

# **Strategic Plan**

**Developed by  
The Visioning Group,  
an adhoc committee of the Church Council  
of Barrhaven United Church**

**January 29, 2005**

## **Vision Statement**

*What does the Lord require of you? To seek justice, and show kindness and walk humbly with God. [Micah 6: 8]*

Based on our faith in God and the role of Jesus Christ in our lives, our Vision for Barrhaven United Church is that we will be known within the community, and people of all ages and stages will feel welcome in our congregational family. Our church will be one that sustains its growth from generation to generation, representing the natural diversity of the population.

We envision BUC as having strong outreach into the local as well as global community while at the same time caring for each other. We will nurture staff and volunteers to make best use of their individual strengths and talents and maximize our collective potential. To help enrich the greater Barrhaven area, we will foster partnerships with other community leaders and strive to play a consultative role when dealing with spirituality and issues of community health and well-being.

In future years our church building will be filled to capacity during worship services and its potential capitalized through programs designed to increase the quality of life of community members. We will preserve our building to keep it clean, safe, and in good repair for use by all. We foresee a growing need to use technology and satellite facilities to increase visibility, bring the Church closer to the community, and adapt to the changing needs of society.

BUC will lead the community in worship, education, outreach, and pastoral care. Individuals and families will seek out our Church to gather and participate in joyful celebration.

*Jesus said, "I am the light of the world. Whoever follows me will never walk in darkness but will have the light of life." [John 8:12]*

## **Short Version of Vision Statement**

Barrhaven United Church seeks to be a haven of spiritual renewal by providing an environment where all can nurture and be nurtured by God's love among God's people in God's place together.

*What does the Lord require of you? To seek justice, and show kindness and walk humbly with God. [Micah 6:8]*

## Strategic Objectives

### (1) Key Future Result:

#### A RELIABLE SOURCE OF SPIRITUAL GROWTH AND PERSONAL TRANSFORMATION

*Those who hope in the Lord will renew their strength. They will soar on wings like eagle's wings; they will run and not grow weary, they will walk and not be faint. [Isaiah 40:31] NIV*

Objective	Priority	Goal	Performance Indicator	Council Committee	Timeframe
1. To be a Church where worship provides an opportunity to be open to God	A1	1.1 By having relevant contemporary preaching	1.1.1 Worship attendance grows 1.1.2 Congregational feedback	Worship	1-4 yrs
		1.2 By having multiple and alternative services	1.2.1 More services 1.2.2 Lay leadership for some services	Worship	6-10 yrs
		1.3 By having several choirs and instrumental groups and style of music	1.3.1 Choirs and instrumentalists grows 1.3.2 External groups eager to share talents in services	Worship	1-4 yrs
		1.4 By touching the heads and hearts of people	1.4.1 More church loyalty, more consistent attendance	Worship	1-4 yrs
		1.5 By providing a 'child-friendly' environment	1.5.1 Parents feel comfortable leaving children in care 1.5.2 Children given quality programs	Worship Facilities	1-4 yrs
2. To develop a centre for prayer.	A1	2.1 By developing a prayer team	2.1.1 Regular team meetings. 2.1.2 Designated leader (paid)	Christian Education	1-4 yrs
		2.2 By teaching the art of praying.	2.2.1 Regular classes held. 2.2.2 Increased number of 'prayers'. 2.2.3 Public observation of prayer	Christian Education	1-4 yrs
		2.3 By researching and educating the benefits of prayer.	2.3.1 More people aware of the benefits of prayer. 2.3.2 Providing comprehensive resource material.	Christian Education	1-4 yrs
		2.4 By offering spiritual direction.	2.4.1 Hiring/employing a Spiritual Director.	Christian Education	5-10 yrs
		2.5 By opening the centre to all who are interested.	2.5.1 number of participants	Christian Education	5-10 yrs

Objective	Priority	Goal	Performance Indicator	Council Committee	Timeframe
3. To develop a child ministry	A1	3.1 By improving existing programs	3.1.1 More children attracted 3.1.2 Consistent attendance 3.1.3 More parent volunteers	Christian Education	1-4 yrs
		3.2 By developing an appropriate Sunday School curriculum – vibrant, pizzazz, attractive to elementary aged children	3.2.1 Enthusiasm from all classes 3.2.2 Enquiries from other churches 3.2.3 Parents happy	Christian Education	1-4 yrs
		3.3 By providing more activities mid-week for elementary school aged children	3.3.1 Successfully attracting children from outside the congregation	Christian Education	3-5 yrs
		3.4 By offering to the community at large, an age-appropriate, exciting VBS program	3.4.1 Groups fully subscribed 3.4.2 Easy to recruit staff 3.4.3 Large number of children from outside BUC	Christian Education	1-4 yrs
		3.5 By offering a nursery that is fully equipped and fully-staffed throughout the year	3.5.1 Volunteer roster fully subscribed well in advance 3.5.2 Volunteers trained in child care 3.5.3 Separate nursery for Age groups 3.5.4 Parents feel child safe with CSA approved toys, cribs, equipment etc.	Worship Facilities	1-4 yrs
4. To expand and enhance our youth ministry		4.1 By hiring a youth minister	4.1.1 Budget approval 4.1.2 Professional programming	Council Finance	1-4 yrs
		4.2 By increasing the involvement of youth in the worship	4.2.1 Acceptance by congregation of meaningful, spiritual message 4.2.2 Reliable commitment by youth	Worship	2-5 yrs
		4.3 By having a skilled facilitator lead Sunday morning program for youth	4.3.1 Increased attendance by “older” teens 4.3.2 Joyful experience – they want to be here	Worship & Christian Education	2-5 yrs

5. To develop a centre for Christian Education.	A1	5.1 By offering regular Bible studies for all ages and levels (including children / youth)	5.1.1 Active, ongoing scripture-based programs for adults, youth, leaders of children.	Christian Education	1-4 yrs
		5.2 By offering theological discussion and education through classical and contemporary authors.	5.2.1 Increased participation at seminars.	Christian Education	1-4 yrs
		5.3 By establishing a leadership core.	5.3.1 Paid staff 5.3.2 Volunteer leaders	Christian Education	5-10 yrs
		5.4 By providing education and support to those involved in child and youth ministry.	5.4.1 Confidence and training reflected in Sunday School staff and youth ministers.	Christian Education	1-4 yrs

**(2) Key Future Result:**

**A CONSISTENT COMMUNITY OF ACCEPTANCE AND BELONGING BOUND BY THE LOVE OF GOD**

*Jesus said, "you shall love the Lord your God with all your heart and with all your soul and with all your mind....and you shall love your neighbour as yourself." [Matthew 22: 37-39] NRSV*

Objective	Priority	Goal	Performance Indicator	Council Committee	Timeframe
1. To develop a ministry for newcomers to the Church community.	A1	1.1 By welcoming newcomers before and after service	1.1.1 Increased number of newcomers joining the congregation	New committee, or M & V	1-4 yrs
		1.2 By having a formalized welcoming committee	1.2.1 Increased number of newcomers joining the congregation		
		1.3 By following up with newcomers (Baptisms, weddings, funerals, visitors)	1.3.1 Increased number of newcomers joining the congregation		
		1.4 By welcoming all	1.4.1 Increased number of newcomers joining the congregation		
		1.5 By providing a sense of belonging	1.5.1 Increased number of newcomers joining the congregation		
2. To create opportunities to interact	A1	2.1 By identifying specific 'constituencies' within the Church and to create opportunities to get together in a social way. 2.2 By meeting new people not necessarily new to the Church: just new to you.	2.1.1 Increased number of events offered and the attendance at these events.	Social Committee	1-4 yrs
3. To actively encourage new ideas.	A1	3.1 Inserts in bulletin asking for ideas on specific topics.	2.2.1 Increased number of new personal relationships.	Membership & Visitation	1-4 yrs
		3.2 By securing Youth Group members to provide childcare for talkback sessions.	3.1.1 Number of returns will increase by (16.6) % every year. 3.2.1 Number of times that childcare is required will increase. 3.2.2 Number of parents taking advantage of this will increase.	Council	1-4 yrs
		3.3 By talking to presbytery, other Churches, newcomers and those leaving our Church about new programs developed by UCC or locally by other Churches.	3.3.1 New ideas will be generated. 3.3.2 Success stories from other Churches will be tried here.	Youth Leader – CE	1-4 yrs
				Presbytery Representatives	1-4 yrs

Objective	Priority	Goal	Performance Indicator	Council Committee	Timeframe
		3.4 By rotating UCC ministers within West End Churches.	3.4.1 Positive feedback from congregation about this at a talkback session or indirectly. 3.4.2 Increased attendance at these sessions.	Worship	1-4 yrs
4. To understand the diversity of our community and to reflect that in the congregation.	A	4.1 By offering programs to enhance understanding. 4.2 By striving to reflect the diversity of our congregation when we staff (paid or volunteer) where it makes sense	4.1.1 The number of programs offered for diverse groups will increase. 4.1.2 The attendance of these programs will be sustained 4.2.1 Contributing staff have diversity awareness training 4.2.2 Feedback from users – positive and negative 4.2.3 Identification and reaction to changes in community	Outreach Committee Outreach & CE Committees	1-4 yrs
5. To raise the interest level of people to participate.	A	5.1 By increasing pizzazz in activities, etc. (e.g. clowns at family picnic)	5.1.1 Attendance at activities will increase by (12.5) % over per annum. 5.1.2 Enthusiasm of participants will be evident.	Council	1-4 yrs
6. To have a growing comfort level within the congregation to talk about personal faith.	A1	6.1 By having more opportunities to discuss individual faith.	6.1.1 Increased organized activity. 6.1.2 Increased number of people seeking to talk about personal faith.	Worship & CE Committees	1-4 yrs
7. To project that we are a community that acknowledges the presence of God in our lives. <i>(Possible Outcome: realize we are part of a greater network)</i>	A	7.1 By being a community that expresses thankfulness. 7.2 By talking to friends and neighbours about life in this congregation. 7.3 By having an, 'Invite your Neighbour' Sunday.	7.1.1 More lay participation. 7.1.2 Increased number of volunteers. 7.2.1 Survey Results 7.3.1 Survey Results	Council & Committees Outreach Committee Worship	1-4 yrs 1-4 yrs 1-4 yrs
8. To emulate the unconditional acceptance of all led by Jesus' example.		8.1 By letting the community know that the Church is there to help. 8.2 By reaching out to those in need.	8.1.1 Number of requests for help. 8.1.2 Types of requests (including marginalized) 8.2.1 Number of times offered help. 8.2.2 Ways in which we help	Outreach Committee Outreach Committee	1-4 yrs 1-4 yrs

**(3) Key Future Result:**

**RESPONSIVE PRODUCTS AND PROGRAMS**

*Jesus said, "the Spirit of the Lord is upon me, because he has anointed me to bring good news to the poor. He has sent me to proclaim release to the captives and recovery of sight to the blind, to let the oppressed go free, to proclaim the year of the Lord's favour... Today this scripture has been fulfilled in your hearing." [Luke 4: 18,19,21] NRSV*

Objective	Priority	Goal	Performance Indicator	Council Committee	Timeframe
1. To respond to increased opportunities for the use of technology within our Church.	A	1.1 By having multi-media capabilities and using those capabilities within the Church to enrich the worship experience	1.1.1 Using advances in technology where appropriate and beneficial.	Worship	5-10 yrs
2. To use technology to take our Church into the community.	A	2.1 By taking full advantage of the www (e.g. webcast; interactive communications)	2.1.1 Webcast, video library 2.1.2 Number of remote viewings	Publicity	5-10 yrs
3. To be more responsive to emerging needs in the changing demographics of South Nepean.		3.1 By developing programs for students / young adults in our community to address current social concerns 3.2 By ensuring congregation is aware of ever-changing needs, growth factors and responsibilities in community	3.1.1 Number of events for young people 3.1.2 Number of young people involved in church 3.2.1 Informed congregation	Outreach Council	1-5 yrs 1-25 yrs
4. To provide opportunities for development and enhancement of the skills and abilities of our members.		4.1 By increasing the number of opportunities for flexible participation 4.2 By increasing the types of opportunities for skill development such as mentoring, job sharing 4.3 By developing and maintaining a volunteer data base 4.4 By recognizing and acknowledging the contributions of all within the congregation	4.1.1 Number of opportunities undertaken and executed successfully 4.2.1 Increased number of qualified volunteers taking on new challenges 4.3.1 Current Database in place and used as a resource 4.4.1 Volunteers maintain or increase their commitment	Council Christian Education Stewardship Council	1-25 yrs 1-25 yrs 1-4 yrs 1-25 yrs



**(4) Key Future Result:**

**ACTIVE IN THE WIDER COMMUNITY**

*Truly I tell you, just as you have done it to one of the least of these who are members of my family, you did it to me. [Matthew 25:40]*

Objective	Priority	Goal	Performance Indicator	Council Committee	Timeframe
1. To be aware of Outreach needs in greater South Nepean	A1	1.1 By consulting with other community leaders / groups (e.g. service clubs, Gov't Dept. NGO's, local health Dept. social service people, schools)	1.1.1 Will be two-way communication between BUC and these groups. 1.1.2 Invitations from these groups to participate with them.	Council	1-5 years
2. To be a resource to all people of all ages within South Nepean	A1	2.1 By organizing activities / informative sessions on topics of interest to subsets of our community. (e.g. mothers' group, senior's cards-afternoon, teen summer program (street ministry), families of children with special needs) 2.2 By providing information on other resources outside our Church.	2.1.1 Smaller groups will be meeting in the church throughout the week and weekends. 2.2.1 Number of requests for information 2.2.2 Number of information sites used – electronic and community based 2.2.3 Timeliness of feedback to requesters.	Outreach Committee	1-4 years 3-7 yrs
3. To be a supporting partner of a developing community (nationally or internationally)	A	3.1 By identifying and developing a partnership with a national, international organization or group.	3.1.1 Within 10 years we will have a partnered community. 3.1.2 An exchange with this community will take place. 3.1.3 Enthusiastic congregational support.	Council	5-10 yrs 2-5 yrs
4. To be active in interfaith dialogue	A1	4.1 By inviting other faith communities to share with us their beliefs and traditions. 4.2 By undertaking a joint project.	4.1.1 Will show respect, friendship and support of people of other faiths. 4.2.2 Number of projects undertaken and successfully executed.	Council Worship Worship	1-4 yrs 1-25 yrs 5-10 yrs

5. To a partner in addressing community issues	5.1 By playing an advocate role.	5.1.1 Ability to channel resources 5.1.2 Perception as fair and responsive partner 5.1.3 Requests from the community to address issues 5.1.4 Seen as an unbiased party	Outreach Committee	1-5 yrs
	5.2 By informing our Church of community issues	5.2.1 Frequency of announcements – oral and in print 5.2.2 Reaction time to inform Re: new and emerging issues	Outreach Committee	1-25 yrs

**(5) Key Future Result:**

**HIGH PROFILE IN THE COMMUNITY**

*Let your light shine before others, so that they may see your good works and give glory to your Father in heaven.*  
 [Matthew 5:16] NRSV

Objective	Priority	Goal	Performance Indicator	Council Committee	Timeframe
1. To increase physical visibility.	A1	1.1 By landscaping front yard to be open & visible	1.1.1 Having curbside appeal	Facilities	1-4 yrs
		1.2 By buying / building a new sign: A) in front with light B) differing locations road signs	1.2.1 Having a new sign 1.2.2 Having lights	Facilities	1-4 yrs
		1.3 By advertising: A) local newspapers B) table at fairs C) distributing flyers D) senior housing	1.3.1 See an increase in numbers attributed to advertising (survey) 1.3.2 Distributing flyers	Publicity	1-4 yrs
2. To have a stronger presence.	A1	2.1 By liaising with community groups and leaders.	2.1.1 Community groups seek us out as a resource.	Council	1-4 yrs
		2.2 By providing resources: A) space availability B) public lectures C) concert-grade sound system and instruments	2.2.1 Maximized space usage.	Council	1-10 yrs
3. To have a marketing strategy for BUC	A1	3.1 By developing a marketing team	3.1.1 Having a marketing team in place	Council	1-4 yrs
		3.2 By conducting marketing research	3.2.1 Developing a strategy to increase awareness of BUC in the newer communities 3.3.1 Branding of BUC in the community 3.3.2 Larger percentage of the congregation coming from the newer communities	Marketing	1-4 yrs
		3.3 By becoming visible and having a presence in the newer communities of South Nepean		Marketing	2-5 yrs

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 [John 8:12] NRSV