



STRATEGIC PLANNING DAY OCTOBER 21, 2006

SUMMARY NOTES

On Saturday, October 21st, 2006 approximately 50 parishioners met to discuss a strategic plan for Christ Church Deer Park (CCDP). These notes summarize the day's discussion and agreements reached. In addition, there are workshop materials that are available under separate cover from the Church Office. Specifically, there is the presentation that was distributed to everyone for use during the day, and the presentation that was given by the guest speaker, Don Posterski. The results of the small group discussions on the mission statement, priority areas and opportunities are included as attachments to these notes.

OPENING REMARKS

The session began with an overview of the background leading to the decision to have a strategic planning day and the objectives and guidelines for the discussion.

Introduction

The Rev. Canon Dr, Judy Rois opened the meeting and thanked everyone for coming together to discuss the future of CCDP. She explained the background leading to the decision to hold the strategic planning day and the work of the BUZZ committee chaired by John van Nostrand. Judy introduced the members of the committee and the facilitator for the day, Carolyn Kearns, a member of CCDP, and a management consultant with The Randolph Group. She also introduced the guest speaker, Don Posterski who addressed the group later in the morning. Judy concluded her introduction with a prayer for the day and what it hoped to achieve.

Welcome

John van Nostrand outlined the purpose of BUZZ which is to address ways to attract new members and maintain and enliven current members in the life and ministry of the parish. BUZZ began as a response to a very successful evening in 2005 in which many parishioners felt challenged to begin the process of brainstorming and planning strategically for the future.

In spearheading the development of the strategic plan, John assured the group that BUZZ is committed to a process that is dynamic, relatively quick and involving existing data and information.

The day was designed to provide information on the current situation at CCDP, including a parish profile and trends in the area, and to seek input on the mission statement and key priority areas for attention. A second planning day is scheduled for January 20th with the expectation that a draft strategic plan will be available for review in the spring, 2007.

Objectives and Guidelines

Carolyn Kearns reviewed the objectives for the day which included building on the current strategic planning experience of CCDP, discussing the current situation in the parish and trends influencing the church community, refreshing the mission statement and identifying priority areas for ongoing discussion. In addition, the session was designed so that individuals could enjoy each other and the discussion, and feel that they had both learned and contributed to the strategic planning process.

The group reviewed the guidelines suggested for a successful day and agreed to speak openly and honestly and to participate equally and often. The focus for the discussion was for the next 3-5 years and individuals were to be both realistic while at the same time discussing their hopes and dreams for CCDP.

SETTING THE CONTEXT FOR THE STRATEGIC PLAN

As a starting point, there was a discussion of strategic planning in terms of what it is, why it is important, what has been happening at CCDP and trends that could impact the parish in the future. Good strategic plans require good information in terms of existing facts and figures, and a knowledge of future trends that could have a potential impact. Much of the material presented at the strategic planning day was prepared especially for the discussion.

What is Strategic Planning and Why is it Important

Strategic planning is a process for thinking about the future. It establishes a clear purpose and direction for an organization and provides a framework for establishing priorities to achieve the future direction. Strategic plans communicate internally and

externally where an organization is headed, and support the monitoring of activities to see if the future direction is realized.

Good strategic plans are forward thinking and unique to the organization they represent. In short, they are the drivers of success.

Strategic Planning at CCDP

Strategic planning began formally at CCDP approximately 15 years ago and led to the creation of the current mission statement. In May 2005, a newcomers evening featuring Michael Adams as a guest speaker, included breakout groups discussing areas including form of worship, church activities, community services and outreach, attracting different age groups and the physical building. Some of the suggestions emerging from that session were for CCDP to:

- Try different forms of worship
- Become more welcoming
- Open the doors
- Offer debate of ideas
- Build on and expand Jazz Vespers
- Expand outreach into the adjacent community
- Bring a friend (or a pet) to church
- Change our look

The BUZZ Committee was established as a result of the discussion.

What's Happening At and Around CCDP

At present, there is an extraordinary range of activities taking place at CCDP in the areas of worship, music, education, outreach, community, youth, inter-faith and ecumenical, and a connection with the theological colleges. Details are available from the Church Office in a separate handout.

At present, CCDP is comprised of 653 households with the majority (456) coming from outside the parish. Attendance has declined during the past 10 years from approximately 26,056 in 1984 to 17,407 in 2005. The gap between income and expenses has widened during the past 10 years from \$353,000/\$361,000 in 1984 to \$690,000/\$767,000 in 2005. Ten-year trend information was provided for other areas

including total attendance at church services, number of sacraments administered annually and annual collections.

In addition to facts and figures about CCDP, information was provided for the general church neighbourhood in terms of gender, religious affiliation, dominant age group, household composition and annual average employment income.

What Could Happen Around CCDP

As input into the strategic planning day, the clergy at CCDP were asked about how they saw the parish potentially changing in terms of key areas of interest including target groups to be attracted, worshipping, the music, outreach, the physical building, interfaith programming and pastoral care. These views were shared with the group as input into the discussion of the future of CCDP.

In addition, the presentation included a discussion of what could happen around CCDP over the next 10 years including changes to the neighbourhood, the city, the country and globally.

The views of the Parish Council and the key church committees will also be sought following the strategic planning day. The wardens and members of the Parish Council are waiting to take direction from the exercise and will be asked to provide formal input prior to the next strategic planning day in January.

MISSION STATEMENT AND KEY ISSUES

All of this background information was used as input into small group discussions of the current mission statement and the key issues facing CCDP over the next 3 to 5 years.

The large group was divided into smaller groups for a more detailed discussion. Each group was asked to select a group leader and recorder and all groups focused on the same topics. The group leaders presented the results of their discussion to the larger group.

The results of the individual discussions are included in the attachments. Common themes emerging from the presentations are summarized following.

CCDP's Mission Statement

A good mission statement describes what an organization wants to be. It is usually short and relatively easy to understand but it is not a slogan. Ideally, a mission statement identifies the unique characteristics of the organization it represents.

The mission statement for CCDP is shown following along with comments.

“Christ Church Deer Park is an active and involving community of Christians in the Yonge and St. Clair area who put their faith in God into action through Anglican Worship and Music, Caring, Learning, Outreach and Community Involvement”.

CCDP Mission Statement	
Common Strengths	Common Concerns
<ul style="list-style-type: none"> • Generally fine • States the general direction of the parish • Identifies what CCDP does 	<ul style="list-style-type: none"> • Too long and at times redundant (e.g. “Christian” and “God”, “active” and “involving”) • Should be more forward thinking • Needs to be more welcoming • Eliminate the mention of St. Clair and Yonge as it is too specific • Using the term “Anglican” can be limiting

Suggested Changes to the Mission Statement
<p>Mission Statement</p> <p><i>“Christ Church Deer Park is an active and involving community of Christians in the Yonge and St. Clair area who put their faith in God into action through Anglican Worship and Music, Caring, Learning, Outreach and Community Involvement”.</i></p> <p>Suggested Changes to the Mission Statement</p> <ul style="list-style-type: none"> • Inclusive instead of “involving” • Reframe “faith in God” to something to reflect spirituality • Engagement of the heart • Remove “God”, “Anglican”, “Yonge and St. Clair” • Include words such as welcoming, seeks and spiritual quest, evolving, engaging

Key Issue Areas

For the purpose of the small group discussion, key issues were defined as those important to the future of the parish and areas where action can be taken. Each group was asked to identify the top issues facing CCDP during the next 3-5 years. As with the discussion of the mission statement, a number of common themes emerged.

Summary of Key Issues to be Addressed (identified by 3 or more of the 6 small groups; not listed in any priority)	
Issue Area	Suggestions
Diversifying our forms of worship	<ul style="list-style-type: none"> • Types of service, times of service, combining services
Increasing emphasis on marketing/advertising/public relations	<ul style="list-style-type: none"> • Market to existing and non-attending groups • Market to target groups • Improve public relations activities • Market more actively
Expanding our parish	<ul style="list-style-type: none"> • Attract new people and new blood to an aging congregation • Attract new people without alienating existing members • Attract 25-34 year olds, non-family, same sex • Address the needs of teens • Attract new families and reclaim some of the old • Focus first on the local population
Being financially healthy	<ul style="list-style-type: none"> • Reducing the deficit • Creating new revenue streams • Balancing the budget
Improving the physical plant	<ul style="list-style-type: none"> • Glass doors on Yonge Street, • Better signage, • Better back lighting of windows • Creating a sense of openness

The BUZZ Committee agreed to review all of the comments and work on a revised mission statement and key issue areas for discussion at the next strategic planning day.

REFERENCE POINTS FOR STRATEGIC PLANNING

Judy introduced the guest speaker, Don Posterski, an Anglican lay person who has written a number of books on the subject of growing churches and the future of the church. The purpose of Don's presentation was to provide alternative church models as input into thinking about the future of CCDP.

Don began with an outline of church models beginning with the theological framework, following by the historical pattern of gathering the people, telling the stories and breaking the bread. The mission model focused on getting people to come in, grow up and reach out or in other words to "up-reach", "in-reach" and "outreach". The relational mission model is characterized by the phrases "come to", "go to" and "come with". There was strong support among the group for the notion of coming with people to services and other activities. The presentation included some interesting information on God and the church from a national perspective, in terms of support for the church relative to support for God.

Don reviewed the CCDP data provided at the beginning of the session and noted the trouble spots of declining baptisms and confirmations and the fact that the research had a Sunday worship only focus. The attendance decline reflects a decline of Anglicans in the surrounding community.

A ministry mix for effective churches was presented and is shown below.



Within this model there are vertical and horizontal tensions between orthodoxy and relevance, and community and outreach. These tensions must be carefully managed to avoid unhealthy excesses.

The presentation included strategies for a modern ministry and Don suggested that churches without a defined mission strategy will die. He encouraged the group to consider the following:

- Going from making excuses to designing initiatives
- Going from Sunday only services to other choices to contribute
- Moving from minor enhancements to major experimentation
- Changing from a “come to” to a “come with” perspective
- Rejecting inevitable decline in favour of a motivating mission

The group was very enthusiastic about Don’s presentation and agreed with his suggestion that, “The purity of theory is no match for the mess of reality.” His comments added considerably to the strategic planning discussion. A copy of Don’s presentation is available from the Church Office.

PRIORITY THEMES AND OPPORTUNITIES

The afternoon discussion focused on identifying strategic themes for CCDP to pursue as part of the strategic plan. Once again, the large group divided into smaller groups (different than the morning groups) for more detailed discussion. Each group was asked to develop strategic priority themes and activities to be undertaken to support each one. Based on the themes and activities, the groups were asked to select their top 3 priority opportunities. Group leaders (different than in the morning) reported back on the small group discussions.

As with the morning session, there was considerable consensus among the groups. The attachments include the detailed summary comments for each group. The common themes, activities and opportunities are summarized following.

Priority Themes (not in any priority)	Activities to Support the Theme
Growing the Congregation	<ul style="list-style-type: none"> • Enriching the experience for existing members so that they have a “come with” impulse • A strategy to reclaim past members • More educated population needs more educated responses • Invite back people who left
Balancing the Budget	<ul style="list-style-type: none"> • Make people aware of the costs and the money expectation; charge for activities (e.g. weddings) • Create new revenue streams and balance the budget • Vestry to review cutting expenses • Appeal for funds for attractive needs
Diversity of Worship	<ul style="list-style-type: none"> • Explore innovation • Consider shorter services, services for singles • Make Jazz vespers a full partner • Hold events on days other than Sunday • Hold combined services monthly • Increase lay involvement • Services for pets
Marketing and Communication	<ul style="list-style-type: none"> • Focus on involving the “come with” reaction • Work with community groups; Churches on the Hill • Lecture series • Attract singles to the north • Use the internet and technology; web site • Improve signage
Outreach	<ul style="list-style-type: none"> • Find something to replace the Out of the Cold program • Initiatives that create a buzz beyond the congregation • Big project structured so that individual actions make a tangible difference (e.g. adopt a community in Africa or the Canadian Arctic)

In summary, the top five opportunities identified by the majority of small groups for further discussion are listed below.

1. Worship
2. Budget
3. Marketing and Communications
4. Outreach Initiatives
5. Growing the Congregation

There was strong agreement among all of the groups on these opportunities.

AGREEMENTS REACHED AND NEXT STEPS

Don and Judy thanked everyone for their participation and the high quality of the discussion. The Buzz Committee committed to prepare a summary of the day for circulation to all participants. The results of the discussion will also be reviewed by the Parish Council and communicated broadly throughout the CCDP community.

Individuals were invited to attend the next strategic planning day scheduled for Saturday January 20th, 2007. The second session will build on the results of the first day and continue with the development of a strategic plan for CCDP.

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CHRIST CHURCH DEER PARK
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SUMMARY OF SMALL GROUP DISCUSSIONS

CCDP Current Mission Statement
“Christ Church Deer Park is an active and involving community of Christians in the Yonge and St. Clair area who put their faith in God into action through Anglican Worship and Music, Caring, Learning, Outreach and Community Involvement”

Group	Strengths of Mission Statement
1	<ul style="list-style-type: none"> • Some specifics
2	<ul style="list-style-type: none"> • “Christians” • Action and activity
3	<ul style="list-style-type: none"> • It identifies what we do • “Anglican” given us an identity especially as it is not in our name
4	<ul style="list-style-type: none"> • Words outdated but excellent
5	<ul style="list-style-type: none"> • “Active” • “Involving” • “Faith in God” • Long enough to include lots of people in last 9 words
6	<ul style="list-style-type: none"> • Conceptually fine, like the general direction

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Group	Concerns with the Mission Statement
1	<ul style="list-style-type: none"> • Outweigh the strengths • Need “welcoming” • Eliminate mention of Yonge and St. Clair
2	<ul style="list-style-type: none"> • Too long • Too specific, i.e. “Yonge and St. Clair” • “Anglican” is limiting • Some redundancy – Christian and God, don’t have to have both
3	<ul style="list-style-type: none"> • Not forward thinking • Wordy, e.g. do we need “active” and “involving” • “Yonge and St. Clair” is not reflective of the area • Does “Anglican” discourage newcomers? • No “welcome” in statement • “Education” rather than “learning”
4	<ul style="list-style-type: none"> • Yonge and St. Clair too specific (central, midtown) • Need more meaningful words • More inclusive to all
5	<ul style="list-style-type: none"> • Needs vision • Too long and verbose • Not future oriented • Not memorable • Not attracting or compelling to others • States tactics not strategy
6	<ul style="list-style-type: none"> • A little long • Does not give enough emphasis to non-Christian involvement (e.g. AA, DA, etc.) • “Caring” rather amorphous

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Group	Suggested Changes to the Mission Statement
1	<ul style="list-style-type: none"> • Reframe – “faith in God” to something including spirituality, growth in relationship to God, engagement of head and heart
2	<ul style="list-style-type: none"> • Remove Yonge and St. Clair • Delete the word “God” • Remove Anglican • Add “inclusive” perhaps instead of involving • Balance: action/being/spirituality as 3 elements • Simplify outreach and community involvement • Don’t need a list • Focus: being should be seen to be the driver which results in a natural outgrowth of relevant expressive activity • Talk about spirituality and experience which results in the things we do following naturally as Christians
3	<ul style="list-style-type: none"> • Do we need mission statement – yes as it can help people to decide • Being about spirituality and worship without being exclusive
4	<ul style="list-style-type: none"> • Revisit mission statement monthly • Every committee to ensure that they do this review and ensure that it is their guide.
5	<ul style="list-style-type: none"> • Shorter • Future-oriented • Focus on spiritual quest • Speak to the heart • Give clarity to primary purpose • Words suggested: “seeks”, “spiritual quest”

Group	Suggested Changes to the Mission Statement
6	<ul style="list-style-type: none">• Make it more forward-moving• Improve wording, makes it simpler.• Include action verbs like “evolving”, “engaging”• Emphasize core values of the community – a hub

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Group	Key Issues to be Addressed
1	<ol style="list-style-type: none"> 1. Physical plant – glass doors on Yonge Street 2. Times of service 3. How to attract 25-34 year olds 4. Advertising and communication 5. Resources – financial – volunteers to carry out tasks?
2	<ol style="list-style-type: none"> 1. Exploring inclusiveness/our identity 2. Form of service(s) 3. Bringing the “community” together/involvement of community, e.g. Out Of The Cold 4. Address the needs of teens to 35 and those without children 5. Music 6. Increased biblical experience and education
3	<ol style="list-style-type: none"> 1. Balance the budget – be realistic about our projects 2. Attract new audiences: 25-35 year olds, diversity, “non-family”, same sex 3. Provide a venue for discussing other issues 4. Market to existing and non-attending groups (e.g. external, outside speakers) 5. Improve physical plant 6. Combination of services <ul style="list-style-type: none"> • Worshiping in Anglican tradition
4	<ol style="list-style-type: none"> 1. Deficit – create new revenue streams (e.g. entertainment) 2. Attract new families and reclaim some old 3. Create a way to reach core values in our mission statement 4. Market to target groups 5. Public relations activities must improve 6. Signage

Group	Key Issues to be Addressed
5	<ol style="list-style-type: none"> 1. Focus first on local population 2. Accommodate people who have difficulty getting to church 3. Traditional Anglican practice is seen as boring and unspiritual 4. Attract new people without alienating existing members 5. It is difficult for young families to attend services on Sundays 6. Who is a member? Only people who attend on Sundays? 7. We need to market ourselves more actively in order to survive 8. We need to be clear on our motivation to grow the church 9. We should look at other successful models
6	<ol style="list-style-type: none"> 1. Openness – physical (building), marketing – being inviting, signage, move, better back lighting of windows 2. Structure of services 3. Dialogue – both within the parish and beyond 4. Outreach 5. Attracting people and new blood to an aging congregation

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Group	Strategic Priority Themes	Activities to Support the Theme
A	<ul style="list-style-type: none"> • Reclaim past members 	<ul style="list-style-type: none"> • Social opportunity • Follow-up by clergy with people who have had a sacramental experience here – confirmation, marriage, baptism, funeral • Lay pastoral care • Alternative events –Friday/Saturday evenings
	<ul style="list-style-type: none"> • How do we reach out and attract new members 	
	<ul style="list-style-type: none"> • Marketing – invite them in 	<ul style="list-style-type: none"> • Do we invite outside the church, i.e. Faith in Film • We need to be more deliberate, e.g. notices on library board, etc. • Signage – update • Branding
	<ul style="list-style-type: none"> • Worship 	<ul style="list-style-type: none"> • Don’s point about choice – very good • Evensong – Sunday’s – midweek • Diversity
	<ul style="list-style-type: none"> • Budget/Stewardship 	<ul style="list-style-type: none"> • How is the money spent? • Bulletins – printing costs? • Regular donations are hard to come by but specific needs are met • Deliberate request and people should be aware of the costs and the money expectation

Group	Strategic Priority Themes	Activities to Support the Theme
B	<ul style="list-style-type: none"> Offering choice in form and time of service 	<ul style="list-style-type: none"> Experiential services, e.g. combined services and new times Beyond and within current services, Saturday night Cancel services on a Sunday – go to Paramount
	<ul style="list-style-type: none"> How to create intimacy and connectedness in church, i.e. how to fill pews 	<ul style="list-style-type: none"> Combining services? Roping off pews to restrict open space Need for better understanding of other services Forced mixing – try each other’s services
	<ul style="list-style-type: none"> Innovative ways of bringing congregation together 	<ul style="list-style-type: none"> e.g. 8:00 and 9:15 – bring these groups together e.g. different use, time of coffee hour
	<ul style="list-style-type: none"> Making church property more inviting 	<ul style="list-style-type: none"> Broadcasting concerts, services, create garden near Yonge Street Outdoor activities – 15 minutes power mediation
	<ul style="list-style-type: none"> How to best use music program Does it meet needs of congregation 	<ul style="list-style-type: none"> Is there too much at 9:15 and even at 11 a.m.? “Cathedral choir in a parish church”
	<ul style="list-style-type: none"> How can we best market ourselves 	<ul style="list-style-type: none"> Let’s not lose internet as resource for spiritual searching to link with community Create more excitement about what’s coming (coming events; calendar) Need an active and current website Dedicated staff PR person – “a message” – editorial
	<ul style="list-style-type: none"> How to create new revenue streams and balance budget 	<ul style="list-style-type: none"> New vehicles to galvanize church, e.g. outreach activities
C	<ul style="list-style-type: none"> Worship diversity 	<ul style="list-style-type: none"> Look at opportunities to combine 9:15 – 11:00 services Wednesday, 7 a.m. service breakfast after
	<ul style="list-style-type: none"> Growth factors 	<ul style="list-style-type: none"> Replacement to Out Of the Cold what is it: Out Of The Warmth

Group	Strategic Priority Themes	Activities to Support the Theme
	<ul style="list-style-type: none"> Internet – web site 	<ul style="list-style-type: none"> Do we have the expertise to expand it Update and maintain Are we using e-mail address
	<ul style="list-style-type: none"> Jazz Vespers 	<ul style="list-style-type: none"> Not add on – part of our worship
	<ul style="list-style-type: none"> Marketing 	<ul style="list-style-type: none"> To singles in the apartments north, and not necessarily a worship services Signage for this outside church
	<ul style="list-style-type: none"> How to appeal to those 30-45 of our children lost to church 	
	<ul style="list-style-type: none"> Physical plant 	<ul style="list-style-type: none"> Doors
	<ul style="list-style-type: none"> Music 	
D	<ul style="list-style-type: none"> Initiatives in outreach that create a buzz beyond the congregation, perhaps including people of other belief structures (as happened with OOTC) 	<ul style="list-style-type: none"> Partner with other organizations Big project structured so that individual action makes a tangible difference Examples: adopt a community in Africa; something local; adopt a community in the Canadian Artic Outreach in our community that involves regular participation
	<ul style="list-style-type: none"> Organic growth – how do we enrich the experience for existing members so that they have a “come with” impulse 	<ul style="list-style-type: none"> Study how to enliven existing members’ spirituality Study what other churches do Question: “What works for you?”, or “What helped you reach your greatest spiritual experiences?”
	<ul style="list-style-type: none"> Need a strategy to reclaim past members 	<ul style="list-style-type: none"> Comb past lists, visit past members and individuals to contact people they know
	<ul style="list-style-type: none"> Marketing to our community (focus on involving the “come with” reaction) 	<ul style="list-style-type: none"> Working with Churches On The Hill to promote events Work with community groups Develop internet resource for Christian experience Nativity pageant for the community Draw on the intellectual resources of our congregation to offer a lecture series to the community – ending with an invitation to join our community

Group	Strategic Priority Themes	Activities to Support the Theme
	<ul style="list-style-type: none"> • More varieties of worship 	<ul style="list-style-type: none"> • A short service (1/2 hour) for singles – a service for people who aren't here • A series or service on Christian meditation
	<ul style="list-style-type: none"> • Times of service are, and always have been, a sensitive but major issue 	<ul style="list-style-type: none"> • Ask "What would you like changed about our existing services?" or "What more would you like that you're not getting from our existing services?"
	<ul style="list-style-type: none"> • Music is a pivotal issue in our worship experience, for existing and prospective parishioners 	<ul style="list-style-type: none"> • Two questions: <ul style="list-style-type: none"> - How is it engaging us? - How could it become even more engaging?
	<ul style="list-style-type: none"> • Physical plant is crucial to support what we do there 	
	<ul style="list-style-type: none"> • Finance 	
E	<ul style="list-style-type: none"> • Worship services 	<ul style="list-style-type: none"> • Explore innovation of services • Age inclusive" and times • We are Anglican – keep the liturgy
	<ul style="list-style-type: none"> • Outreach and missionary work 	<ul style="list-style-type: none"> • Identify major need • Tasks for help at different levels
	<ul style="list-style-type: none"> • Marketing – sign 	<ul style="list-style-type: none"> • Signs for information • Welcoming • Catchy phrases • Internet
	<ul style="list-style-type: none"> • Growing congregation 	<ul style="list-style-type: none"> • Necessary to maintain building • Landscape garden on Heath street
	<ul style="list-style-type: none"> • Use of building 	<ul style="list-style-type: none"> • Access for drop-in prayer • Roof repair: requires valid use for congregation in church
	<ul style="list-style-type: none"> • Budget – income/expenses 	<ul style="list-style-type: none"> • Vestry to review cutting expenses • Review program expenses • Appeal for funds for attractive needs
F	<ul style="list-style-type: none"> • Marketing and external relations 	<ul style="list-style-type: none"> • Hire person or firm to help market • Make better use of internet/web • Better signage • Announcements, website

Group	Strategic Priority Themes	Activities to Support the Theme
	<ul style="list-style-type: none"> • Worship 	<ul style="list-style-type: none"> • Hold events on other days from Sunday (e.g. Wednesday a.m./Sunday evening) • 9:15 service already different enough? • Hold combined services monthly • Different kinds of services are good • Services should not be longer than 1 hour • Increase lay involvement (in pulpit and elsewhere) • Allow for increased quiet time/meditation • Need more joy/more singing/more emotion • Services for dogs/pets
	<ul style="list-style-type: none"> • Physical plant 	<ul style="list-style-type: none"> • Existing building well used • Should highlight windows • Should reflect different seasons • Challenge of more openness vs. security • Adjacent park space can be better use • Car drop-off would be good
	<ul style="list-style-type: none"> • Financing and budget 	<ul style="list-style-type: none"> • Ensure rental rates are fair • Campaigns need to be focused • Phase contributions • Let people know where money is being spent
	<ul style="list-style-type: none"> • Growing the congregation 	<ul style="list-style-type: none"> • More educated population needs more educated responses • Find out what other churches are doing • Invite back people who left • Focus on 25-34 olds • Be open to questioning

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Group	Top 3 Priority Opportunities
A	<ol style="list-style-type: none"> 1. Growing the congregation 2. Budget 3. Worship – diversity 4. Physical plant (e.g. need a new roof – but can't afford it, look more welcoming)
B	<ol style="list-style-type: none"> 1. Choice in form and time of services 2. Marketing (including creating new outreach activities, galvanizing the congregation) 3. New and reliable revenue streams to balance budget – be more hard nosed about charging for things: weddings, concerts
C	<ol style="list-style-type: none"> 1. Worship – Corporation and Clergy to look at 2007 worship calendar and its diversification in the next year, Jazz Vespers to be treated as full part of church program 2. Communication – internet – use of website 3. Replace Out Of The Cold by some type of community involvement
D	<ol style="list-style-type: none"> 1. Major outreach initiative to create the kind of buzz that OOTC had, within CCDP and beyond 2. Enriching the experience for existing members to produce the “come with” impulse 3. Marketing and communicating beyond existing CCDP members
E	<ol style="list-style-type: none"> 1. Budget 2. Growing Congregation 3. Worship
F	<ol style="list-style-type: none"> 1. Retire debt (perhaps using innovative events like “Dine Down the Deficit”) 2. Hire a publicity person/firm, use of internet; spirit/church based dialogue 3. Hold more forums for questions/answers (e.g. other religions) 4. Involve more lay person in the service (e.g. including in the pulpit) – “from where I sit”