

The Fairlawn Call Plan:

Bringing God's Call To Life

A vibrant, growing and welcoming church community



Draft as of 19-Sep-2014

1. Summary

Now there are varieties of gifts, but the same Spirit; and there are varieties of services, but the same Lord; and there are varieties of activities, but it is the same God who activates all of them in everyone. To each is given the manifestation of the Spirit for the common good.
1 Corinthians 12:4-7

Like many churches, we face the challenge of congregational renewal. Our response is *The Fairlawn Call*:
Desired Future: Fairlawn is a vibrant, growing and welcoming church community
Core Beliefs: We are not alone. We are connected to God and each other by love.
Purposes: Explore Spirituality; Experience Belonging; Embrace Action

This document is the plan to bring *The Fairlawn Call* to life so that (i) Fairlawn remains relevant in the lives of the community it serves, (ii) people find meaning and develop their relationship with God, and (iii) the foundation is laid for future generations.

This plan includes a plan from each council that includes their mandate, aspiration for 2017, and priorities for next year. Each of these plans includes a list of what is needed from the congregation to be successful: to bring *The Fairlawn Call* to life, all of us must to roll up our sleeves and contribute what we can to answer our own call. This plan is not complete nor is it perfect but it clarifies the direction we need to go and sets out our initial priorities. As we learn and develop our gifts, we will adapt and update the plan.

The plan has 7 initial priorities which are:

- **Worship** – create opportunities for everyone, regardless of where they are on their faith journey
- **Adult Education** – provide a wide range of offerings for a wide range of people
- **Spirit Space** – help children develop and explore their spirituality in an engaging way
- **Communications** – clarify our identity, and improve internal and external communications
- **Welcoming Invitational Culture** – get better at inviting people to Fairlawn and welcoming them
- **Engagement** – improve the relationship that people have with Fairlawn
- **Stewardship** – help people understand the deep roots that giving has in the teachings of Jesus

These initial priorities all have teams in place to lead their implementation and strong existing capabilities to build on. Executing these initiatives will create positive change and momentum that will allow us in future years of the plan to add new priorities in areas like Embrace Action and Experience Belonging.

Having studied and learned from other highly successful churches like Hillhurst United and organizations like the CRC¹, we learned the importance of strategic investments in the critical areas of stewardship and communications. Therefore part of the plan involves the investment of our capital funds to increase our capabilities in these areas by hiring a part time stewardship and communications person and providing them with the tools that they need to be effective: a budget for communications costs and a database to track volunteers, givers and communications.

The 7 initial priorities will help increase the number of people giving to Fairlawn and their average giving, which will allow us to fund our operations without running down our investment funds.

To make it easier to achieve *The Fairlawn Call* we also need to change how we work together. We will align how we work to *The Fairlawn Call*, including the creation of new councils for Explore Spirituality, Experience Belonging, Embrace Action, Lay Leadership Development, Stewardship and Communications by updating our constitution. We also need to change our operating style most notably by replacing committees with Lay Ministry Teams whose focus is doing their work and not holding meetings.

With love and openness to the Holy Spirit, we will respond to God's call and make Fairlawn *a vibrant, growing and welcoming church community*.

¹ Christian Resource Centre which built 40 Oaks

Table of Contents

1. Summary.....	2
2. Our Response to God’s Call.....	4
3. Measuring the progress of <i>The Fairlawn Call</i>	5
4. Plan Priorities.....	6
5. Strategic Spending	8
6. How we work together.....	10
7. Detailed Plans by Council.....	12
a) Explore Spirituality – Worship	12
b) Explore Spirituality – Children and Youth Ministry.....	14
c) Explore Spirituality – Adult Education.....	16
d) Experience Belonging – Overall	18
e) Experience Belonging – Engagement and Membership Development.....	20
f) Embrace Action	22
Capabilities	23
a) Communications	23
b) Ministry & Personnel.....	25
c) Lay Leadership.....	27
d) Property.....	28
e) Finance.....	30
f) Stewardship.....	31
g) Trustees.....	33
8. Appendix 1 – <i>The Fairlawn Call</i>	34
9. Appendix 2 – History of <i>The Fairlawn Call</i>	36
10. Appendix 3 – Organization Charts.....	37

2. Our Response to God's Call

When they had finished breakfast, Jesus said to Simon Peter, "Simon son of John, do you love me more than these?" He said to him, "Yes, Lord; you know that I love you." Jesus said to him, "Feed my lambs." A second time he said to him, "Simon son of John, do you love me?" He said to him, "Yes, Lord; you know that I love you." Jesus said to him, "Tend my sheep." He said to him the third time, "Simon son of John, do you love me?" Peter felt hurt because he said to him the third time, "Do you love me?" And he said to him, "Lord, you know everything; you know that I love you." Jesus said to him, "Feed my sheep."
John 21:15-17

Churches across North America are in decline and the United Church of Canada has experienced numerous church closures. In the face of these headwinds Fairlawn adopted *The Fairlawn Call*² as the result of a thoughtful process of discernment³. But God's call to us doesn't end with words on a page. Jesus calls us to feed his sheep – to live our calling. This plan is our response to our calling. It describes:

- The objectives of *The Fairlawn Call*, which we hope to make measurable and for each measure the target we hope to achieve
- Our initial set of priorities which will be the focus of our work in 2015.
- How we think The Fairlawn Call can help to put Fairlawn on a stronger financial footing and where we think that additional investment is required
- How we will work together
- A plan from each council that describes their mandate and their aspiration for Fairlawn in 2017. Each plan includes measures that will be used to track progress, specific actions that are planned for 2015 and key themes that will shape their work for the next three years. Importantly, each council has identified what they need from the congregation (that's you and me).

This plan outlines some of what we are going to do to live our calling but this plan is not complete. Some sections are only partially filled in. These will be filled in as we find leadership and discern how to respond to God's call.

And this plan will change. As we implement the plan we will find problems that need to be corrected, we will discover capabilities that need to be developed, and gifts that we didn't know we had. As we learn, we will adapt and develop this plan.

² For more about *The Fairlawn Call* including our desired future, see **Appendix 1 – The Fairlawn Call**

³ For more about how *The Fairlawn Call* was developed see **Appendix 2 – History of The Fairlawn Call**

3. Measuring the progress of *The Fairlawn Call*

They shall make an ark of acacia wood; it shall be two and a half cubits long, a cubit and a half wide, and a cubit and a half high.

Exodus 25:10

The table below summarizes the targets that will be used to assess the overall success of *The Fairlawn Call*. For each measure an aspirational target for 2017 has been or will be set. When making choices as we implement the *The Fairlawn Call*, we will aim to achieve these targets above all others.

Our desired future is that Fairlawn will be a **vibrant, growing and welcoming church community**. To do this we need to have more people engaged and have people more engaged, and we have to have a sound financial footing.

In addition to these measures, each council and lay ministry team will have measures to help them track their contribution to *The Fairlawn Call Plan*.

Proposed Objectives

Measure	2013 Actual	2014 Target	2017 Aspiration	Change 2014-2017	
People more engaged					
Engagement survey: ⁴					
i. Is Fairlawn living God's call?	TBD	TBD	TBD	TBD	TBD
ii. Are you living God's call?	TBD	TBD	TBD	TBD	TBD
Measure of volunteer engagement	TBD	TBD	TBD	TBD	TBD
Average annual givings per giver	\$1,125	\$1,202	\$1,325	\$123	10%
More people engaged					
People engaged in key programs					
i. Average attendance at worship	TBD	250	325	75	30%
ii. Average attendance at Spirit Space	TBD	TBD	TBD	TBD	TBD
iii. Number of people at Adult Education events	80	110	190	80	73%
Number of people giving time	TBD	TBD	TBD	TBD	TBD
Number of people giving financially	336	336	396	60	18%

The list of measures and their targets are a work in progress. We will work to refine the list of measures by studying growing, successful congregations.⁵

⁴ The Engagement Survey is new and will attempt to assess how well Fairlawn is living its call and how well individual members are living their call

⁵ This work is being led by Greg Clark and John Ryerson.

4. Plan Priorities

Initial priorities

Our initial priorities all have a team in place to lead their implementation and strong existing capabilities to build on. Our priorities are centred on the following themes:

- Improve the offerings related to our purposes
- Get new people to join us (more people)
- Retain people (more engaged)
- Be better stewards

Improve the offerings related to our purposes

Over the life of *The Fairlawn Call Plan* there will be initiatives in all three purpose areas to ensure that what we offer is relevant to the needs of our congregation and our wider community. The first three initiatives are focused on **explore spirituality**:

- 1. Worship** We will make worship an opportunity for everyone, regardless of where they are on their journey of faith, to explore spirituality through things like relevant, reverent, participatory worship as well as times of quiet contemplative worship. There will be a number of special services throughout the year that will be key opportunities to invite seekers to join us.
- 2. Adult Education** We will give people opportunities to explore spirituality beyond worship using interesting, non-judgmental faith development lectures, classes and small group discussions.
- 3. Spirit Space** Spirit Space is our new Sunday School that helps children to explore spirituality. Spirit Space will help us to better engage children and their parents and give young families a compelling reason to join with us.

Get new people to join us (more people)

To be **a vibrant, growing and welcoming church community** we need to attract new people to our congregation. If we don't, we'll gradually shrink until we become yet another church that closes forever. The first two initiatives to help attract new people are:

- 4. Communications** We will clarify our identity (e.g. logo and tag line). We will develop a communications plan to share the good news of Fairlawn with the wider community using a variety of media. We will develop a research capability to allow us to better understand the needs of the community and how we are perceived.
- 5. Welcoming Invitational Culture** The most effective method of getting more people engaged in the life of the church is an invitation from someone who is part of Fairlawn. When people arrive they must feel welcome. We need to improve our capability to be invitational and welcoming, building on our commitment to be an affirming congregation. For example, hold classes to teach the art of inviting.

Retain people (more engaged)

We need to be better at engaging and retaining people. To help with this our first initiative is:

- 6. Engagement** We need to be better at (i) helping new people become involved in the life of the church as part of the development of their unique gifts and talents and (ii) engaging current members more. We will develop a cycle of engagement and teach people how to use it so that people feel welcome at Fairlawn.

The Fairlawn Call Plan

Stewardship

7. Stewardship We will execute a stewardship program to help people understand how their gifts enable the work of the church. This will increase the number of givers, increase average givings and help people feel more positive about their contributions.

Proposed phasing of change

Our seven initial priorities are all high priorities for 2015 but there is more to do, like improving our offerings in Experience Belonging and Embrace Action. The table below summarizes the proposed phasing of change by area and shows how our focus will change over the life of this plan. For example Youth is not a high priority for 2015, but is planned to be a high priority in 2016.

How to read the table: H=high change, M=medium change, L=low change. Areas that meet our needs and do not require significant change are rated low. This rating does not mean that these areas are unimportant, just that we are not planning significant change to them. Communications and strategic spending are key enablers of our high priorities. (c=communications focus area, \$=strategic spend area).

Priority areas	2014	2015	2016	2017	2018+
Explore Spirituality					
Worship	H	H ^c	M ^c	L	Sanctuary? ^{\$}
Spirit Space	H	H ^{c\$}	M ^{c\$}	L ^{c\$}	
Youth	L	M	H	H	
Adult Education	H	H ^c	M ^c	L	
Experience Belonging	L	M	H	H	
Embrace Action	L	L	M	H	New project? ^{c\$}
Capabilities					
M&P	H	M	L	L	
Lay Leadership	L	M	L	L	
Engagement	M	H ^{\$}	L	L	
Stewardship	M	H ^{c\$}	M ^{c\$}	L ^{c\$}	Legacy fund? ^{c\$}
Finance	H	M	L	L	
Trustees	L	L	L	L	
Property	L	L	L	H	Sanctuary? ^{\$}
Communications	M	H ^{\$}	M ^{\$}	L ^{\$}	
Welcoming & Inviting Culture	M	H	M	L	
Governance	H	M	L	L	

5. Strategic Spending

Then the one who had received the five talents came forward, bringing five more talents, saying, 'Master, you handed over to me five talents; see, I have made five more talents.' His master said to him, 'Well done, good and trustworthy slave; you have been trustworthy in a few things, I will put you in charge of many things; enter into the joy of your master.'
Matthew 25:20-21

What is strategic spending?

Strategic spending is investment in building key capabilities to enable us to achieve the desired future of *The Fairlawn Call*, especially growing the congregation and its giving. Our strategic spending takes advantage of Fairlawn's strong investment fund and gives due respect to those who gave those funds.

Principles for strategic spending

Executive Council proposes to use the following principles when making decisions about strategic spending:

1. **Maintain the Legacy Fund** (formerly called the Discretionary Fund) at a balance of at least \$1 million over the life of this plan (2014-2017). This ensures a very substantial fund for both emergencies and future capital investments.
2. **Balance the operating budget** (after realized investment income) over the life of this plan (2014-2017).
3. **Enables *The Fairlawn Call***: Strategic spending will only be done in areas that will have a significant impact on achieving the desired future of *The Fairlawn Call*.

Proposed areas for strategic spending

This phase of the plan proposes investing in our stewardship and communications capabilities:

- part-time stewardship and communications person
- communications materials, expenses and media
- database that will be used to track volunteers, givers, and communications

Rationale for strategic spending choices

These strategic spend investments were chosen because:

1. **Success models**: We studied successful churches (including Hillhurst United, St Paul's Bloor Street, and Metropolitan United) and successful not-for-profits (like the Christian Resource Centre (CRC)) which have undergone similar revitalizations. They included stewardship and communications as key early investments.
2. **People we are trying to attract** expect a certain degree of professionalism which this responds to.
3. **Our stewardship and communications volunteers** need this help to be successful in their work.

The Fairlawn Call Plan

Proposed strategic spending

The following table summarizes the cost of the strategic spending over the life of the plan:

	2013	2014	2015	2016	2017
	Actual	Forecast	Plan	Plan	Plan
Stewardship & Communications staff	\$0	\$0	\$ 30k	\$ 30k	\$ 30k
Communications expense	\$0	\$0	\$ 30k	\$ 50k	\$ 30k
Database purchase & maintenance	\$0	\$0	\$ 15k	\$ 2k	\$ 2k
Contingency	\$0	\$0	\$ 10k	\$ 10k	\$ 10k
Total strategic spending	\$0	\$0	\$ 85k	\$ 92k	\$ 72k

Impact of strategic spending

Improved communications and stewardship, combined with the rest of The Fairlawn Call Plan, will help to increase both the number of givers and average giving per giver. This will significantly increase total giving and enable the budget to be balanced and allow the Legacy Fund to be above \$1M at the end of the plan.

	2013	2014	2015	2016	2017	Change	
	Actual	Forecast	Plan	Plan	Plan	2014-2017	
Number of givers	336	336	346	366	396	60	18%
Average giving per giver per year	\$ 1,125	\$ 1,202	\$ 1,272	\$ 1,366	\$ 1,325	\$123	10%
Total giving per year	\$ 378k	\$ 404k	\$ 440k	\$ 500k	\$ 525k	\$121k	30%
 Legacy Fund Balance	 \$1.05M				 \$1M		

6. How we work together

To one is given through the Spirit the utterance of wisdom, and to another the utterance of knowledge according to the same Spirit, to another faith by the same Spirit, to another gifts of healing by the one Spirit, to another the working of miracles, to another prophecy, to another the discernment of spirits, to another various kinds of tongues, to another the interpretation of tongues. All these are activated by one and the same Spirit, who allots to each one individually just as the Spirit chooses.

1 Corinthians 12:8-11

To implement *The Fairlawn Call*, we must change how we work together both in structure and our operating style:

Structural changes:

- Align how we work together to *The Fairlawn Call*
- Implement a new council structure

Update the constitution *Operating style:*

- Establish Lay Ministry Teams
- Delegate more
- Establish clear commitments

Align how we work together to *The Fairlawn Call*

We will re-align how we work together to help us to live out *The Fairlawn Call*. Everything will be arranged to achieve our desired future, leverage our purposes and to help us live out our core beliefs.

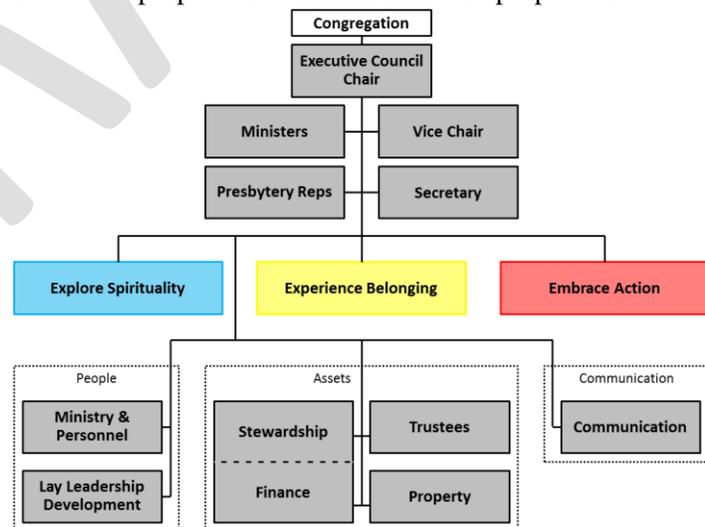
Implement a new council structure

The proposed council structure is centred on our three purposes (*Explore Spirituality, Experience Belonging* and *Embrace Action*) with a council for each purpose area. The work of the purpose area councils will be supported by councils clustered around people, assets and communications including two new councils: Stewardship and Communications.

Explore Spirituality Council will focus on all aspects of spiritual growth including worship, music, ministry to children and youth, and adult education.

Experience Belonging Council will provide diverse opportunities for people to help each other to experience belonging from Affirming to Pastoral Care and from Fairlawn Grill to our 100th Anniversary celebration.

Embrace Action Council will focus on the wider community. It helps people to find and develop their gifts and individual calling to make a difference in the world, whether it is sharing our faith, giving a hand up or working to change the system.



The Fairlawn Call Plan

Lay Leadership Development Council will develop the leadership necessary to make Executive Council more effective. This team will help develop Christians with skills that include (i) developing goals and plans, (ii) building teams, (iii) effective delegation, (iv) effective meetings, and (v) effective presentations.

Stewardship Council will lead programs that provide the funds to support the work of the church. It will help people develop a deeper understanding of Jesus's approach to giving and the congregational generosity that will help bring our three purposes to greater life.

Communications Council will: (i) develop a clear identity for Fairlawn (e.g. logo and tag line), (ii) manage Fairlawn's internal and external communications both for the church overall and the work of individual Lay Ministry Teams, and (iii) conduct research to help Fairlawn understand the evolving needs and perceptions of the wider community.

Update the constitution

A revised constitution will be presented at the AGM in early 2015 with changes to:

- Include *The Fairlawn Call*
- Reflect the revised council structure
- Revise the mandate of each council
- Reduce the number of people that have roles elected by the congregation

Establish Lay Ministry Teams

Lay Ministry Teams will do the work of the church and are different than traditional committees in several ways: (i) they are lay led (with a few exceptions); (ii) their focus is doing ministry, not holding meetings; (iii) their mandate and those who work on them evolve as necessary. This approach gives us the flexibility to evolve our ministry as the needs of the community and our capabilities change.

To start or change a Lay Ministry Team, all that is required are good answers to three questions:

1. How does this team enable us to live out *The Fairlawn Call*?
2. What resources are required? (e.g. volunteers, staff, money, property)
3. What are the risks? (e.g. people, financial, property, reputation)

New Lay Ministry Teams and changes to existing ones are managed by the council that they belong to. Each Lay Ministry Team provides periodic updates to their council to ensure that achievements are celebrated, to ensure that the work of the team is aligned to the overall direction of the church and that the right resources are provided.

Delegate more

We will take decisions at the lowest level that is capable of addressing it. For example, Executive Council will not decide which candles to use for Easter worship; this decision belongs to the Worship Practice Committee which is capable and closer to the action. Councils and Lay Ministry Teams will have authority to act within their mandate, without asking for approval. This allows the Executive Committee to focus on broad issues rather than micromanaging each Lay Ministry Team and it allows Lay Ministry Teams to get on with ministry and minimizes approvals. To make this work each team will have to have a clear mandate and commitments.

Establish clear commitments

All teams (councils, committees, boards, lay ministry teams and any other groups that bring the church to life) will have a mandate that describes their commitments and, importantly, how they support *The Fairlawn Call*. In most cases the mandate will be less than a page in length. Having a clear mandate for each team will help the teams that do the work of the church be better coordinated and help all of us to understand how we are living *The Fairlawn Call*. This will allow people to focus on their ministry, rather than focusing on committee meetings.

7. Detailed Plans by Council

a) Explore Spirituality – Worship

Mandate

Our mandate is to create reverent, relevant and participatory Christian worship experiences that engage people who come in with different experiences, theologies and expectations.

Worship engages people who are at different levels and focuses on the curious⁶, those who are new to us or are considering attending worship.

Desired Future State – Aspirational Dream for 2017

Fairlawn is known in our wider community as a place where worship that touches the heart, head and spirit is experienced each and every week by all generations.

People’s lives are touched, impacted and enhanced by what happens in worship and we deepen our connection to God and each other through a rich understanding and experience of the Christian story.

The whole congregation has a sense of participation and engagement in the creation of worship.

Our worship is so popular that you need to arrive early in order to get a seat.

Work has started on renovating the sanctuary to reflect the needs of the 21st century.

Goals for the next three years

Measure	2013 Actual	2014 Target	2017 Aspiration	Change 2014-2017	
People more engaged					
Survey: Sense of engagement with worship	TBD	TBD	TBD	TBD	TBD
More people engaged					
Average attendance at Worship	TBD	250	325	75	30%

Key themes for the next three years

Discern how to be reverent, relevant and participatory

Appeal to newcomers: Make our worship more appealing to newcomers, including those who may find church uncomfortable

Engage more people in our worship and engage our people more in our worship

Create 9 anchor services throughout the year (e.g. Christmas, Easter, All Saints Day, Remembrance Day) with each service coordinated by a Lay Ministry Team (LMT) and make these services key opportunities to invite new people to worship

Integrate our worship and Spirit Space programming, honouring the spiritual needs of children

Develop a comprehensive worship plan and calendar that will enable weekly services to support anchor services and will include services at non-traditional times

⁶ Also called “seekers” the curious are people who are interested in exploring spirituality and developing their faith

The Fairlawn Call Plan

Create a sanctuary renewal LMT to develop a plan to renovate the sanctuary to reflect the needs of our community in the 21st century

Gauge effectiveness by conducting worship surveys

Changes made in 2014 that move towards the desired future

Created a worship planning team that is beginning to implement the plan

Created special services and preaching series to meet these goals

Added “More Voices” to diversify our music

Changes planned for 2015 that move towards the desired future

Institutionalize planning process and engage more members of the congregation in worship creation.

Launch new services

Better integrate with Spirit Space

What is needed from the congregation in 2015

Walk with us: Worship is important to people’s lives and its weekly rituals support and undergird our lives, so introducing change to worship can be challenging. We need the congregation to walk with us on this journey and to understand that we are in a time of transition and change.

Communicate to the wider community about worship at Fairlawn, especially about the transformative nature of our worship experiences and our willingness to engage those who want to explore.

The Fairlawn Call Plan

b) Explore Spirituality – Children and Youth Ministry

Mandate

Our mandate is to provide spiritual nurture, religious education, opportunities for Christian discipleship, intergenerational relationships, and community in the lives of children, youth, and their families.

Desired Future State – Aspirational Dream for 2017

Children and youth are lead influences in a family’s decision to come to Fairlawn. Our programs engage children and youth in mind, body, spirit, and community.

Children and youth have increased knowledge of Biblical stories and how their faith can make a difference.

Goals for the next three years

Measure	2013 Actual	2014 Target	2017 Aspiration	Change 2014-2017	
People more engaged					
Survey: Familiarity with Christianity	TBD	TBD	TBD	TBD	TBD
Survey: Sense of engagement of children & youth	TBD	TBD	TBD	TBD	TBD
More people engaged					
Average attendance at Sunday School/Spirit Space	TBD	TBD	TBD	TBD	TBD
# of new people brought in	TBD	5	25	30	n/a
# of people retained	TBD	3	15	18	n/a
# of people involved in youth events	TBD	3	13	+10	333%
# of people who attend youth events	TBD	10	35	+25	250%

Key themes for the next three years

Develop Spirit Space to help children develop and explore their Christian spirituality using prayer, worship, ritual and Godly Play (a Montessori based Bible story-telling technique).

Develop youth and tween programming in each of our purpose areas: Explore Spirituality, Experience Belonging, and Embrace Action.

Develop intergenerational ministry that strengthens the connection between children and youth and other members of the congregation (e.g. mentoring, children and youth leadership in worship)

Changes made in 2014 that move towards the desired future

Launched Spirit Space including program design, hiring staff, and the start of our first season.

Changes planned for 2015 that move towards the desired future

Refine and improve Spirit Space as we prepare it to be advertised to the community in September 2015.

Strengthen our youth and tween programming so that it is responsive to the input and needs of the youth, tweens and parents.

The Fairlawn Call Plan

What is needed from the congregation in 2015

Invitational culture: we need members to make connections to young families that they know (e.g. neighbours, relatives, etc.) and invite them to our events and to develop an ongoing, long-term relationship with them

Support: ongoing input and prayer

Volunteers:

- a toddler ministry volunteer coordinator
- help with Spirit Space: provide leadership in your areas of interest and expertise (i.e. drama, music, arts, etc.)
- to help plan and execute events for children and youth
- mentors for youth (i.e. confirmation mentors)

Gifts: furniture and materials for new programs

DRAFT

The Fairlawn Call Plan

c) Explore Spirituality – Adult Education

Mandate

Our mandate is to provide adult education offerings that allow members and the wider community to explore spirituality, to think, and to grow.

Desired Future State – Aspirational Dream for 2017

Fairlawn is becoming known in the wider community as a vibrant learning centre:

- **with a wide range of offerings** (e.g. faith-related, personal development or something broader that reflects spiritual growth in some way)
- **for a wide range of people** (e.g. newcomers and members, the curious⁷ and the knowledgeable, parents of young families and seniors, those that aren't yet sure what to believe, those with little history in the church, those wanting to delve deeper into issues and those just wanting to learn)

There are opportunities for people to explore the Bible in profound ways and that illustrate the connection between the stories and our own lives.

Goals for the next three years

Measure	2013 Actual	2014 Target	2017 Aspiration	Change 2014-2017	
People more engaged					
Survey:	TBD	TBD	TBD	TBD	TBD
More people engaged					
Total attendance at Adult Education events	80	110	190	80	73%
# of unique individuals attending adult education events	40	55	95	40	73%

Key themes for the next three years

Help people explore spirituality, think and grow in a safe place where questions can be asked without fear of judgement and where questioning is welcomed.

Provide opportunities for participants to learn about the topic, get to know one another through one-on-one connections and connect and interact with the wider community.

Changes made in 2014 that move towards the desired future

Created a new Adult Education team that includes a member of the 'curious' group

Held two faith series, including one on Exodus tied to a series of sermons

Planned our first community event: Multi-Faith Panel (Nov. 5)

Changes planned for 2015 that move towards the desired future

Utilize talents and knowledge within our congregation for adult education offerings

Provide offerings during the year that will include:

- **Spirituality and Religion series**
- **Group discussions** that relate to a sermon series.
- **Continue the Multi-Faith topic** or another community event

⁷ Also called "seekers" the curious are people who are interested in exploring spirituality and developing their faith

The Fairlawn Call Plan

What is needed from the congregation in 2015

Invite your friends and neighbours to the events

Attend to explore your spirituality and develop new relationships

Suggest topics, especially those that can be delivered by people from within Fairlawn

Volunteer: greet, make coffee, hand out materials, operate sound system, collate evaluations etc.

Advertise our events (with help from the Communications Council)

DRAFT

The Fairlawn Call Plan

d) Experience Belonging – Overall

Mandate

Our mandate is to welcome everyone and help everyone experience and contribute to belonging.

We create Fairlawn as a place where we support each other and become a place where current and new congregants feel they belong.

We provide diverse entry points that are easy for non-members to join so they can become part of Fairlawn.

Desired Future State – Aspirational Dream for 2017

People from our wider community attend more of our events. They are getting or giving something that makes a difference in someone's life.

Every member of our congregation develops at least one friendship that feels like an extension of their family and helps them to feel God's love. When you aren't there you are missed and someone does something about it.

Goals for the next three years

Measure	2013 Actual	2014 Target	2017 Aspiration	Change 2014-2017	
People more engaged					
Survey: Sense of belonging (e.g. experience love, has deep friendships, receive support in time of struggle)	TBD	TBD	TBD	TBD	TBD
More people engaged					
# of people attending <i>Experience Belonging</i> events	TBD	300?	1,000?	700?	233%?
# of people involved in <i>Experience Belonging</i> events	TBD	100?	200?	100?	100%?
# of new people at <i>Experience Belonging</i> events		10?	100?		
# of new people retained at <i>Experience Belonging</i> events		2?	50?		

Key themes for the next three years

Develop new Lay Ministry Teams (LMTs) that support *The Fairlawn Call* (where there is a leader)

Improve engagement of volunteers and staff

Broaden the focus and opportunities for the LMTs

Changes made in 2014 that move towards the desired future

Research started to identify who we need to engage and what it means to experience belonging – place for people to get together (social) and the support in times of need. This will start to drive outcomes in 2015.

Work with the current LMTs to develop goals and plans to attain them; identify areas of opportunity; and hold them accountable to their plans

Communicate so the congregation can participate and volunteer

Engage new and existing congregants by helping the right ideas come to fruition

The Fairlawn Call Plan

Changes planned for 2015 that move towards the desired future

Bring Affirming to Life: Help weave Affirming into the culture of Fairlawn

Streamline the LMTs so that all contribute to belonging and are aligned with *The Fairlawn Call*

What is needed from the congregation in 2015

Input to help us understand how the congregation views belonging and their ideas of what is needed

Support for experiments with belonging so we can try new programs and get feedback on what is and is not working

Volunteers to lead or participate in the new initiatives and LMTs including:

- Leaders for 100th anniversary events
- Visitation visitors
- Soup Ministry leader
- Young women's group leader

DRAFT

The Fairlawn Call Plan

e) Experience Belonging – Engagement and Membership Development

Mandate

Our mandate is to help people who are new to Fairlawn become engaged (initial engagement) and to help everyone at Fairlawn discern God’s call for them and discern their gifts and talents, and to help connect their call, gifts and talents to the church in a way that works for both (ongoing engagement).

Desired Future State – Aspirational Dream for 2017

Everyone who comes to Fairlawn is engaged and stays. People happily give their time, talent and treasure.

There are more volunteers than positions to fill. Volunteers report that they feel their roles are very satisfying, connected to a bigger purpose and help them to fulfill their individual calling from God.

Everyone is part of the welcoming culture of Fairlawn.

Goals for the next three years

Measure	2013 Actual	2014 Target	2017 Aspiration	Change 2014-2017	
People more engaged Survey: volunteer satisfaction	TBD	TBD	TBD	TBD	TBD
More people engaged					
# new people per year achieving level one engagement ⁸	15?	15?	25? ⁹		
# of people volunteering on a Lay Ministry Team (LMT)	TBD	70?	100?	30?	43%?
# of volunteer vacancies	30?	20?	5?		

Key themes for the next three years

Mission driven: all volunteer jobs and roles connected to The Fairlawn Call

Clear expectations on both sides for all roles and training as needed

Respect people’s time: focus on short term “projects” and role sharing as needed

Connect people’s desires, talents and personal calling with valuable roles that need doing

Volunteer survey: to learn what doing well and where can improve

Make haste slowly: take the time to get to know people to make good fits

Changes made in 2014 that move towards the desired future

Hired Congregation Coordinator to focus on engagement who accomplished:

- Started an Engagement LMT to help her do this job
- Started a database to keep track of peoples talents, skills, interests and participation
- Started thank you culture with notes and thank you breakfasts
- Created the Care Packages Program for university students
- Started Soup Ministry
- Implemented police checks for volunteers working with the vulnerable in our congregation
- Created a Volunteer Survey for events

⁸ I.e. people are being brought in through one of our entry points and then stay and achieve initial engagement

⁹ These targets support the target increase in givers in the financial plan

The Fairlawn Call Plan

Changes planned for 2015 that move towards the desired future

Welcoming Culture: Engage the congregation to develop our welcoming culture

Increase effectiveness of Engagement LMT and initiate a Membership Development LMT to leverage the Congregation Coordinator's efforts and get more people engaged

Professionalize our volunteer structure so we can be a great place to be a volunteer. Includes:

- **Launch volunteer request form:** to clarify expectations and allocate responsibilities
- **Launch volunteer role descriptions:** in conjunction with LMTs
- **Launch volunteer agreement form** (including confidentiality agreement)
- **Embed culture of thanks** (e.g. notes, breakfasts, Sundays)
- **Fully populate congregational database**
- **Launch volunteer catalogue** (with Stewardship) to help match potential volunteers with roles

What is needed from the congregation in 2015

Create a culture of engagement:

- talk to someone new
- look for ways to act with kindness to someone in congregation
- invite new people to church events
- ask people to join your Lay Ministry Team, especially those who have not volunteered before
- thank people often for contributions big and small
- share your ideas on how to improve engagement with the Congregation Coordinator

Volunteer: Find God's call for you and get to work on it

Gifts to support the purchase of a more powerful congregational database

Engagement Levels

The following table summarizes the levels of engagement at Fairlawn. The levels are approximate and not everyone will be at the same level for each dimension.

Type of engagement	Entry Level	Level 1	Level 2	Level 3
Discipleship	May be beginning to think about this	Beginning to discern God's call, their gifts & talents	Has a clear calling and sense of gifts and talents	Consistently acts on God's call for them
Time	Investigating Meet Congregational Coordinator	10-20hr/year Occasional support of one-time events ¹⁰	20-40hr/year LMT member	>40hr/year Leader/member of multiple LMTs
Money	Occasional giving	Has an envelope	On PAR ¹¹ and gives generously	Stretch giving
Friendship	Knows no one yet	Knows someone	One good friend	Many good friends

¹⁰ For example: Knitting, Coffee Hour, Readers, Soup Ministry, Book Club, Dance, NOAH, Tuesday Lunch Crowd, UCW, Trivia Night, Young Women, Book Sale, Fairlawn Grill

¹¹ Pre-Authorized Remittance: the direct debit program that allows people to support their church through an automatic withdrawal from their bank account

The Fairlawn Call Plan

f) Embrace Action

Mandate

Our mandate is to help people develop their gifts and embrace action to make a difference in the world.

Our focus is:

- Helping people to discern what God is calling them to do
- Develop and sustain a portfolio of projects that allow people to develop and live out their faith and respond to God's call to us as Christians and as a Christian community
- Welcoming people outside Fairlawn who are looking for a good place to "give back"

Desired Future State – Aspirational Dream for 2017

Fairlawn is well known as a great place to give back and is known for great people, and values. There are lots of ways to contribute and people perceive participation as rewarding and meaningful.

There is a flagship project that gives focus to a lot of what Fairlawn is doing. Our faith and calling allows us to take on projects that others can't.

Goals for the next three years

Measure	2013 Actual	2014 Target	2017 Aspiration	Change 2014-2017	
People more engaged					
Survey: Sense of calling	TBD	TBD	TBD	TBD	TBD
More people engaged					
# of people attending embrace action events	TBD	TBD	TBD	100?	TBD?
# of people involved in embrace action events	TBD	26?	40?	14?	54%?
# of new people brought in		0?	10?		
# of new people retained		0?	5?		

Key themes for the next three years

Build Fairlawn's history of success with past and current projects that include: Boarding Homes Ministry, Green Team, Outreach, Camp Scugog and various Social Justice Initiatives including the mega project of helping the CRC to build 40 Oaks

Changes made in 2014 that move towards the desired future

Recruit the right leader for the Embrace Action Council.

Changes planned for 2015 that move towards the desired future

Develop goals and a plan for the Embrace Action Council with the new leader

Engage the congregation via a dialogue for direction

What is needed from the congregation in 2015

TBD

The Fairlawn Call Plan

Capabilities

a) Communications

Mandate

Our mandate is to provide direction and management for all the external and internal communications to support our desired future as a vibrant, growing and welcoming church community.

Our focus is:

- Maintaining the integrity and consistency of Fairlawn’s identity (e.g. logo, tagline, and imagery)
- Ensuring that the communications of councils and LMTs are consistent with Fairlawn’s identity and effective in meeting their individual goals
- Researching to understand how Fairlawn is perceived and how we might meet the needs of the wider community

Desired Future State – Aspirational Dream for 2017

Fairlawn is perceived by the wider community as a vibrant, growing and welcoming church community.

The wider community knows about and is interested in our events and initiatives and selected key events will have high profile in the wider community.

Everyone at Fairlawn knows what is going on.

Goals for the next three years

Measure	2013 Actual	2014 Target	2017 Aspiration	Change 2014-2017	
People more engaged					
Survey: percentage of the wider community with a favourable perception of Fairlawn	TBD	TBD	TBD	TBD	TBD
Demonstrated association with Fairlawn’s positioning with the three purposes	TBD	TBD	TBD	TBD	TBD
More people engaged					
Survey: percentage of the wider community aware of Fairlawn’s key programs and events	TBD	TBD	TBD	TBD	TBD
Number of people attracted to promoted events	TBD	TBD	TBD	TBD	TBD

Key themes for the next three years

Position Fairlawn in a way that resonates with congregants and attracts newcomers

Raise interest and attendance at various key events and initiatives

Raise awareness of Fairlawn’s programs and our exciting, modern approach to spiritual and social issues

Contribute to stewardship and engagement: increase participation in, and contributions to Fairlawn

Refine internal communication, such as Greetings and our website, to help us better communicate with each other

The Fairlawn Call Plan

Changes made in 2014 that move towards the desired future

Developed Fairlawn's new identity: to be revealed soon! based on extensive research done over the past three years

Established Communication Council

Changes planned for 2015 that move towards the desired future

Hire a stewardship and communications person: this part-time person will bring our new identity to life

What is needed from the congregation in 2015

Investment in communications, recognizing that concerted effort in promotion of the church and its initiatives will increase community awareness and participation

DRAFT

The Fairlawn Call Plan

b) Ministry & Personnel

Mandate

Our mandate is to facilitate the covenant between the staff and the congregation so that all are enabled to do their best work.

Our focus is:

- maintaining role descriptions, staff goal setting and staff performance reviews
- supporting recruiting and police checks
- advocating on behalf of staff with the congregation and with staff on behalf of the congregation

Desired Future State – Aspirational Dream for 2017

Staff roles enable *The Fairlawn Call* and are well understood by the congregation.

M&P committee members understand the role of the committee and are good communicators. There is a succession plan for the M&P members with many qualified people to draw upon. The M&P calendar of activities is well established and understood by the congregation.

Goals for the next three years

Measure	2013 Actual	2014 Target	2017 Aspiration	Change 2014-2017	
People more engaged					
Survey: Staff more engaged	TBD	TBD	TBD	TBD	TBD
Survey: Staff roles understood by congregation	TBD	TBD	TBD	TBD	TBD

Key themes for the next three years

Support the staff to enable them to do their best work

Implement a framework of management routines that support the staff in their work

Support recruitment of staff including facilitating the drafting of job descriptions, creating letters of offer and overseeing probationary terms

Become known to the congregation as a resource in church human resource issues

Changes made in 2014 that move towards the desired future

Set goals for 2014 for all staff both task-related goals and development goals and performance reviews for all staff to check progress against goals

Created or revised job descriptions for Christopher White, Michelle Sparrow, Marilyn Pirie, Kevin Resaul and the Spirit Space Program Specialists

Supported transition to Spirit Space including the preparation of job descriptions for the Spirit Space Program Specialists, and support for their recruitment and training

Changes planned for 2015 that move towards the desired future

Update all job descriptions to align to *The Fairlawn Call*

Conduct performance reviews and oversee goal setting aligned to *The Fairlawn Call*

What is needed from the congregation in 2015

Learn about staff roles and make their requests of staff appropriate to their roles.

The Fairlawn Call Plan

Be connected by love: If there are concerns, raise them in the spirit of our core belief that we *are connected to God and each other by love* using the following process:

- approach the staff person directly
- if that does not produce satisfactory results, go to their supervisor
- if appropriate and necessary go to Ministry and Personnel (ideally the person's representative)
- keep all comments confidential
- speak to the issue, not the personality
- acknowledge strengths

Volunteer with us: members who want to be involved in M&P should contact Esther Ewing.

Prayers and support

DRAFT

The Fairlawn Call Plan

c) Lay Leadership

Mandate

Our mandate is to nominate candidates for Executive Council and help current and prospective members of Executive Council develop their leadership skills and knowledge.

Desired Future State – Aspirational Dream for 2017

Fairlawn's Executive Council is a high performing team and a role model for other churches which is:

- **Effective:** accomplishes what it sets out to do: *Fairlawn gets things done*
- **Efficient:** makes best use of scarce resources: *Fairlawn uses time and money wisely*
- **Faith based:** leaders make theologically sound decisions: *Fairlawn follows Jesus's teachings*

Participants in our LMTs consistently appreciate the guidance of the congregational leaders. Members of Executive Council feel that they are fulfilling their calling and having fun. There are many strong candidates for each role and succession planning is easy.

Goals for the next three years

Measure	2013 Actual	2014 Target	2017 Aspiration	Change 2014-2017
More people engaged				
# of people attending lay leadership events	0	0	10	10
# of people involved in lay leadership events	0	1	4	3 300%

Key themes for the next three years

Right people in the right roles with the right training and aligned with The Fairlawn Call Plan.

Changes made in 2014 that move towards the desired future

Establish the Lay Leadership Council and start recruiting talented team members for all roles.

Changes planned for 2015 that move towards the desired future

Fill roles on Executive Council proactively especially chairs for Embrace Action and Explore Spirituality

Develop a leadership development program: need to ascertain the need areas then develop a program

Role model good leadership on Executive Council

What is needed from the congregation in 2015

Each and every member asks themselves and shares with the Lay Leadership team the answers to:

- Where can I help?
- If not now, when?
- How can I prepare myself?
- What would I need to be able to succeed?

The Fairlawn Call Plan

d) Property

Mandate

Our mandate is to manage Fairlawn's property in a manner that supports and facilitates the mission and strategic priorities of the congregation and that ensures a safe, welcoming, well maintained and usable place for its many users, programs and activities.

Desired Future State – Aspirational Dream for 2017

Sanctuary renovations project started after discernment with Explore Spirituality Council and other teams. Changes could include: flexible worship space, air conditioning and entrance improvements that enhance our worship offerings and provide welcoming access to our church.

Improvements in energy efficiency reduce the environmental impact and cost of building operations.

Key themes for the next three years

Improve lighting and electrical efficiency

Document each space and record routine maintenance

Implement Health and Safety Committee and establish additional standards and procedures

Develop a capital planning process setting out needs, potential costs and possible timelines.

Changes made in 2014 that move towards the desired future

Purchased new vacuum cleaner and floor maintainer

Engineering reports and quotes:

- options for providing back up power to building systems with focus on sump pumps (related to larger issue of community shelter)
- improving heat supply to SE zones and kitchen – no immediate action planned
- replacing gymnasium floor
- lighting in gymnasium (to come in fall)

Maintenance and upgrades:

- flooring: carpet in Kimmel, Fellowship and SW Sanctuary entrance
- sanctuary steps and porches – as safety issue (to come in fall)
- video surveillance to improve image access and coverage of east side exterior (to come in fall)
- window treatment in Fairlawn Pre-school Room and upper kitchen to reduce solar heating
- repair and repaint east wing sanctuary wall and ceiling and SE entrance stair wall (to come in fall or winter)
- reduced gardens to reduce need for volunteer maintenance (by Peter Heinz)

Hired part-time custodians to reduce casual work and increased reliability of coverage.

Changes planned for 2015 that move towards the desired future

Create a sanctuary renewal LMT to develop a plan to renovate the sanctuary to reflect the needs of our community in the 21st century.

Assess options to replace the telephone switch (no longer supported by Bell)

Implement backup power options

Resolve garbage issues

Resolve east wing floor tile issues (both levels)

The Fairlawn Call Plan

Find a significant tenant to replace the Hicks Dance revenue stream

Occupational Health and Safety: develop additional standards and procedure

Monitor custodial coverage

What is needed from the congregation in 2015

Input and discernment of the congregation's role in the community on event of power loss

Building Administrator's time to assess telephone systems

Funds for operating budget

DRAFT

The Fairlawn Call Plan

e) Finance

Mandate

Our mandate is to provide financial oversight of the church's operations.

Our focus is:

- To facilitate financing, budgeting and accountability that aligns revenues and expenses with the priorities of *The Fairlawn Call*
- To encourage discipline in decision making about scarce financial resources
- To replenish our limited resources by gifts to operations and funds
- To provide timely, useful financial information

Desired Future State – Aspirational Dream for 2017

Fairlawn's activities are appreciated, and are generously supported financially by a large congregation.

The church is financially self-sustaining.

Lay leaders and staff are accountable for preparation of their annual budgets and their execution.

Financial administration and accounting is principally accomplished by paid staff rather than volunteers, thus making the volunteer Treasurer position less onerous.

Key themes for the next three years

Provide timely and relevant metrics about our finances so Executive Council can manage the church and assess the feasibility of new proposals

Changes made in 2014 that move towards the desired future

Launched a budgeting model that clearly identifies responsibilities and accountabilities

Introduced quarterly financial reporting with commentary, explanation and year end forecast

Empowered the Bookkeeper to produce the monthly financial statements

Proposed principles for managing our investment funds

Recruited volunteer to review the Church's 2014 financial statements, rather than having them audited by a paid auditor

Changes planned for 2015 that move towards the desired future

Make the new budgeting model process work

Implement principles for managing our investment funds

What is needed from the congregation in 2015

A new volunteer Treasurer

The Fairlawn Call Plan

f) Stewardship

Mandate

Our mandate is to organize the principal stewardship functions of the church to ensure that sufficient offerings and gift revenue are generated to meet each year's budget and sustain our funds.

Desired Future State – Aspirational Dream for 2017

Everyone understands the deep roots that givings have in the teachings of Jesus and the importance of giving to creating the church and community we desire.

Our giving is enabling us to achieve the church we want. Congregants increasingly remember Fairlawn in their wills and we can invest in important projects beyond our doors.

Members feel that giving to Fairlawn is the most satisfying charitable gift they make.

Beyond 2017: Our funds and annual budget are doubled, enabling Fairlawn to take on a major new initiative similar in scale to the 40 Oaks Project.

Goals for the next three years

Measure	2013 Actual	2014 Target	2017 Aspiration	Change 2014-2017
People more engaged				
Average givings per giver per year	\$1,125	\$1,202	\$1,325	\$123 10%
More people engaged				
Number of givers	336	336	396	60 18%

Key themes for the next three years

Better understand offerings and gifts

- by implementing a database that incorporates financial and volunteer engagement as well as demographic information to better understand the philanthropic motivations of our congregation
- benchmark Fairlawn against other churches

Communicate with the congregation about stewardship to grow revenues

- teach the scriptural foundation for giving (with Christopher).
- make our values the constant inspiration for our giving (e.g. “Your investment is going to the kinds of things you believe in”)
- provide information about ways to give (e.g. gifts of securities, bequests),
- thank: ensuring that gifts are gratefully acknowledged
- ensure we are aware of the changes our giving has brought about

Changes made in 2014 that move towards the desired future

Launched pew gift envelopes with credit card giving

Re-created the bequest program to enable us to direct our bequests to the areas of our church's work and life that we feel most passionate about:

- ***explore spirituality*** → Christian Education Fund
- ***experience belonging*** → Fairlawn Legacy Fund
- ***embrace action*** → Social Justice Fund

Implemented principles based management of our funds

The Fairlawn Call Plan

Changes planned for 2015 that move towards the desired future

Increase the visibility of stewardship in more aspects of church life

Fully fund high priority initiatives of *The Fairlawn Call* through increased offerings and special gifts

Increase awareness of giving envelopes and the bequest program

Host a top donor stewardship event in spring 2015

Fall stewardship campaign

What is needed from the congregation in 2015

Prayerful consideration to their giving

Help in building a community familiar with giving as an important element in our lives as Christians

Visitation with elderly members who can no longer attend regularly to sustain their connection with the rest of the congregation

DRAFT

The Fairlawn Call Plan

g) Trustees

Mandate

Our mandate is to manage Fairlawn's investments and maintain appropriate insurance, under the direction of the Executive Council and congregation.

Desired Future State – Aspirational Dream for 2017

Fairlawn has a balanced budget without support from investments.

Key themes for the next three years

Provide input and support to the principles based management of our funds

Changes made in 2014 that move towards the desired future

TBD

Changes planned for 2015 that move towards the desired future

TBD

What is needed from the congregation in 2015

TBD

8. Appendix 1 – The Fairlawn Call

The Fairlawn Call is encapsulated in our purpose, core beliefs and desired future.

Desired Future: Fairlawn is a vibrant, growing and welcoming church community

Core Beliefs: We are not alone. We are connected to God and each other by love.

Purposes: Explore Spirituality; Experience Belonging; Embrace Action

Core Beliefs → We are not alone. We are connected to God and each other by love.

One of the blessings of the United Church is the New Creed, which like each of us has evolved over time. Not all of us have the same interpretation of the creed because we are all in the process of exploring what we believe, yet the creed provides a basis for that exploration and that discussion with each other. The opening of the creed is powerful: “We are not alone”. We decided to state positively “We are connected to God and to each other by love.”

Purpose → Explore Spirituality

Many people are put off church because they believe that they think that they do not know enough or believe enough. All of us are on a journey exploring life and its mysteries and we are committed to joining others, wherever they are on their journey, to explore our individual and collective spirituality.

“Explore” was chosen to recognise the non-dogmatic approach that characterizes Fairlawn and the United Church; “spirituality” was chosen to be broad and inclusive.

Purpose → Experience Belonging

Experience belonging is about connecting to others in the Fairlawn community. Community was a strong theme in our process of congregational consultation. For example Connie Buck said: “I love my Church and that will never change. I want others to have a community like I have”.

“Belonging” is full of intimacy and warmth. Belonging has least two sides: support (both general, and especially at the times of a life crisis) and social (a good place to get together). “Experience” reminds us that belonging is about human contact.

Purpose → Embrace Action

Embrace Action is about connecting to those outside the Fairlawn community. Jesus calls us to put our love into action every day. We believe that most people want to live their love and put it into action. Embrace action is a way of encapsulating the idea that is relevant to the unchurched and seekers that we are trying to attract.

“Embrace” is like a hug, which is a way for real people to connect through love. “Action”, of course, is about getting out and getting things done, not just talking.

Desired Future → Fairlawn is a vibrant, growing and welcoming church community

To be vibrant and growing we need to:

- have people more engaged (current congregants)
- have more people engaged (seekers)

Although there is some overlap among “vibrant” and “growing” each serves a role: “vibrant” is about the feeling, the spirit of the people while growing is measureable and aspirational. Aspiring to measurable growth is a challenge, but can be achieved as we work together and hold each other accountable.

The following are our desired future for our three purpose areas:

The Fairlawn Call Plan

Explore Spirituality: By 2017 we will be known throughout the city as a great place to explore spirituality. People will say this because we live our purpose of helping everyone explore spirituality, wherever they are on their journey. We will do this through things like relevant, reverent, participatory worship (including quiet contemplative worship) and exciting and interesting, non-judgmental faith development lectures, classes and small group discussions.

Invitations to seekers: “Wherever you are on your spiritual journey you are welcome to join us”, “Fairlawn is a safe place to explore spirituality”, “Would you like to join our upcoming series called Theology 101?”, “Would you like to join a small group discussion at my house next week?”

Experience Belonging: We will live our purpose of helping people experience belonging with a warm, welcoming culture so that by 2017 we can say: “every day in every way we are all helping people to feel like they belong”.

Invitations to seekers: “This is a great place to get support when life’s big crises hit”, “Why don’t you come and see what works so well for me?”, “Would you like to join me and work at the next book sale and see just what kind of folks we have there? A lot of them are just like you.” and “I’m sure that they will be there for you when you need them.”

Embrace Action: By 2017 we will be known throughout the city as a great place to go to give back. People will say this because we will truly live our purpose of *embrace action* and be a terrific place to get involved in charitable and social justice work.

Invitations to seekers: “Are you looking to get involved to give back and make a difference? If so, then Fairlawn is the best place to work from. There are many ways to get involved in and a supportive base of people to work with.”

9. Appendix 2 – History of *The Fairlawn Call*

Churches across North America are dealing with unprecedented challenges, the United Church of Canada has experienced numerous church closures, and Fairlawn is not immune to these trends. Last year, we launched *The Fairlawn Call* because – as Christopher said in a congregational letter – our church would benefit from carefully considering how it must build upon its strengths to be a vibrant and sustainable church in the years ahead.

The Fairlawn Call has been a journey of reflection and discovery. The model for this journey has been listening to, and considering openly and respectfully, the perspectives and insights of our congregation. Numerous activities have been undertaken to present and discuss ideas about the Fairlawn Call including:

- Oct. 27, Nov. 3, & Nov 10: the congregation answered “What is Church for you?”, “What do you think Church could be?”, and “What role could you play in the future of Fairlawn?” on yellow cards
- Nov. 17 congregational meeting and small group discussion to get input on our purposes and how to engage the curious
- Mar. 23 congregational meeting and small group discussion to get more focused input on who we are and what we should become

In addition, our website has provided a venue for sharing information and for making comments through an online survey, and the Fairlawn Call team met with many congregational teams to gather input, answer questions and clarify ideas.

On May 14 the Fairlawn Call team issued its Interim Report (also available on our web site). Then on May 25, 2014, the congregation approved *The Fairlawn Call* which identifies our three purposes: *explore spirituality, experience belonging*, and *embrace action*; our core belief: *We are not alone. We are connected to God and each other by love* and our desired future to be *a vibrant, growing and welcoming church community*.

To make *The Fairlawn Call* ‘come alive’, the Fairlawn Call team has been developing this plan and congregational teams have been prayerfully developing approaches and activities that would support us in living our three purposes and building our desired future. A series of Dialogues for Direction was presented by these teams to share their proposals and get input from the congregation to build and refine the plan. The Dialogues for Direction held thus far have been:

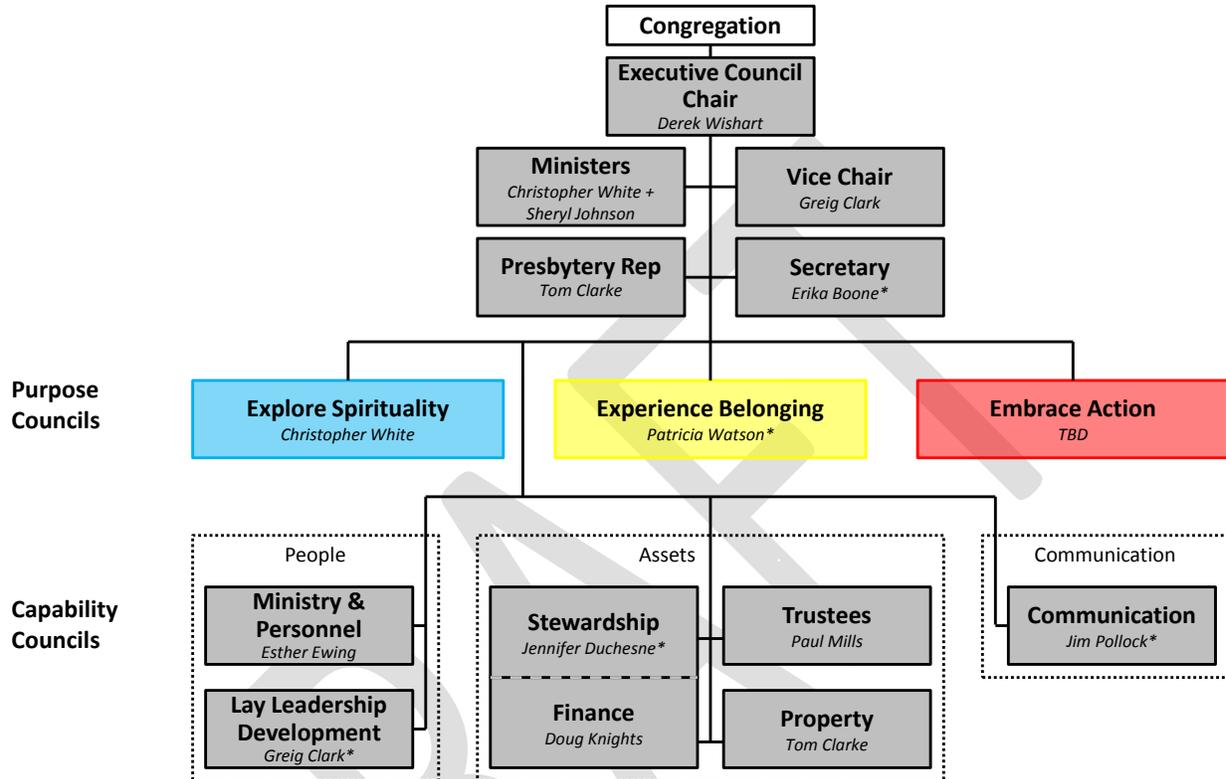
- May 4 Worship: focusing on the Sunday service
- Jun. 8 Spirit Space: proposal for the new model of children’s education
- Jun. 22 How we work together at Fairlawn: our new governance model
- Sep. 7 Ministry and Personnel

Information about the Dialogues for Direction was posted on our website which also allowed people to submit comments. More Dialogues for Direction will be held as we continue to develop the plan. Those already planned include:

- Sep. 14 Adult Education
- Oct. 19 Engagement
- Oct. 26 Communications and Identity
- Nov. 2 Stewardship and Finance

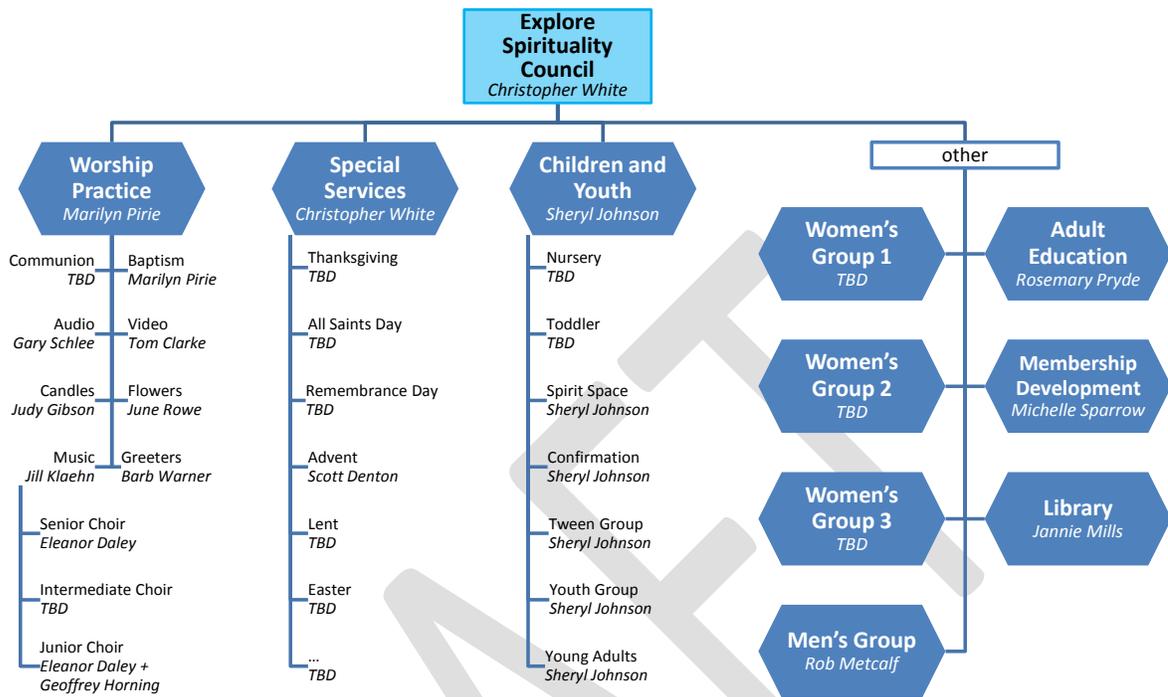
10. Appendix 3 – Organization Charts

Proposed New Council Structure

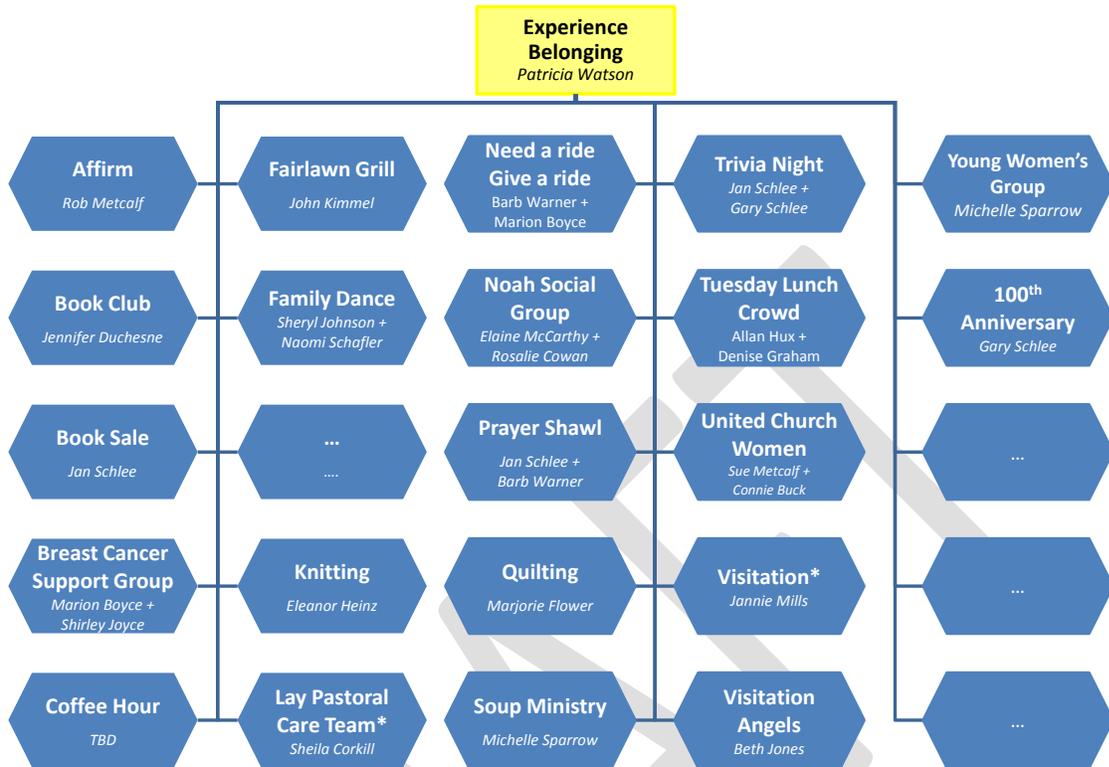


* Pending congregational approval

Explore Spirituality



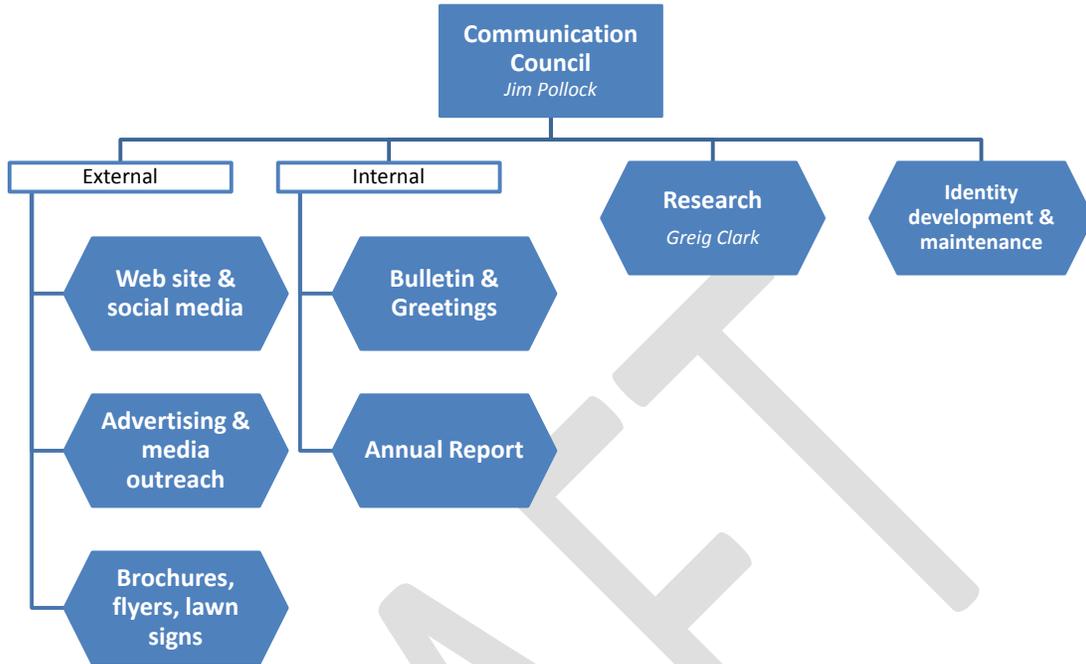
Experience Belonging



Embrace Action



Communication



DRAFT

Staff Structure

