well-earned reputation for quality in music of which we are justifiably proud. Through a congregational music survey conducted in 2007, we have identified the need and desire for our musical traditions to evolve and be welcoming to the broadest possible audience. Our congregational life together is greatly improved through regular musical events, such as the Acoustic Blend Café, and recent concert series, which serve both to draw us together and to draw in the community.

### ***Leadership Emerging from Within***

Melrose is fortunate to have excellent lay leadership. Summer services within the intimate setting of our chapel are often ably led and coordinated by lay members. The work of our church is greatly facilitated by the contributions of many committee members who willingly dedicate their gifts and time. Our Sunday School programming thrives through the efforts of the Family Ministries Coordinator as well as dedicated parents who provide a nurturing environment that fosters both spiritual growth and budding friendships. Our children look forward to church so they can catch up with their friends there. Finally, the Official Board is an effective team which engages in open and honest debate of the important issues facing Melrose, and provides leadership and capable stewardship related to these issues.

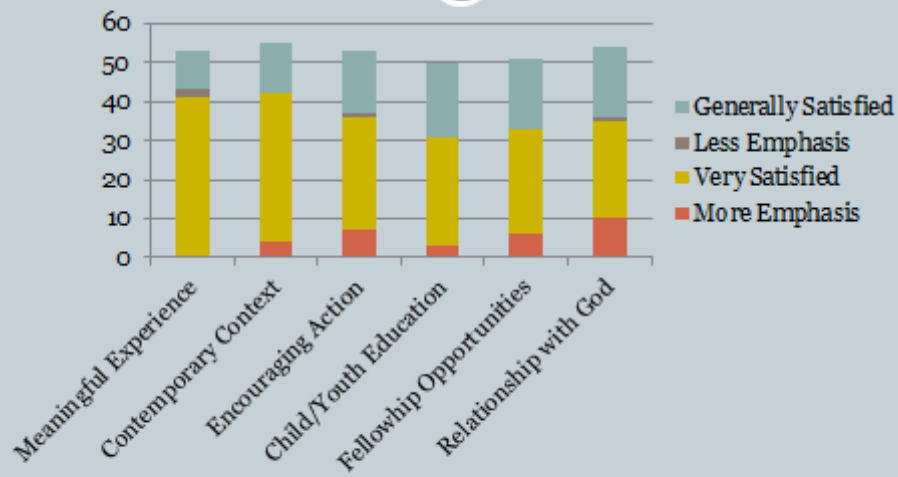
### ***Looking to the Future:***

In preparation for the calling of a new minister, the Official Board surveyed the congregation in order to inform the next steps in our journey. The survey was available for a five week period from December 2018 to January 2019. 56 surveys were received, representing a significant proportion of those currently actively involved within our church community. 84% of the sample was over the age of 40; with 43% over the age of 65. 2/3 identified they had been involved with Melrose for more than 10 years, with the largest proportion having been involved for more than 25 years.

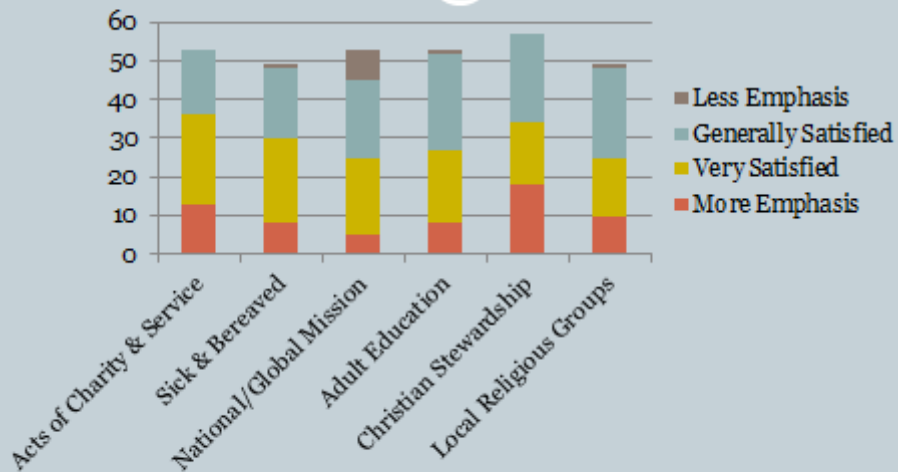
Respondents were asked to reflect on various tasks of the church and the minister. There was considerable consensus regarding both, with findings as follows.



## Tasks of the Church



## Tasks of the Church



With respect to the tasks that a church is likely to perform, individuals were asked to identify their level of satisfaction with the emphasis placed on each of the following tasks at Melrose:

- Offering worship that provides a meaningful experience of God in the Christian tradition
- Providing worship that expresses the Gospel in contemporary language and context
- Providing Christian education for children and youth
- Helping members deepen their personal, spiritual relationship with God
- Engaging in acts of charity and service to persons in need
- Encouraging members to act on the relationship of the Christian faith in social, political, and economic issues
- Providing a caring ministry for the sick, shut-in, and bereaved
- Providing fellowship opportunities for members
- Helping members understand their use of money, time, and talents as expressions of Christian stewardship
- Supporting the national/global mission of the church, and
- Participating in activities and programs with other local religious groups

All tasks of the church were ranked as generally or very satisfied by the majority of respondents.

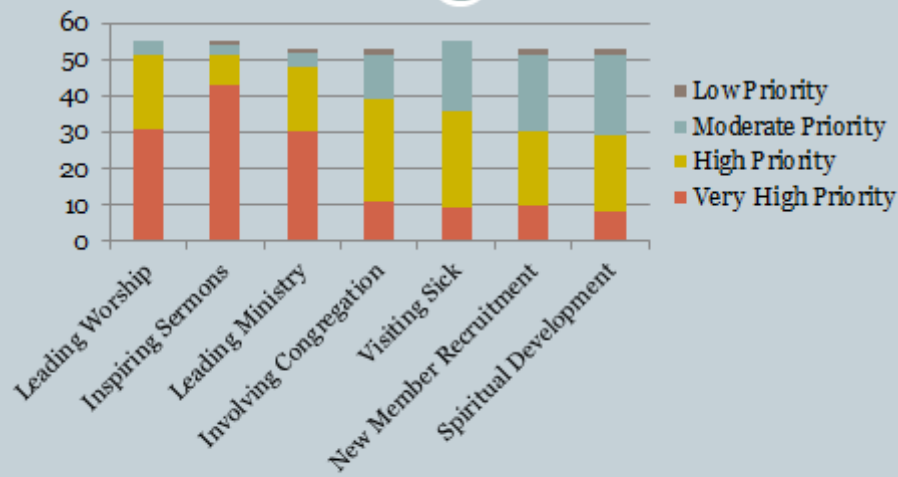
Those ranked as needing comparatively more emphasis were:

- Helping members deepen their personal, spiritual relationship with God
- Engaging in acts of charity and service to persons in need
- Helping members understand their use of money, time, and talents as expressions of Christian stewardship, and
- Participating in activities and programs with other local religious groups.

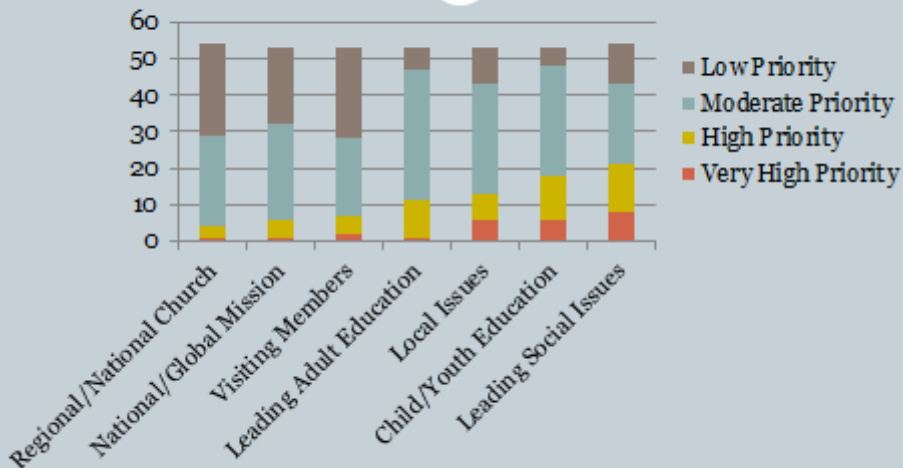
Only one task stood out as needing less emphasis: supporting the national/global mission of the church.

There was also considerable consensus regarding priority tasks of the minister:

## Tasks of the Minister



## Tasks of the Minister



Respondents were asked to rate how high or low a priority they would like each of the following to be for the Melrose minister:

- Providing leadership for the congregation's ministry
- Directly involving the congregation in the planning and leadership of church programs and events
- Planning and leading a program of new member recruitment
- Participating in local community activities, issues, and problems
- Providing leadership on social issues such as poverty, inequality, etc.
- Planning and leading worship services
- Emphasizing the spiritual development of members
- Visiting the sick, shut-in, and bereaved
- Visiting members in their homes
- Pastoral counselling of members
- Developing and supporting religious education programs for children and youth
- Developing and leading adult education programs
- Supporting the national/global mission of the church
- Participating in United Church activities at the regional/national level
- Preparing and preaching inspiring sermons

The majority of respondents rated these elements as follows:

HIGH OR VERY HIGH PRIORITY	MODERATE OR LOW PRIORITY
Leading worship	Participating in UCC at regional/national levels
Inspiring sermons	Supporting the national/global mission of UCC
Leading the congregation's ministry	Visiting members
Involving congregation in planning & leadership	Developing & leading adult education programs
Visiting the sick, shut-in, bereaved	Participating in local community activities/issues
Planning & leading new member recruitment	Developing child/youth education programs
Emphasizing spiritual development of members	Providing leadership on social issues

Of note, however, there was some divergence on the issues of participating in local community activities, issues, and problems, and providing leadership on social issues such as poverty and inequality, with some rating those areas as high or very high priorities.

The vast majority (96%) indicated their spiritual needs were being met at Melrose. Hopes for the future generated the following broad themes:

- Growth, especially young families
- Financially viable and financially responsible
- More energy on mission and people, and less on building and finances
- Increased focus outward and engagement on issues with the broader community
- The building as a community hub
- A welcoming faith community that engages our children as they grow, and
- A vibrant and engaged congregation that supports its members.

We continue to be a faith community respectful of its past, nurturing of its present, and hopeful for its future. We look forward to charting our path together and to welcoming new members to share our faith journey.

### III. RESOURCE PROFILE

*All churches have money. None has enough.*

#### **Financial Receipts**

In the 2018 church fiscal year, the following revenues were received by Melrose:

PAR, Envelopes and Loose	\$98 152
Trustees	\$48 801
Property Income	\$128 370
Solar Panel Income	\$10 525
Special Events & Miscellaneous	\$26 475
Other givings (repair & restoration)	\$8 964
Mission and Service	\$11 018
Total	\$332 305

#### **Notes:**

1. The church general operating fund has for a number of years received monies from the Trustees: Beginning in 2002, the congregation has approved the use of capital from the Sustaining Fund to fund the operating budget. This fund currently has a valuation of approximately \$468 000.
2. Property income reflects the extensive use of our physical spaces throughout the course of the year. We have three full-time tenants: A Day Care and two Counselling Services.
3. A number of revenue lines have been collapsed into Miscellaneous for the purposes of this report
4. The last 3 years' financial statements are available upon request.

#### **Pattern of Givings**

Over the past several years there has been a significant increase in the income obtained from rental of space in the building, while about half of our current revenue stems from individual offerings. It is instructive to examine the pattern of givings and property income over the last few years.

Year	Total Offerings	Property Income
2013	103 584	111 374
2014	94 483	107 749
2015	92 789	120 321
2016	91 649	125 759
2017	97 813	110 554
2018	98 152	128 370

## ***Financial Expenditures***

In the 2018 church fiscal year, Melrose disbursements were as follows:

Total Payroll Expense	\$229 997
Accounting & Legal	\$785
Office	\$5 800
Property	\$24 408
Music & Worship	\$1 914
Community Outreach	\$1 044
Other	\$2 713
Christian Education	\$879
Insurance	\$12 729
Judicatory (Presbytery) Dues	\$2 349
Utilities	\$14 016
Mission and Service	\$11 018
Major Repairs/Capital Items	\$19 582
Congregational Development	\$161
Fuel	\$20 091
Organ Restoration	\$8 500
<b>Total</b>	<b>\$355 986</b>
Withdrawn from Capital Funds	\$24 658

### **Notes:**

1. Our property income substantially offsets our property operating and maintenance costs.
2. Cost-containment measures have been in place for a number of years and most programs are funded on a zero-based budget.
3. These expenditures resulted in a smaller deficit than budgeted.
4. Melrose has approved a 2019 budget which forecast a deficit of \$50 463. This deficit is to be funded from capital funds drawn from the Sustaining, Memorial and Organ funds.



### ***Financial Support for Ministry Personnel***

The 2019 budget approved at the Annual General Meeting is shown below:

#### **Revenues**

Congregational Givings	\$103 000
Trust Funds Income	\$40 000
Solar Panel Income	\$11 000
Building Income (rentals)	\$133 000
Special Events & Miscellaneous	\$27 000
Transfer from Reserves	\$1 300
Mission and Service & Benevolent	\$11 500
<b>Total</b>	<b>\$326 800</b>

#### **Expenditures**

Staff Salaries & Benefits	\$234 300
Fuel	\$20 000
Office	\$5 200
Major Repairs, Organ	\$48 500
Music and Worship	\$3 500
Utilities	\$14 000
Property Maintenance & Insurance	\$32 800
Christian Education	\$1 300
Congregational Dev. / Communications	\$800
Judicatory (Regional Council) Dues	\$3 363
Community Outreach	\$2 000
Mission and Service	\$11 500
<b>Total</b>	<b>\$377 263</b>

### ***Property Resources***

Melrose is blessed with a cathedral-like sanctuary. Completed shortly after church union, the building is an impressive tribute to the faith of its founders and builders. The edifice is mortgage-free, but in common with most older churches, demands a high maintenance effort. The building and contents are insured for approximately \$6.6 million (with a \$12 000 annual premium). Heating costs are very high in cold weather owing to the sheer amount of space required to be heated. In the late 1980's the congregation undertook a major restoration effort and raised roughly \$350 000 to improve the church structure both aesthetically and mechanically. Many of the initial objectives were achieved in this remarkable effort, but the to-do list remains very long and cost-prohibitive. For example, it has been recommended that the masonry of the entire building be re-pointed due to recurrent water seepage which threatens to undo many of the improvements, yet this alone is estimated to cost \$500 000.

In light of modern church structures, the Melrose edifice is out of step with current reality. The structure overwhelmingly lends itself to large community worship, with the sanctuary capable of seating upwards of 600 persons. Services normally draw one tenth of that capacity, and the size of the worship space somewhat exaggerates this diminished number. We have removed several rows of pews at the front of the Sanctuary and replaced them with moveable chairs. This change has promoted the use of different configurations for worship as well as expediting the use of this space for concerts. The Bach Elgar Choir presents four concerts each season at Melrose, most accompanied by the Hamilton Philharmonic Orchestra. Weekly meeting spaces conversely are often at a premium because of the use of our building by tenants and outside groups.

As part of its outreach, Melrose is a busy place throughout the week with many worthy groups making use of its facilities. Many of these contribute to "Property Income" which helps to defray, to some extent, operating costs. Of considerable importance are the permanent tenants referred to earlier in this report. These tenants provide a steady, predictable income from our church building. In many ways Melrose functions as the most significant community centre of the Kirkendall/Strathcona South neighbourhood.

### ***Volunteer Resources:***

Melrose has been fortunate and blessed over the years by people with passions. This takes many forms. Music is a central focus at Melrose. Choir members come from long distances to participate in the ministry of music. Outreach is also a passion for many. A concrete example of this is the congregation's support of the M&S fund of the national church as well as local involvement with the important work of Wesley Urban Ministries.

### ***Leadership Resources***

Melrose has a long history of accomplishing work through committees. As with most human endeavours, most committees have had their high and low points over the years, but most remain fully active. One dedicated member has for a number of years personally endowed a Leadership and

Development Fund which has permitted Youth and other leaders to attend workshops to hone their leadership skills.

Replenishing committees with new members and leadership can pose a challenge, and many members serve on more than one committee. We can point to many involved and committed members who provide our church with excellent leadership in these times, but volunteer fatigue is a significant factor as we live into our future.

### ***Ministry Staff Resources***

Melrose has been blessed over the years with faithful and dedicated staff. Current staff positions include:

- Office Administrator (20 hrs/week)
- Director of Music (16 hrs/week)
- Custodian (35 hrs/week)
- Two Part-Time Assistant Night/Weekend Custodians
- Contract positions of two section leads in the Chancel Choir
- Family Ministries Coordinator (10 hrs/week)

The minister provides leadership of day-to-day activities and is also charged with developing worship in consultation with the Worship Committee and the Director of Music. Staff meetings have always been a part of the Melrose work environment and are led by the minister. Over the years, these meetings have proven to be a useful vehicle for staff to engage in shared planning and problem-solving and to share their gifts and views with one another.

The Ministry and Personnel Committee of the Official Board administers all employment relationships and contracts. As such, all employees consult with and report to the Official Board through the Chair of M&P.

*Office Administrator*—The Office Administrator ensures the efficient administration of the church office, assists the minister, other staff and congregation in church administration, takes care of telephone and in-person greeting during normal office hours. This person also handles mail, maintains office inventory and assists church groups and the minister with document preparation, communication and other administrative tasks. In addition, the Office Administrator is responsible for day-to-day property-management and tenant issues, managing them in consultation with other staff, the Official Board and the Resource Management Committee.

*Director of Music*—In consultation with the Official Board, its committees and the minister, the Director of Music provides services to support and enhance our worship and congregational initiatives. The Director of Music consults with the minister and the Worship Committee in the selection, development, direction and performance of music for various worship services (Sunday mornings, weddings, funerals, etc.). As well, the director has in the past planned and promoted a concert series.

*Custodians*—The custodial staff provides support to the minister and congregation in the setup and use of Melrose Church facilities. The Custodian is responsible for overall maintenance, cleanliness, security and safety of the building, grounds and parking lot. The Custodian is also responsible for hiring, scheduling and supervising assistant custodians (evening and weekend) and ensuring coverage. Custodians assist other staff in the delivery of their work activities though room and sanctuary setup, and ensure the availability of needed equipment, etc. In consultation with the Resource Management Committee, the Custodian maintains a list of current and anticipated improvement projects and plans for the effective maintenance and upkeep of the building. When necessary, the Custodian, in consultation with the Resource Management Committee, is responsible for arranging for quotes and repairs by outside contractors.

Assistant Custodians are hired on an as-needed basis as well as on Sunday mornings. The use of Assistant Custodians has increased with the leasing of space to our tenants and a cost-sharing arrangement has been made with those tenants making use of these services.

*Family Ministries Coordinator* – The Family Ministries Coordinator is responsible for developing, implementing and managing programs for children and youth in our church community. A growing group of children and an increasing number of teens and pre-teens at Melrose require additional focus to maintain their engagement in our congregational life. The Family Ministries Coordinator consults and collaborates with the minister and Christian Development Committee to develop ongoing and special event programs such as, but not limited to: evening programs, intergenerational services, community events, youth group activities (with Westdale United Church), Christmas pageant etc.

## IV. FINANCIAL VIABILITY REVIEW

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

Year	Revenues	Amount given through envelopes	Amount given through PAR	Expenses	Do expenses exceed revenues? (yes/no)	Bank balance at end of year
Current year budget	\$315 300			\$365 783	yes	
One year ago (2018)	\$321 287	\$51 967	\$46 446	\$344 183	Yes	\$17 707
Two years ago (2017)	\$300 576	\$50 498	\$44 301	\$358 355	Yes	\$13 719
Three years ago (2016)	\$310 927	\$52 137	\$38 346	\$351 076	Yes	\$9 456
Four years ago (2015)	\$310 482	\$50 047	\$39 401	\$311 982	Yes	\$18 449
Five years ago (2014)	\$274 676	\$52 157	\$39 209	\$328 241	Yes	\$13 856
Six years ago (2013)	\$292 120	\$60 423	\$46 974	\$327 249	Yes	\$18 747

### Comments:

M&S donations and bequests are not included above. Four bequests totaling \$224K were received during the period. Income from RCP over 2015-17 totaled \$37.5K (included). Donations for new boiler and solar panels over 2013-15 totaled \$22.2K (included). Reduced salary for Minister four years ago. Income from space rentals was between \$107K and \$127K per year over the period (included).

### 2. Payroll Costs:

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

Minister: 40 hours per week

Secretary: 20 hours per week

Custodians: 62 hours per week

Music director: 16 hours per week

Other (youth & Sunday School leader): 10 hours per week

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

Current year	One year ago	Two years ago	Three years ago	Four years ago	Five years ago	Six years ago
\$234 300	\$229 997	\$237 696	\$217 874	\$200 389	\$204 260	\$186 926

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

**4. Are there any outstanding loans? No – mortgage of \$62K was repaid in 2016**

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

Year	Utilities (Power & Water)	Fuel	Maintenance (excluding organ repairs)	Total	Exceeds 25% of Revenues (Yes or No)
Current year	\$14 000	\$20 000	\$53 000	\$87 000	Yes
One year ago 2018	\$14 016	\$20 091	\$43 990	\$78 097	No
Two years ago (2017)	\$16 821	\$18 334	\$54 461	\$89 616	Yes
Three years ago (2016)	\$23 951	\$10 450 (11 months)	\$68 273	\$102 674	Yes
Four years ago (2015)	\$17 058	\$18 329	\$31 824	\$67 211	No
Five years ago (2014)	\$14 706	\$21 436	\$41 279	\$77 421	Yes
Six years ago (2013)	\$16 137	\$16 457	\$38 594	\$71 188	no

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

Current year	One year ago 2018	Two years ago	Three years ago	Four years ago	Five years ago	Six years ago
	71	68	66	65	68	77

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

0-20 years	0
21-30 years	0
31-40 years	8
41-50 years	10
51-60 years	9
61-70 years	17
71-80 years	14
81+ years	11

In tables 6 and 7, a family or couple appear as only one entry.

**8. Is there a reliance on a few generous contributors where 50% of the revenues come from one or two contributors? No**

**Contributors and Givings (excludes M&S)**

Annual giving	Number of givers: Current year	One year ago 2018	Two years ago	Three years ago	Four years ago	Five years ago	Six years ago
\$0-\$100		8	7	7	10	7	7
\$101-\$500		18	16	17	10	13	21
\$501-\$1 000		15	14	15	16	17	15
\$1 001-\$5 000		28	26	26	27	29	30
\$5 001+		3	3	1	2	2	4

**9. Have you taken part in a stewardship project (campaign) in the past two years?**

\_\_\_ No project

\_\_\_ Letters to congregation when we have the need



☐ Regular information and letters sent to all members and adherents

☐ Program such as Called to Be the Church with information during worship, letters, and a request for commitment

☐ Program and information presented at a congregational get-together

☐ All-member visitation

☒ Other – Appeals for specific projects through Sunday bulletin and announcements

If you did, what were the results? Donations of \$4,000 for washroom renovations and \$900 for organ repairs.

Have you encouraged members, yearly or more regularly, to increase PAR givings? Yes

**10. Please list any investments, special funds, and other monies your community of faith holds. What are the rules/restrictions around the use of those funds?**

See Capital Resources, Page 22.

See Financial Statements, Page 24.

**THINKING ABOUT THE DATA YOU HAVE COLLECTED**

The covenant with a minister that you call is seen to be at least a three-year commitment. Show how you will be able to meet that commitment.

**OBSERVATIONS**

Treasurer's observations: While Melrose has been running a deficit for many years, we have seen a growth in both the number of contributors and the amount contributed over the past three years. We are also continuing to grow our rental income. Melrose has more than sufficient funds held by the Trustees to ensure viability for three years.

**RECOMMENDATIONS**

Now that you have all of this information, what is your plan for ministry (ministry stream, highest category you feel you can afford, full- or part-time), and how are you planning to pay for this ministry for at least a three-year commitment?

Recommendation of search team, treasurer, and governing body:

Community of faith is viable to call/appoint a minister per the terms outlined.

## V. CAPITAL RESOURCES

The Board of Trustees holds the property of the congregation of Melrose United Church in the name of The United Church of Canada. It has responsibility for the management of investments and for reviewing the insurance program that is in place for the church. We have continued to utilize the same investment strategies during the past few years that emphasize investments with a high dividend yield.

The investments are distributed among five specific funds along with the General Fund which is a holding fund for funds transferred to the Board of Trustees prior to being assigned to the specific fund for which it is designated. These are summarized below:

Fund	Amount
Sustaining Fund	\$468 477
Manse Fund	\$375 409
Memorial Fund	\$12 672
Organ Sustaining Fund	\$8 477
Leadership Development Fund	\$7 572
Total Investments	\$872 607

### **Sustaining Fund:**

This fund was established a number of years ago to provide a solid fund which will return a source of funds for sustaining the church operations. The fund has grown in the intervening years since it was established. The dividend interest is transferred to the Church's Operating Fund but the use of the principle capital is constrained by the following:

- That any encroachment on the principle of the Sustaining fund require 75% approval of the total membership of the Board of Elders or its successor and a majority vote of the Congregation (50% plus one vote) of those present at a congregational meeting called for that purpose.

### **Manse Fund:**

The Manse Fund was formed at the time of the sale of the Manse and the money was invested in the same fund distribution as the Sustaining Fund. The dividend interest is transferred to the Church's Operating Fund to provide funds for the Ministerial housing allowance, but the principal is retained for the purpose of the purchase of a Manse if such a need should arise. Its value has risen in the years since its inception.

**Memorial Fund:**

The Memorial Fund is used for depositing the bequests and donations received from the congregation and other parties whose donation was received in memory. Part of this fund contained a bequest limiting the use to support worship, not bricks and mortar. The remaining balance of this fund has recently been utilized to support the renovation of the Casavant pipe organ.

**Organ Sustaining Fund:**

The Organ Sustaining Fund was established in memory of Mr. J. P. Steedman, in honour of his original donation of the Casavant Organ to Melrose United Church in 1930. Its purpose is to provide long-term funding for the repair and maintenance of the Melrose United Church Casavant pipe organ. The use of the principal capital is constrained by the following:

- The Fund principal shall not be encroached upon unless the Music Committee or its successor by a vote of 75% of their total membership at a meeting called for that purpose and the Congregational Board or their successors by a vote of 75% of their total membership at a meeting called for that purpose, and a majority vote of the congregation (50% of those present at a congregational meeting called for that purpose plus one vote), otherwise dictates.

**Leadership Development Fund:**

This Fund is held by the Trustees for those wishing to donate to assist with staff or members' education or training for taking on leadership roles in the congregation.

**PORTFOLIO UPDATE:**

Since the Financial Report published in our Annual Report, the Value of our investment portfolio has increased to \$900 905. Since we have withdrawn funds from several accounts, the total for each trustee account has not increased proportionally, but we are pleased that our total investment has returned to the level prior to the short recession at the end of 2018 and we look forward to maintenance of our overall investment portfolio in 2019.

## VI. Financial Statements

	Actual 2018	Actual 2017
<b>REVENUE</b>		
Loose income	3,373.88	3,483.90
Initial Envelopes	65.00	30.00
Operating Income	94,713.26	94,799.41
Bank Interest Income	46.13	22.65
Easter Flowers income	565.00	403.47
Special Events	11,795.45 <sup>1</sup>	9,659.82
Music activities	290.05	0.00
Transfer from Reserves	1,279.65	258.00
Restoration & Renewal	0.00 <sup>2</sup>	2,084.80
Renovations	8,164.50 <sup>3</sup>	0.00
Sale of Assets	75.00	500.00
Solar Panels Revenue	10,525.14	11,077.96
Property Income	128,369.97	110,554.04
Recovered expenses	3,881.75	0.00
HST Rebates	7,444.57	7,922.04
Benevolent fund	0.00	200.00
Special appeals	0.00	2,112.75
Mission & Service	11,018.10	11,667.90
Designated amounts	12,791.49 <sup>4</sup>	6,610.92
Other Income	1,795.83 <sup>5</sup>	12,950.78
Observer	300.00	300.00
Trustees - Manse Fund Income	23,622.50	21,745.00
Trustees - Organ Fund	7,700.00 <sup>6</sup>	0.00
Sustaining Fund interest	23,899.00	24,984.00
Provision from Trustees	15,657.00	59,271.00
<b>Total revenue</b>	<u>367,373.27</u>	<u>380,638.44</u>

### EXPENSE

#### Payroll Expenses

Staff Salaries	178,019.34	191,942.57
Choir Section Leads	4,995.00	6,587.00
Vacation Coverage	600.00	600.00
Travel Allowance	296.70	180.98
Telephone Allowance	497.74	514.38
Book Allowance and Education	899.13	1,383.68
EI Expense	3,601.94	3,201.59
CPP Expense	7,133.39	6,317.74
WCB Expense	1,318.30	1,368.50

Training	131.08	0.00
Pension & Other Employee		
Benefits	20,784.19	18,343.71
Christian Development	8,540.00	6,705.00
Staffing Expenses	2,825.48	215.00
Payroll Service	355.01	335.87
<b>Total Payroll Expense</b>	<u>229,997.30</u>	<u>237,696.02</u>

**General & Administrative  
Expenses**

Accounting & Legal	785.35	0.00
Presbytery	2,349.30	3,247.68
Benevolent Fund	460.00	200.00
United Church Observer	300.00	300.00
Designated amounts	11,945.59	6,510.62
Special appeals expense	0.00	2,122.75
Special events expense	344.78	300.51
Outreach	1,044.09	1,762.68
Mission & Service	11,018.10	11,667.90
Worship	492.13	746.49
Congregational Development	160.74	265.55
UCW	308.18	1,199.81
Insurance	12,728.88	13,123.20
Bank Charges	477.50	526.10
Office Supplies	4,537.05	4,055.38
Music	1,421.74	2,912.40
Flowers expense	728.41	661.47
Other expenses	796.29	1,513.01
Stained Glass Repair	0.00	1,084.80
Property maintenance	145.01	987.78
Capital Repair	13,066.05	0.00
Elevator maintenance	3,804.17	1,135.79
Security	3,497.35	488.61
Lawn Care/Snow Removal	3,771.73	3,985.91
Cleaning supplies	1,568.74	809.82
Facility maintenance	5,712.00	5,283.99
Lighting maintenance	453.63	1,020.38
Plumbing	358.73	3,896.80
Exterior maintenance	7,664.25	21,653.50
Maintenance - Miscellaneous	42.33	160.81
Christian Development	878.98	718.20
Electrical maintenance	3,633.57	350.30
Hydro & Water	14,015.76	16,821.28
Fuel	20,091.26	18,333.96

Heating Maintenance	7,837.66	13,602.60
Kitchen Maintenance	935.27	0.00
<b>Total General &amp; Admin. Expenses</b>	<u>137,374.62</u>	<u>141,450.08</u>
<b>TOTAL EXPENSE</b>	<u>367,371.92</u>	<u>379,146.10</u>
<b>NET INCOME</b>	<u>1.35</u>	<u>1,492.34</u>

#### Balance Sheet as at December 31, 2018

##### ASSET

##### Current Assets

Cash –Reserve Funds	12,802.60
Operating Account	17,707.71
WrapAround Operating Account	<u>1,502.96</u>
Total Cash & Cash Equivalents	19,210.67
Accounts Receivable	<u>3,238.23</u>
<b>Total Current Assets</b>	<u>35,251.50</u>

<b>TOTAL ASSET</b>	<u>35,251.50</u>
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##### LIABILITY

##### Current Liabilities

Accounts Payable	1,109.43
Prepaid Income	<u>2,000.00</u>
<b>Total Current liabilities</b>	<u>3,109.43</u>

##### Reserves

Easter Flowers	637.19
UCW	6,708.04
Christian Development	101.45
Sheet Music	275.00
Breakfast Club/Youth Program	848.13
Benevolent Fund	713.25
Coffee hour	449.00
Organ Fund	1,300.00 <sup>6</sup>
Decorations	242.38
West Hamilton Churches	511.85
Acoustic Blend Cafe	600.00
Busy Fingers	236.82
Corner Shop	<u>2,819.55<sup>2</sup></u>

<b>Total reserves</b>	<u>15,442.66</u>
<b>TOTAL LIABILITY</b>	<u>18,552.09</u>

#### Footnotes

1. Special events includes: Bazaar \$6,755; Locke St. Festival \$2,044; garage sale \$1,535; ABC \$1,164
2. The Corner Shop earned \$2,121 for restoration of stained glass windows. These funds were not used during 2018, and were transferred to the Reserves for future use.
3. \$4,164 was received through donations and fundraising for washroom renovations, and \$4,000 was received through a donation for repair of the slate roof and eave troughs.
4. This includes a bequest of \$10,900 and donations of \$800 for repairs to the organ.
5. The UCW received \$1,734 from the Eva Porter Estate. These funds were used for WIT expenses and for renovations of the washrooms.
6. A total of \$9,000 was received from the Organ Fund. \$1,300 of this amount was transferred to Reserves for use in 2019.



## **VII. POSITION AND SKILLS PROFILE FOR MINISTER**

### ***Preamble***

The past few years for Melrose have been a time of renewal, revitalization and reconciliation through interim ministry. The congregation senses we are on our way to a stable and fulfilling future, but we also recognize there is much more work to be done. The calling of a new minister at Melrose is an important step in continuing our journey of establishing a relevant and vibrant ministry in southwest Hamilton. In one sense, bringing in new pastoral leadership provides an opportunity for us to benefit from fresh insight and ideas, which will contribute to fulfilling our vision and mission. Important concerns, such as financial stability, building utilization, congregational and program development, Christian education, staff effectiveness, morale and so on, often consume congregational energies. This will mean it is very important that a new minister assume a leading role in the directions Melrose is taking. To this end, Melrose United Church is seeking to call a new full-time, ordained minister.

### ***Position Considerations***

First and foremost, we are seeking a minister who will help connect us spiritually to God's Word and encourage and motivate us to invoke it in our own daily lives. This person, working together with other staff and volunteers, will need to be spiritually prepared, through academic training, experience, and self-assurance in his or her own relationship with God, to lead us as a congregation to fulfill our vision and goals.

This position provides an exciting opportunity to work with an established congregation who are well along their path of reconnecting with the local community and also incorporating the Emerging Spirit campaign into its mission. In particular, we are working to develop appealing programs for three lifestyle clusters identified in the United Church's Emerging Spirit campaign. These clusters are termed "upscale, educated professionals and their families", "middle class mix of young and old in cities and suburbs" and "midscale suburban apartment-dwelling seniors". Furthermore, this position will communicate our shared values and concerns through our outreach, activities and communications.

With respect to our current membership, Melrose is a congregation of diverse ages and needs. At one end, we have an aging group with a few longstanding members entering retirement/long-term care facilities. We also have an increasing number of young parents juggling work and family obligations while still trying to remain active in the congregation. We have few older teens, but several children are rapidly approaching the age where youth ministry would be of tremendous value. Other components include a middle-age group and young singles striving to seek work-life balance. While exciting, this variety challenges us to provide programs that satisfy these diverse needs within the constraints of time, availability and, in some cases, mobility.

Our congregation has identified the following priorities: spiritual reconnection; relevant worship and diverse musical expression in worship; inspirational preaching; Christian development and fostering connections through outreach, strong pastoral care and small group ministry.

Therefore, we have defined the minister's responsibilities to be: 1) preparing and leading worship, 2) providing pastoral care, 3) encouraging Christian development, 4) promoting outreach and congregational development, and 5) administration and staff leadership.

Each of these areas entails specific tasks and the minister will work in consultation with the Official Board and appropriate church committee(s) to lead and support staff and volunteers in all areas.

### ***Position Profile***

While the hours spent on each of the areas can be expected to vary with seasonal and congregational needs, the following provides an approximate weekly allocation of time for each area of responsibility:

#### **Worship (35%)**

- Work with the Worship committee to plan for the church year calendar
- Prepare and lead regular 10:30 a.m. worship services (September-June) and, with the support of the Worship Committee and lay preachers, the summer services
- Conduct baptisms, confirmations, weddings and funerals
- Participate in joint services and activities with other Christian denominations or interfaith groups in the community

#### **Pastoral Care (15%)**

- Foster pastoral relationships with new members and their families
- Provide general pastoral care for members who are no longer mobile
- Provide support for bereaved families and conduct funerals and memorial services
- Pastoral counselling as required

#### **Outreach and Congregational Development (20%)**

- Plan and lead a program of congregational growth
- Continue to support and assist with existing programs (e.g., Wesley Urban Ministries, The Bridge, Mental Health Rights Coalition, Wrap Around and United Church of Canada initiatives)
- Help to develop initiatives that embrace the Emerging Spirit ideals and target its demographic
- Promote a welcoming atmosphere
- Assist in planning for, and participation in, various fellowship events to help build links within the congregation and community
- Interact and engage with new members, youths, long-time members and families
- Participate in outreach activities within the Locke Street community to promote connections with our neighbours
- Participate in regular activities including after-service fellowship time, movie nights, TGIF evenings, bazaars and other special events
- Engage and respond to the final Calls to Action of the Truth and Reconciliation Commission as well as honouring the United Nations Declaration on the Rights of Indigenous Peoples

### **Christian Development (20%)**

- Participate in curriculum selection and integration with the overall worship activities of Melrose United Church
- Oversee child & youth programs in co-operation with the Family Ministries Coordinator.
- Work with the existing Family Ministries Coordinator to develop programs for our emerging “tween” and teen population
- Enhance adult Christian education through such means as Bible study

### **Administration and Staff Leadership (10%)**

- Participate in weekly staff meetings with Office Administrator/Property Manager, Music Director and Custodians
- Attend Official Board meetings and act as an *ex officio* member of this and its committees within our constitutional structure
- Participate in Regional meetings
- Report preparation, contribution to newsletter, input to website
- Participate in interfaith and wider church opportunities as they arise

### ***Skills Profile***

The preferred candidate will be approachable, engaging and open, with an ability to connect strongly with individuals and families. We desire that our minister possess solid communication, conflict resolution and organizational skills. Open communication is a key issue for Melrose and we will ask the minister to support our efforts to address concerns by ensuring ongoing and open dialogue. There is also a requirement to assist stakeholders to understand the function of various church committees, their mandates, activities, direction and to ensure appropriate involvement in decision-making. We will also seek instruction in developing a sound understanding of the functioning of our national Church and the important role that local congregations play in the world around us.

The successful candidate will minister to a theologically diverse congregation and will need to possess and demonstrate broad liturgical experience and understanding of various ways to encourage our spiritual reconnection with relevant worship, diverse music and sermons which seek to challenge, motivate and inspire. Approaches to worship are developed in conjunction with the Worship Committee, which reports to the Official Board and also includes the Director of Music.

The ideal candidate will have an interest in working with people of all ages and walks of life. Acceptance of cultural diversity and same-sex marriage is of particular significance as we create stronger ties with our local neighbourhood. The candidate must have a sound understanding and commitment to the final Calls to Action of the Truth and Reconciliation Commission to which the church through resolution at General Council 42 has committed itself. An ability to work with and encourage strong lay leadership (Sunday lay leadership, for example) and an enthusiasm for challenging and inspiring others to work towards our vision of growth and exploration are important considerations.

We expect our new minister to display a demonstrated ability to work with and lead church staff supportively and ensure that they are able to complete their work as part of the church's mandate. (See Resources for further information about staff roles and responsibilities). Administrative and delegation skills will be useful for the successful candidate.

Strong support of, and keen interest in, our highly valued music, outreach, family ministries and congregational development programs are essential. Flexibility and adaptability to changing circumstances and conditions will also be important skills for this position.

The Ministry and Personnel Committee, which reports to the Official Board, has oversight of ministerial, staff and congregational relationships. It is essential that the incumbent be able to work profitably with this committee towards our common good. The minister will also need to maintain open communication with all internal and external groups, including Regional and National Church activities as appropriate.