



All Saints Kingsway Anglican Church Strategic Plan Proposal, 2018-2020

Draft 1.5
November 12, 2017

 *Loving God. Loving People.
Growing in Christ together.*

A Note from Patrick+

When I was meeting with the parish search committee earlier this year, one of the first things I encountered was the parish profile. I understood that the whole community had been involved in its development and that it was as true a representation of ASK as one could hope to get. There was input into it from all levels and areas of the church's life. It is a great profile, and went a long way in helping us along in the process of discernment.

After I landed and got settled, this seemed like a work that was calling for a harnessing of its vision; and frankly, too much work and congregational input had gone into it to just let it sit.

So, I, along with the executive and staff have been hard at work developing the insights and input from the parish profile into a workable strategic plan that will take us through the years 2018-2020. Flipping through the pages of the profile we meet a community that is worshipful, loving, welcoming and faithful to the call to follow Jesus in the world, empowered wholly and completely by God's Holy Spirit.

That's who we are, that's our mission in a line.

Our vision is where we want to be in three years. It is rooted in St. Paul's thinking that being a follower or disciple of Jesus means growing in Christ, being the heartbeat of God's love for the world. We will do that through our worship, our discipleship, our outreach as the diverse community we are.

This is also where the three main goals we have highlighted to work toward over the next three years are rooted. They each speak to areas in which we grow in Christ—in terms of growth in our community (attendance, membership and resources), growth in our faith formation and learning, and growth in our caring for one another and for our wider community.



Allow me a word on how to read this strategic plan. Of the three goals, none of them can stand alone. They feed into one another and off of one another because this community is a living, breathing thing that exists and grows through symbiosis. For example, our growth goals will be helped along by our formation goals simply because many people's first connection in churches that grow is not during Sunday worship but through Christian formation programs. One can see the connections between caring and growth as well and so on.

To give you a sense of our timeline, what you are reading now is version 1.5 of the plan as leadership throughout the parish has already been asked to review our mission, vision, and goals and offer us feedback on them. We've adapted, changed, and adjusted accordingly. Version 1.5 includes our proposed strategies (the 'how') of the plan and further drafts, with your feedback, will include a detailed action plan. Please read this document prayerfully and carefully and we will come together for a "town hall" on Nov. 26th to encourage one another in this vision for ASK.

Version 2.0 will come to a similar "town hall" sometime in January and then a final draft will be prepared for vestry 2018.

This is All Saints Kingsway. *Loving God. Loving People. Growing in Christ together.*

I hope and pray that you are truly excited about what God's going to do at ASK and through us if we are open, faithful, and trusting of God's good grace for all of us.

Patrick+



Mission & Vision

*Enter his gates with thanksgiving,
and his courts with praise.
Give thanks to him, bless his name.*

Psalms 100:4



Mission

We are worshipful, loving, welcoming, and faithful followers of Jesus serving the community.

Vision

We are committed to being a people rooted and growing in Christ, embodying God's heartbeat of love for our community through dynamic worship, vibrant discipleship, compassionate outreach, and an intentional diversity.

Goal: Growth

Go therefore and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit.

Matthew 28:19



Church growth. These are two words which ought to go together. However more often than not—given our wider culture and the various changing contexts in which we live as church—we have been witnessing an incredible loss of membership in our church communities so that these two words seem strange to us.

And yet there are church communities (thanks be to God!) which are growing, bucking the trend, and flourishing as places where the transformative power of the gospel of Jesus Christ is felt, witnessed, and known. There is no magic bullet, just the hard and faithful work of being a community committed to meeting the felt needs of those who are searching for meaning, truth, goodness, and beauty with the truth, goodness, and beauty of Jesus Christ.

The metrics we've highlighted below are measurable, quantifiable ways of tracking church growth, and by God's grace, they're attainable as we go and make disciples of all nations.

Growth in community

- **Boost average weekly attendance by 10% per year for each of the three years of the strategic plan.**
 - Hire an associate/curate in 2018 to help develop programs and share in the implementation of the strategic plan.
 - Expand and develop more vibrant, diverse, and dynamic worship experiences.
 - Conduct a review of our interior and exterior spaces, and suggest renovations, projects, and signage that will make the space more inviting and flexible/functional by the spring of 2019.
 - Conduct an accessibility-needs projection for a barrier free building by the fall of 2019.
 - Encourage and develop an engaging culture of hospitality, welcome, and personal invitation.

- **Expand ASK membership by 6% per year for each of the three years of the strategic plan.**
 - Hire associate/curate in 2018 to help develop programs and share in the implementation of the strategic plan.
 - Expand and develop more vibrant, diverse, and dynamic worship experiences.
 - Conduct a review of our interior and exterior spaces, and suggest renovations, projects, and signage that will make the space more inviting and flexible/functional by the spring of 2019
 - Conduct an accessibility-needs projection for a barrier free building by the fall of 2019.
 - Engage in new and renewed practices of hospitality in order to welcome, engage, retain, and nurture new members.

Growth in stewardship

- **Increase ASK's identifiable givers by 5% per year for each of the three years of the strategic plan.**
 - Establish a stewardship committee by the spring of 2018.
 - Encourage membership commitment to an annual pledge beginning in January of 2019.
 - Develop a culture of faithful stewardship with the help of Diocesan resources.
 - Increase involvement in PAR program by 10% each year of the strategic plan.

- **Increase ASK's annual identifiable offering by 6-10% each year for the three years of the strategic plan.**
 - Establish a stewardship committee by the spring of 2018.
 - Encourage membership commitment to an annual pledge beginning in January of 2019.
 - Develop a culture of faithful stewardship with the help of Diocesan resources.
 - Increase involvement in PAR program by 10% each year of the strategic plan.

Goal: Formation

Continue to live your lives in Christ, rooted and built up in him and established in the faith, just as you were taught, abounding in thanksgiving.

Colossians 2:6-7



In the scripture quoted above, St. Paul wrote to the congregation in Colossae to encourage them to grow in Christ by being established in their faith. This "being established" is a form of learning, what Paul elsewhere calls "putting on Christ, like putting on new clothes" (Galatians 3:27).

Formation in the faith is about living more deeply and intentionally into the Scriptures and learning about and encountering the God we find there. Who is God? Who is Jesus? What is grace? How do we live faithfully in the 21st century and its complexities? These are all questions about our faith that deepen our formation as Christians, as followers and disciples of Jesus Christ.

Our intention is to develop a culture of faith formation here at ASK by offering regular courses, Bible studies, learning events and opportunities, and diverse worship experiences so that we too can faithfully "put on Christ."

- **Expand and develop new faith formation programs annually beginning in 2018.**
 - Hire an associate/curate in 2018 to help develop discipleship programs, and to share in the facilitating of them.
 - Establish a Rector's curriculum advisory committee by the spring of 2018.
 - Charge the Rector's curriculum advisory committee with investigating and recommending appropriate formation courses (e.g. Christianity 101, Lectionary Bible Studies) to meet the felt needs of the community by the fall of 2018.

- **Develop and offer event-specific opportunities for faith formation and spiritual growth.**
 - Hire an associate/curate in 2018 to help develop discipleship programs, and to share in the facilitating of them.
 - Establish a Rector's curriculum advisory committee by the spring of 2018.
 - Charge the Rector's curriculum advisory committee with investigating and recommending appropriate formation events and opportunities (e.g. lector's workshop, annual lecture series, retreats) by the fall of 2018.

- **Cultivate an openness to and deeper understanding of the diverse discipleship and worship needs of our community.**
 - Hire associate/curate in 2018 to help develop programs and share in the implementation of the strategic plan.
 - Continue to nurture and develop our current public worship.
 - Investigate and recommend new and alternative forms of dynamic public worship by the fall of 2019.
 - Conduct a review of the worship space and suggest renovations that will make the space more inviting and flexible/functional.
 - Continue to encourage visible diversity throughout our public life together including membership, leadership, and public worship.

Goal: Caring

How does God's love abide in anyone who has the world's goods and sees a brother or sister in need and yet refuses help? Little children, let us love, not in word or speech, but in truth and action.

1 John 3:17-18



The church doesn't **have** a mission; the church **is** God's mission to the world. There's a world of difference between the two, and living as the mission of God's rescuing love to the world is what this community is and ought to be.

We are called to the work of caring one for another, through our pastoral care, so that we can live faithfully into the world and meet the needs found there, through social justice/outreach initiatives and programs.

Pastoral care and mission/social justice/outreach are not two different things the church does, but rather the two sides of God's love that is worked out in the world through the body of Christ—us!

In this strategic plan, we intend to bolster and support those ongoing efforts, but also to get very specific about our neighbourhood and the needs, both hidden and visible, present on our doorstep.

As St. John says, "let us love, not in word or speech, but in truth and action."

- **Plan and implement effective strategies and supports to meet the pastoral care needs within our community.**
 - Constitute a committee of a variety of stakeholders by the spring of 2018.
 - Charge the committee with reviewing, assessing, and making recommendations regarding our current pastoral care programs/initiatives by the end of 2018.
 - Ask the committee to make recommendations for new programs/initiatives by the spring of 2019.
 - Support recommended ongoing programs; plan and implement new programs/initiatives through the last quarter of 2019.

- **Plan and implement effective strategies and supports to meet social justice and outreach needs.**
 - Constitute a committee of a variety of stakeholders by the spring of 2018.
 - Charge the committee with reviewing, assessing, and making recommendations regarding our current social justice and outreach programs/initiatives by the end of 2018.
 - Ask the committee to make recommendations for new programs/initiatives by the spring of 2019.
 - Support recommended ongoing programs; plan and implement new programs/initiatives through the last quarter of 2019.

- **Appreciate and understand the needs of our immediate neighbourhood; plan and implement new missional strategies and initiatives.**
 - Constitute and train a committee of a variety of stakeholders by the spring of 2018.
 - Charge the committee with planning a neighbourhood needs assessment by the end of 2018.
 - Charge the committee with overseeing and engaging multiple groups representing the diverse demographics of ASK in the implementation of a neighbourhood needs assessment by the spring of 2019.
 - Ask the committee to make recommendations for new missional strategies and initiatives by the fall of 2019.
 - Plan and implement new missional strategies and initiatives by the fall of 2020.