



St Paul's at the *Crossroads*

St Paul's faces its future; a strategic planning exercise

June 2023

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A couple of
ice
breakers to
begin...



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Can you find seven numbers hidden below?

"Where has the fat worm gone? He was wriggling away from my reel even before I had the hook on it! If I've lost him, I'll be sorry. This evening I came prepared with reel, line, and bait hoping to catch plenty of fish. It's not often that a worm of ours gets away!"

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WELCOME & INTRODUCTIONS

St. Paul's at the *Crossroads*

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Agenda

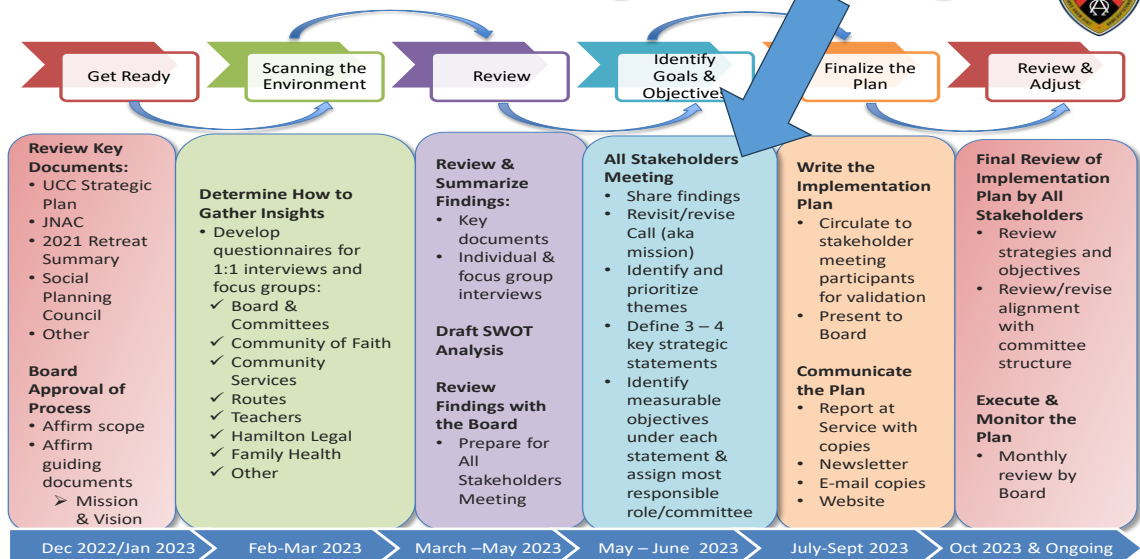
3:00	Ice Breaker	Dave
3:05	Welcome & Introductions	Kim
	Opening Prayer	Rev. Jim
3:10	What Did We Hear?	
	<i>Internal:</i> Interviews, Surveys, Focus Groups, reports	
	<i>External:</i> Panel Discussion, Interviews, Document review	
	□ SWOT Analysis	
	□ Themes	
	□ What's Missing?	Dave
3:40	Interactive Discussion	
	Randomly assign themes to table	Jenny
	o Each table assigns a scribe and spokesperson to answer these questions for each theme:	
	<i>What would success look in each theme?</i>	
	<i>What are some goals to aspire to? How can we get there?</i>	
	Facilitators will circulate, answer questions, post flip chart paper	

4:10	Report back from Tables	
4:45	Prioritize Themes: <i>Each individual is given 3 dots and asked to put one dot on the top three strategic themes</i>	
		Steve
5:00	Summarize Rankings	
	<i>How can you help?</i>	Steve
5:15	Wrap Up; Next Steps	
	<ul style="list-style-type: none"> Draft Report with executive summary to be written, circulated to key Community Leaders for Feedback/input, sent out to congregants for final feedback Building in accountability Identify a lead(s) for each action plan Board oversight of implementation plan 	
		Kim
5:25	Closing Prayer	Rev Wayne



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St. Paul's Strategic Planning



*SWOT – strengths, weaknesses, opportunities & threats

Approved by Board Jan 20, 2023; Board Revised Feb 15, 2023

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Strategic Planning: *where we are to date...*



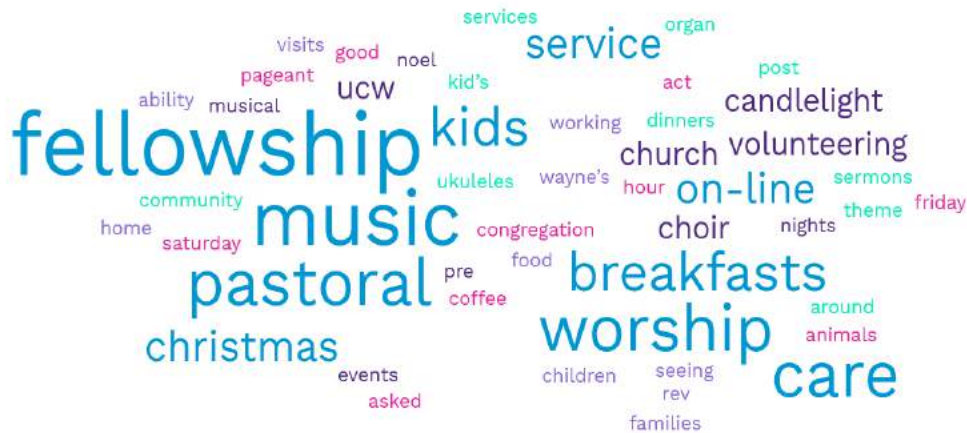
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Capturing your ideas



- **Most Memorable Experiences**
(St Paul's and elsewhere; good and bad)
- **Assessing St Paul's Today**
 - What do you look for? Are those needs met?
 - Opportunities
 - Threats
- **Looking Ahead**
 - Specific thoughts about St Paul's
 - Thoughts about churches in general
 - Vision 2030

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From input to ideas

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SWOT – one way to look at St Paul’s

STRENGTHS Music Ministry – in church and outreach Fellowship Community orientation – breakfasts, dinners Physical Facility	OPPORTUNITIES Enhanced use of building Focus on the community External funding (grants, rentals) More diverse services Increase opportunity for fellowship More modern “vibe” – music, ministry
WEAKNESSES Communication (internal, external) Aging congregation; lack of youth Staff turnover	THREATS Aging congregation Financial instability Competition for time and interest esp among younger congregants Relevance of a traditional religious experience for some

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SWOT – another perspective

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STRENGTHS	OPPORTUNITIES
<p>Music</p> <p>Ministry – in church and pastoral outreach</p> <p>Fellowship</p> <p>Community orientation – meals, social activism</p> <p>Physical Facility</p> <p>On-line presence</p> <p>Volunteerism</p> <p>New approach to Saturday Breakfasts</p> <p>Motivated, talented individuals (including retirees) in congregation</p> <p>Outreach and advocacy, e.g., tiny homes</p> <p>History of Church</p> <p>Christian identity – people of faith</p>	<p>SP as a compassionate community center</p> <p>Increase opportunity for fellowship & volunteerism</p> <p>Music, traditional, more modern “vibe”</p> <p>A more secular ministry (for some)</p> <p>Concentration on children/ youth & middle aged, <i>and</i> elderly</p> <p>Collaboration with other churches, organizations, and other partners</p> <p>Social activism</p> <p>Educational programming grounded in Christianity, music, choir, arts, food classes</p> <p>Meeting spiritual needs, “hunger for understanding the world” – <i>addressing meaning, purpose, providing a spiritual home (a “uniting church”)</i></p> <p>Financial sustainability</p> <p>Creating a welcoming space</p> <p>Marketing & Communication (internal/external)</p> <p>Uniqueness</p> <p>Maximize unique talents of individuals</p> <p>Facilities & financial plan</p>
WEAKNESSES	THREATS
<p>Aging congregation</p> <p>Staff turnover</p> <p>Missing members w/out follow-up</p> <p>Marketing & Communication (internal, external)</p> <p>(Some) negative interactions</p> <p>Inadequate number of volunteers</p> <p>Inadequate needs/resource assessment</p> <p>Relationship with Dundas Association of Churches</p> <p>Perception as unwelcoming</p> <p>Governance & leadership (prioritizing, measurement, accountability)</p> <p>“Old church”</p>	<p>Financial sustainability</p> <p>Aging, homogenous, self-absorbed congregation</p> <p>Competition for time and interest (esp younger members)</p> <p>Relevance of traditional religious experience for some</p> <p>Volunteer fatigue</p> <p>Complacency!</p> <p>Increasing move toward secularism – what is our message?</p> <p>Overlap in responsibilities (e.g. food bank, metro cards etc.)</p> <p>Being everything to everyone, lack of focus</p> <p>Wanting “to keep our hands clean”</p>

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THEMES

- Create a welcoming space
- Deepen spirituality
- Partner with & engage internal & external community
- Maximize resources
- Expand music program
- Increase worship opportunities
- Strengthen marketing & communication
- Strengthen governance, volunteer & leadership capacity



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Create a Welcoming Space

- I want to be “accepted for who I am”
- When “I was not acknowledged I felt unwelcomed”
- The “building needs to be welcoming”
 - “Office is currently like a dungeon”
- “People leave when they are not included”
- “Saturday morning breakfasts are fantastic”
- “I think we are lacking warmth and a touch point”
- “intergenerational activities” e.g., game nights
- Become an affirming church
- Name tags

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Deepen Spirituality



OPPORTUNITIES "THAT STIMULATE
DEEP SPIRITUAL THINKING"



ESTABLISH AN EDUCATION
PROGRAM GROUNDED IN
CHRISTIANITY



FOSTER THE ARTS



ACKNOWLEDGE OUR DEEP
CHRISTIAN ROOTS INCLUDING
PAGAN, MYTHOLOGY...

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Partner with
& Engage
Internal &
External
Community

- Outward facing – become more of a community hub
- Internal – support & build a stronger church community/spiritual family within St. Paul's
- Toyo Eiwa Jogakuin
- Dundas Association of Churches
- Dundas Works
- Tiny Homes
- "It's about the community...St. Paul's is a conduit of faith rather than a place"
- Consider how we might support a "rooming house"

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Maximize resources

- Consider ways to maximize use of the building
 - Seniors
 - Children & Youth
- “It is the role of the church to get the ball rolling”
- Keeping the building in good repair and up-to-date
- Maintain, expand parking lot
- “The building is an asset”
- Achieve financial sustainability

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Expand Music Program

- “Music that touches me”
- Traditional music
- Classic music
- Contemporary music
- “Feeling the organ on the floor”
- “Create a faith-based approach, parents don’t just drop off children, they engage in faith-based activities...don’t want “rice” Christians”
- Consider unique offerings e.g. Jazz Service
- Consider DVO/St. Paul’s Band Camp – offer scholarships



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Expand Meaningful Worship Opportunities

- “Communion is an important part of services”
- Talk about discipleship
- What does it mean to see the world as a Christian?
- Discuss about important issues, the bigger picture, through the eyes of a Christian
- Baptisms, weddings
- Identify the message of the church
- Consider difficult, polarizing issues

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Strengthen Marketing & Communication

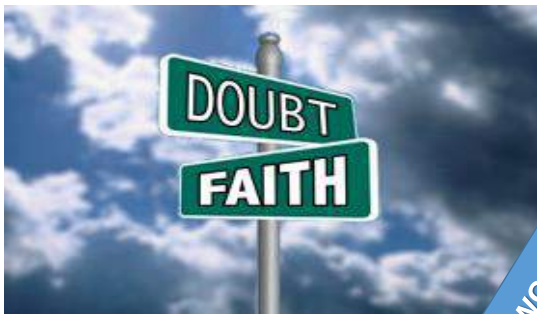
- Internal and external communication
- Tours of the church
- Share info about groups using the church, outreach activities
- Signage e.g. signs pointing to dining hall, elevator
- Social media
- Market ourselves – others often know little about the work we do

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Strengthen Governance, Volunteer & Leadership Capacity

- Training for more than strictly the ministers – more of a team approach
- Clear decision-making processes
- Accountability – identify goals and measure progress monthly with communication to membership
- Acknowledge and applaud volunteers
- More active measurement/management beyond finances – identify performance goals and metrics

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UCC Call, Vision, Values

