

New Possibilities – Steps to Facilitate Implementation of Recommendations

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<u>Recommendations</u>	<u>Action Steps</u>	<u>Action Lead by</u>	<u>Time Line</u>
<p><b><u>1. Mission and Vision</u></b></p> <p><b>a. We recommend that each Presbytery in the Capital Region redefine its vision and mission for a new context.</b></p> <p>i. The current mission statements for Edmonton and Yellowhead Presbyteries need to be restated within three years, taking into account:</p> <ul style="list-style-type: none"> <li>● A mission or purpose needs to be stated simply in one sentence.</li> <li>● A mission or purpose needs to be revisited every five years.</li> <li>● A mission or purpose needs to be backed by a compelling vision that states what United Church people are being called to do in God's world.</li> <li>● A mission or vision needs to be kept alive by an Executive or Leadership group primarily responsible for lifting up the vision and keeping it before the people.</li> </ul> <p>ii. The meaning of the vision - “that all may be one” - needs to be redefined for today’s changing context and tomorrow’s generations.</p> <p><b>b. The following working mission statement should be adopted by both Presbyteries in the meantime:</b></p> <p>“To equip and encourage congregations and ministry personnel to discover and act on our call to participate in the transformation of God's world.”</p>	<p><b>a. Adopt the proposed interim mission statement for the next three years.</b></p> <p><b>b. Commit to the development of a permanent Mission Statement, and a review of the meaning of “that all may be one”, according to the stated principles in the recommendations.</b></p> <p><b>c. Clearly mandate Presbytery Executive with ongoing responsibility for lifting up Presbytery's mission and vision and keeping it before the people.</b></p>	<p>a. Executives, which recommend 3 action steps (a,b,c) to Presbyteries.</p>	<p>Immediate</p>

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<p><b><u>2. Governance</u></b></p> <p><b>a. We recommend that Capital Region Presbyteries undertake a governance review with a goal to streamline and to redirect governance structures and processes, and redirect the energy of Presbytery members, Executives, Committees and congregations toward mission and development work. We further recommend that Presbyteries look for areas of governance where Presbyteries can cooperate.</b></p> <ul style="list-style-type: none"> <li>● Create a Presbytery project to seek consultation and mentoring with a governance specialist like Dan Hotchkiss, Alban Institute.</li> <li>● Mandate the consultant to work with each Presbytery singly and jointly to conduct a governance review, make recommendations and mentor Presbyteries through implementation</li> <li>● Commence the review within six months.</li> </ul> <p><b>b. We recommend that the Executive of each Presbytery action this recommendation.</b></p>	<p><b>a. Establish a joint Presbytery Project to undergo a governance review with both Presbyteries with the following goal:</b></p> <p>“To streamline and redirect governance structures and processes, and redirect the energy of Presbytery members, Executives, Committees, Staff and congregations toward mission and development work.”</p> <p><b>b. Engage a governance review specialist to undertake that review with the Presbyteries, but who will also mentor Presbyteries through implementation.</b></p> <p><b>c. Implement and oversee the governance Project with the consultant.</b></p>	<p>a. Executives recommend action to Presbyteries, with Executives responsible for implementation.</p> <p>b. Executives of both Presbyteries to jointly discuss development and implementation of project.</p> <p>c. Executives of both Presbyteries</p>	<p>Immediate</p> <p>Spring 2009</p> <p>Fall 2009</p>

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<p><b><u>3. New Ministry Development</u></b></p> <p><b>a. We recommend that Capital Region Presbyteries affirm that planting new ministries is indeed part of the church’s ongoing engagement with the world.</b></p> <p><b>b. We recommend that Presbyteries reclaim a proactive leadership role in developing new United Church ministries in the Capital Region.</b></p> <p>ii. Edmonton Presbytery shall re-establish a separate committee for this work, which shall be called a New Church Development and Transition Committee, and which shall report to the Executive.</p> <ul style="list-style-type: none"> <li>•Committee membership shall consist of no more than seven members who have the capacity to carry a long term vision and mentor it to completion. Members should have a variety of gifts which balance functional tasks with visioning ability.</li> </ul> <p>ii. Yellowhead Presbytery shall develop a similar committee to address congregational transformation and new church development.</p> <p><b>c. We recommend that one of the first tasks of the Edmonton Committee is to review policies around current funding guidelines for existing church development funding.</b></p> <p>i. Policies should address providing financial support to new church development in the form of up front gifts of money for staff and other program resources.</p> <p><b>d. We recommend that Edmonton Presbytery, within the next 6-12 months, purchase land for providing buildings for new congregations/ministries, one in the Southeast and one in the Southwest Sectors, such land to be at least 4 acres of raw land, with consideration to gifting the land to</b></p>	<p><b>a. Capital Region Presbyteries pass a motion that proactive development of new ministries is a clearly stated policy of both Presbyteries.</b></p> <p><b>b. Edmonton Presbytery passes a motion which separates Property and New Church Development work from the Finance, Property and Development Committee, and create a New Church Development and Transition Committee (NCD&amp;TC) which will take on ministry development and transformation work.</b></p> <p><b>c. Yellowhead Presbytery establishes a similar committee to address congregational transformation and new church development in Yellowhead Presbytery.</b></p> <p><b>d. Committees in each Presbytery shall commence tasks regarding new ministry development and existing ministry transformation as outlined in recommendations 3c,d,e.</b></p>	<p>Executives recommend this policy to Presbyteries.</p> <p>as above</p> <p>as above</p> <p>Appropriate Committees, separately or jointly where appropriate.</p>	<p>Immediate</p> <p>Immediate</p> <p>Immediate</p> <p>Within timeframe developed by Committees.</p>

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<p><b>the congregation. Priority shall be placed on the Southeast purchase (Eilerslie Road and 50<sup>th</sup> Street vicinity) on the basis of the current rate of development of raw land.</b></p> <p>i. The New Church Development and Transition Committee of Edmonton Presbytery shall oversee this purchase.</p> <p>ii. The committee should work with a realtor with experience in commercial real estate and The United Church of Canada.</p> <p>iii.</p> <p><b>e. We recommend that Edmonton Presbytery, jointly with Yellowhead Presbytery wherever appropriate, develop new congregations/ministries in the Southeast &amp; Southwest Sectors within 5 years after land is purchased.</b></p> <p>i. That Edmonton Presbytery, working jointly with Yellowhead Presbytery, engage Millwoods United Church, Beaumont United Church, and St. David's United Church in Leduc in discussions about new ministry development in the Southeast Sector rooted in a sense of United Church mission in the area.</p> <p>ii. That Edmonton Presbytery engage Riverbend United Church, Southminster-Steinhauer United Church, Spirit West United Church and other interested Edmonton Southside congregations in discussions about new congregational ministry in Southwest Edmonton rooted in a sense of United Church mission in the area.</p> <p>iii. That formation of new congregational ministries consider a wide variety of strategies such as:</p> <ul style="list-style-type: none"> <li>● Deliberately inviting people in other congregations living in growth areas to become</li> </ul>			

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<p>the seeds of the new congregation.</p> <ul style="list-style-type: none"> <li>● Deliberately inviting an existing congregation to move into a new growth area of the city, using resources from property sales to finance the church development.</li> <li>● Or other approaches as may be developed during the process.</li> <li>● That construction of facilities for new ministries shall follow models suited to those ministries and not necessarily in the format of a traditional church building or model.</li> </ul> <p>iv. That financial support from Presbytery sources for the provision of a full complement of staffing be built into the new church development plans, including financing for ministry personnel to develop community events and programming well before facility construction begins.</p> <p>v. Community programming may include afterschool programs, midweek programming, occasional worship events such as Easter or Christmas, concerts, human interest events, and so on.</p> <ul style="list-style-type: none"> <li>● The focus of such staffing shall not be on the management of a facility construction project but shall be a key part of any planning for the region.</li> <li>● Presbytery shall put in place appropriate mentoring and accountability mechanisms along with operations/programming budgets.</li> </ul>			

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<p><b>4. Financing</b></p> <p><b>a. We recommend that new church/ ministry development be in part financed by Presbytery directly, so that the investment is shared as a community.</b></p> <p>ii. Edmonton Presbytery should review and revise policies for use of current development funds to meet the needs expressed in this report rather than limiting actions to the scope of existing policies. See 3c above.</p> <p><b>b. Establish a Legacy Fund so that congregations or individuals can invest in the development of new congregations and other new congregational or outreach ministries:</b></p> <p>i. Adopt the policy that 50% of any Presbytery budget surplus each year is put toward New Church Development in the Legacy Fund.</p> <p>ii. Recommend to Conference that the future sale of properties from closures or amalgamations (cease to exist, disband or amalgamate as per Section 334 of the Manual) allocate proceeds from sale toward new church development and ministries, to be held in the Legacy Fund of each Presbytery</p> <p>iii. Pool resources jointly between Presbyteries where appropriate and as congregational/ new ministry projects present themselves</p> <p>iv. Develop alternate ways of fundraising.</p> <p>v. From the proceeds of the Legacy Fund, or from other available funding, assist existing congregations with mortgages and seek opportunities to help pay down those existing mortgages as a gift, as long as freed monies are used to develop new mission or ministry in communities.</p>	<p><b>a. Conduct recommended policy review in 4a.ii. (See Action steps for 3c – New Ministry Development.)</b></p> <p><b>b. A motion is passed by both Presbyteries establishing a Legacy Fund.</b></p> <p><b>c. A motion is passed by both Presbyteries stating that 50% of any Presbytery annual budget surplus is put toward the Legacy Fund.</b></p> <p><b>d. A motion is passed by Presbyteries which recommends to Conference that future property sales or closures shall allocate proceeds to the Legacy Fund.</b></p> <p><b>e. Ongoing development and fundraising for the Legacy Fund, along with development of knowledge of other funding sources, is assigned to the appropriate Presbytery Committee.</b></p> <p><b>f. Development of Terms of Reference which take into account the New Possibilities recommendations, and power of approval of use of funds, is assigned to the appropriate Presbytery committee.</b></p>	<p>see 3c</p> <p>Executives recommend motion to Presbyteries.</p> <p>as above</p> <p>as above</p> <p>as above</p> <p>as above</p> <p>as above</p>	<p>see 3c</p> <p>Immediate</p> <p>Immediate</p> <p>Immediate</p> <p>as established by Executive</p> <p>as established by Executives</p>

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<p><b>c. We recommend that approvals for all funds used for new church development rest with the New Church Development and Transition Committee</b></p> <p><b>d. Seek and maintain knowledge of funding of new church development by General Council and uphold the concept of General Council addressing funding sources for New Church Development.</b></p>			

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<p><b><u>5. Transition &amp; Redevelopment of Existing Congregations</u></b></p> <p><b>a. Presbyteries challenge and inspire existing congregations to reconnect with their part in God's call for the United Church.</b></p> <p>i. Develop a definition of success for United Church congregational or other ministries.</p> <ul style="list-style-type: none"> <li>● Use this definition in all discussions regarding congregational development, reassessment or transition.</li> </ul> <p>ii. Establish full-time ministry as the optimum ministry for all Pastoral Charges.</p> <p>iii. Review existing ethical standards for part-time ministry from elsewhere in The United Church of Canada (for example Cambrian Presbytery), adapt those standards and implement them as adapted.</p> <p>iv. Develop a process for congregations in transition to discuss viability and sustainability.</p> <p>v. Prepare for future closures and amalgamations by developing a policy and process for future closures and amalgamations that includes the provision of pastoral care in such situations.</p> <p><b>b. Reconnect congregations with the total mission of the United Church in the Capital Region</b></p> <p>i. Ask for a more strategic use of the JNAC process.</p> <ul style="list-style-type: none"> <li>● Adapt the JNAC Process to include an examination of how the congregation's ministry fits within the total ministry of the United Church in the Capital Region.</li> </ul> <p>i. Ensure all congregations are regularly encouraged to</p>	<p><b>a. Committees in both presbyteries charged with congregational transitioning to coordinate development, approval and communication of a new definition of congregational success.</b></p> <p><b>b. All Presbytery committees apply this definition in relationship to congregational oversight, education, encouragement and pastoral care.</b></p> <p><b>c. Edmonton Presbytery develops and passes a motion establishing full-time ministry as the optimum ministry for each Pastoral Charge.</b></p> <p><b>d. Both Presbyteries conduct a review of existing standards for part-time ministry developed elsewhere in the United Church and recommend adoption of these standards within each Presbytery.</b></p> <p><b>e. Review, adapt and communicate about the JNAC (Joint Needs and Assessment Committee) process as outlined in recommendation 6b.</b></p> <p><b>f. Address recommendations in 6c.</b></p>	<p>New Church Development and Transition Committee and counterpart in Yellowhead Presbytery.</p> <p>All Presbytery Committee's with specific actions by CD&amp;TC and M&amp;P</p> <p>As recommended by Ministry Support to Edmonton Presbytery.</p> <p>Ministry Support in Edmonton Presbytery and Ministry, Personnel and Education in Yellowhead, to undertake review and make recommendations to Presbyteries.</p> <p>as above</p> <p>Executive to review and mandate project development to appropriate committee.</p>	<p>Committees develop timelines.</p> <p>Ongoing, upon approvals.</p> <p>Immediate</p> <p>Timeline to be developed by committees undertaking review.</p> <p>as above</p> <p>as above</p>

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<p>have conversations about their particular mission and how it interacts and adds to the total United Church ministry in the Capital Region.</p> <p>ii. Seek out and identify resource people who can assist with the process.</p> <p><b>c. Support congregations that are on the road to positive congregational change.</b></p> <p>i. Develop terms of reference for a specific Presbytery Redevelopment Project established to further congregational transitions. Include in the terms of reference that the project:</p> <ul style="list-style-type: none"> <li>● Shall be time limited and application based.</li> <li>● Shall focus on assisting congregations developing ministries which are:               <ul style="list-style-type: none"> <li>-Rooted in UC Values</li> <li>-A ministry of the United Church</li> <li>-Programmed to include a faith/values component</li> <li>-Partnerships with other United Church congregations or other faith or secular organizations or programs</li> <li>-Directed at contributing to the common good of the neighbourhood, Capital Region or World Community, rather than at trying to solve congregational financial crises by recruiting people to help solve that crisis.</li> <li>-Involve joint projects with other congregations</li> <li>-Sending clergy, staff and lay leaders to United Church supported Leadership Training Events</li> <li>-Creating new mission and ministry focus</li> <li>-Enhancing mission and ministry focus</li> <li>-Maintaining or increasing Mission Support Fund contributions</li> </ul> </li> </ul>			

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<ul style="list-style-type: none"><li>● Shall offer financial support to congregations. Support <i>could</i> come in the form of dollars, allocation of resource people, or paying down mortgages so that congregational money can be reallocated toward real ministry and mission,</li><li>● Shall <i>not</i> be given for building maintenance projects or facility repairs.</li><li>● May well end up concentrating resources on redevelopment of two or three existing congregations who are eager to participate in the Redevelopment Project with the specific criteria outlined, but who on their own could not finance such a project.</li></ul>			

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<u>Recommendations</u>	<u>Action Steps</u>	<u>Action Lead by</u>	<u>Time Line</u>
<p><b>6. Leadership Education</b></p> <p><b>a. Develop coordinated leadership education which equips ordered ministry and lay leaders with leadership skills for a new and changing context.</b></p> <p>i. Either create a new committee in each Presbytery, expand an existing committee in each Presbytery, or form a joint ad hoc committee, to include education for leadership in its mandate.</p> <p>ii. Partner wherever possible with each other and quite possibly with other Presbyteries in the Conference.</p> <p>iii. Intentionally partner with a continuing education program provider, for example: the Alban Institute, St. Stephen's College, the Faculty of Extension, King's College, etc., to pro-actively develop continuing leadership training for clergy and lay people according to our needs.</p> <p>iv. Focus on developing ongoing training for <b>adaptive</b> leadership skills, including size transition skills, conflict management skills, emerging church worship, radical hospitality, intercultural and interfaith dialogue and cooperation, models of governance, evangelism united church style, and transitioning boards from management to visioning, in order to enable leaders to lead congregations in a time of transformation.</p>	<p><b>a. Coordination of leadership education is assigned to appropriate committees in both Presbyteries, with mandated focus on leadership education as outlined in the recommendations.</b></p> <p><b>b. Coordinated leadership education is developed and implemented by appropriate committee's, working separately, or jointly as needed.</b></p>	<p>Executives, with approvals from Presbyteries as needed.</p> <p>Committees in both Presbyteries responsible for leadership education</p>	<p>Immediate</p> <p>Committees to develop timelines</p>