



← FOREST HILL

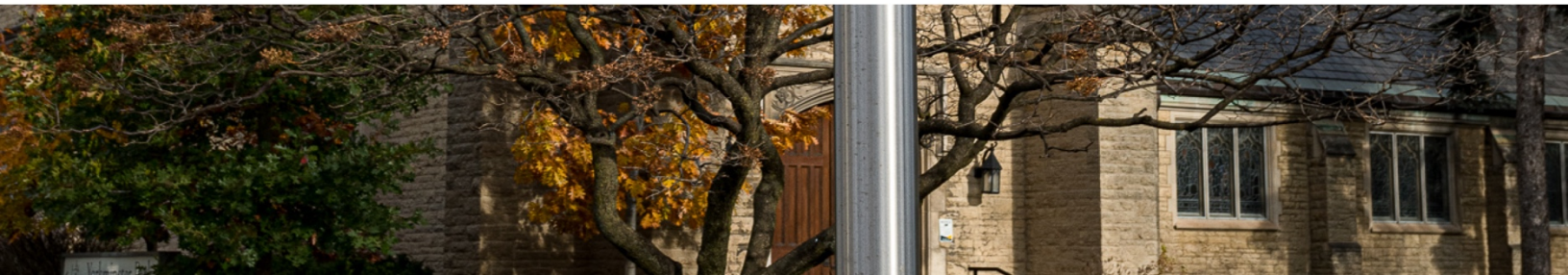
SUMMERHILL
4 min St Clair Station

← MOUNT PLEASANT CEMETERY
Kay Gardner Beltline Trail 8 min
Bayville Station 12 min
Midtown Yonge 1 min

YORKMINSTER PARK
BAPTIST CHURCH

STRATEGIC PLAN

2022 – 2026



Introduction

Methodology

Yorkminster Park Baptist Church has developed this Strategic Plan to help guide the church initially from 2022-2024, and then subsequently extended to 2026.

The congregation voted to extend the implementation mandate when they approved the following motion proposed by Church Council at the Annual Meeting on April 7, 2024:

To extend implementation mandate for the Strategic Plan to December 2026 with the proviso that we acknowledge the current funding difficulties faced by the Church.

The plan was developed over a three-year period and based on input from Church leadership and the congregation.

Broad-ranging Input

The Plan has leveraged input gathered from the branding exercise, including a congregational survey, conducted in 2018-2019. The branding exercise is one way to describe a process that helped to identify the core aspects of the church. This, in turn, helped to inform strategic, operational and communication initiatives and provide a reference point and roadmap to guide decisions.

Several focus groups were held to help identify key themes. The results of these focus groups and the congregational survey led to the development of the following Brand Pyramid Statement:

Yorkminster Park Baptist Church is a 'cathedral' church in the heart of the city with Christ in its heart that will thrive as a Christ-centered community that invites all to seek, discover, grow in, live and celebrate their faith by helping all people encounter Christ by becoming involved in the church. YPBC will achieve this by encouraging discipleship, fully engaging the congregation and broader community in worship and other church activities, offering many ways to experience and express the love of God and always being here for you. The servants in this sacred place are blessed with grace, and dedicated to God, each other and the community in a humble, loving, approachable and welcoming way. The church is a light in your world and is with you in Christ.

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The branding exercise also led to the following Vision, Mission and Priority statements:

- Vision: Thrive as a Christ-centered community that invites all to seek, discover, grow in, live and celebrate their faith.
- Mission: Help all people encounter Christ by becoming involved in the church.
- Priority: Encourage discipleship and fully engage the congregation and broader community.

The next step built on the branding exercise by establishing a team and a process to develop a strategic plan. In late 2019, a Strategic Planning Council was established with representation from the church's boards, the ministerial team and several members-at-large, to guide this process and to develop this plan.

Strategic Priorities

The Council identified 10 strategic priorities that focused on specific themes that are crucial to the long-term success of the church. To generate further ideas on these themes, we held facilitated workshops. The congregation was also invited to submit written input. Notes were compiled and shared with workshop invitees.

COVID-19 Reflection

The workshops were paused in March 2020 because of the uncertainty surrounding the COVID-19 pandemic and were restarted in April 2021. The year-long pause in the process and the physical separation because of the COVID-19 pandemic helped all of us to reflect on how meaningful our church is to our own faith journey as part of the Body of Christ and reiterated our commitment to be a worshiping community. The pause also helped us to reflect on the resiliency and adaptability of the church and broadened our scope of thinking.

Strategic Planning Council

Once the workshops concluded in April 2021, the recommendations were consolidated. They were shared with the Strategic Planning Council, who assessed the recommendations by considering the recommendations in light of available resources and their alignment with the priorities, brand and mission statement identified through the branding exercise.

The themes, which resonate with the Statement of Purpose in the church's new constitution, comprise the nine strategies which we will, God-willing, pursue to fulfill our objectives.

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For each of the nine strategies, there are tactics, and in some cases, sub-tactics that we will strive to achieve.

Actionable Tactics

To help ensure the successful completion of these activities, each tactic is assigned a lead or leads and a timeline when the activity will ideally be undertaken. As a guide, this plan provides the distinct components essential for the functioning of a vibrant Church.

The Council recognizes that circumstances change, and what may not be realistically actionable now could become a possibility in the future. Therefore, to prevent the plan from restricting new ideas and initiatives from consideration, the appendix outlines the process by which a board member, committee member, someone in the congregation or someone external can propose to undertake a new initiative not in the plan. This approach, like the plan itself, is an acknowledgment of an ever-changing world sustained by an unchanging eternal God.

Looking Ahead

Yorkminster Park Baptist Church is well positioned to adjust to a future expected to include hybrid online and in-person meetings and gatherings.

Achievement of some of the tactics depends on higher revenue. It is therefore recommended that a team be established to lead a 'Vision 2022' fundraising campaign. The team would identify a special project of greatest need and encourage the congregation to donate above and beyond their regular offerings to support this special project. It is also recommended that a Committee be established in late 2026 to return to the priorities and reassess tactics to fulfill these priorities and develop a plan that will build off this plan.

Faith-infused process guided by God

We heard a lot of reflection on the Holy Spirit's guidance throughout the workshops and written comments, and the statements below capture this sentiment:

- Gratitude to God for His ongoing provision to the people at Yorkminster Park.
- Thankful celebration for all of the achievements attained through the committed volunteers and staff and the numerous activities and programs that comprise the life of the church.

- The centrality of God's Word in our lives and how much we treasure worshiping, serving and living life together with one mind and one voice so that we may glorify the God and Father of our Lord Jesus Christ.
- Openness to new things, including the many incredible possibilities that come with more advanced technology and an enhanced virtual online presence.
- Commitment of the congregation to the church and their commitment to continue to maintain a strong collective witness for Christ.
- A united hope that looks ahead to the future with joyful confidence in what God will continue to do at Yorkminster Park, and faith and trust in His ongoing care.

Future-Looking Considerations

The input that was gathered was primarily informed by a reflection on the current state of the church, but there was also an underlying future outlook that helped to inform perspective. Characterized by a hopeful trust in God's ongoing provision, and attuned to the changing world, some of the trends already underway or likely to accelerate are summarized below:

- Greater reliance on technology with far reaching impacts including how meetings are conducted and the opportunities of an expanded reach to people outside the Greater Toronto Area;
- Anticipated increased residential density in the Yonge and St. Clair neighbourhood; and
- Generational shifts in the understanding of the nature of church membership and preference for shorter-term service opportunities among the generation accustomed to a gig-economy.

Strategic Priorities (Themes)

The following tables outline the themes, strategies, tactics, sub-tactics and intended outcomes that we hope to achieve from these collective efforts. The strategic priorities are summarized below:

- Worship
- Discipleship
- Stewardship
- Partnerships, Community Engagement, and Mission
- Community Building and Mentorship

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- Invitation, Retention and Re-Engagement
- Internal Communications
- Focus on Youth and Children (Family Ministries)
- Technology and Digital Footprint

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THEME: ***Worship***

Central to the heart of a church are the worship services. An ongoing challenge for all churches is creating formats and times that appeal equally to all members and adherents. Busy weekend schedules of young families, competing recreational and social activities and other weekend options have seen the numbers decline over the years.

Yorkminster's high-quality livestream of the Sunday service allows church members and adherents to worship "virtually" without being in the church personally. The livestream has also enabled a "virtual congregation" with people from other cities and countries tuning in every Sunday.

The focus of this strategic theme is to consider alternate methods of presenting the services and offering different preaching styles. Human resources and church technology infrastructure are key factors of this theme.

Strategy: Nurture a culture of welcome and worship through music, prayer, Scripture, preaching and the administration of the sacraments on Sunday and beyond.

Tactic	Lead / Co-Lead	Timeline (Short – 2022, Medium – 2023-2025, Long – 2026+)
Build on our culture of warm welcome.		
Add to church website an explanation of the various activities in the order of service.	Ministerial Team (Minister of Pastoral Care & Discipleship, Director of Music and the Minister of the Congregation)	Short

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Conduct a multi-generational welcome review by collecting suggestions for how to make the worship services even more welcoming.	Worship Committee Welcome Committee	Medium
Install a touch screen at a welcome table where information and videos about the church would be available. The screen could also be used for internal communications.	Communications Committee Operations Property Committee	Medium
Offer a bring-a-friend Sunday.	Minister of Mission and Community Engagement	Medium
Pursue diversity in worship services that reflect the diversity of the congregation, our city, and global church.	Worship Committee Family Ministries	No assigned timeline; this must take place organically
Continue with Yorkminster Park's tradition of excellence in music with a diverse repertoire of musical styles.		
Re-establish a subcommittee of the Worship committee to develop a plan and strategy for introducing and learning new hymns from the red hymn book. This could include a new "hymn of the month" and the after-service hymn sing.	Worship Committee Ministry Team	Short

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Consider how to continue to engage youth and post-secondary age groups in the services (Scripture reading, window on the world, ushering etc.)	Worship Committee	Medium
Incorporate, as schedules permit, the Doxa band more regularly in the service through live and recorded worship.	Worship Committee Ministerial Team Family Ministries Team	Short + Long
Consider offering two Iona services each month.	Worship Committee	Medium
Develop a plan to feature guest soloists and instrumentals on a monthly basis who are outside our music program and who may offer alternate styles of music.	Worship Committee	Medium
Establish a youtube or video playlist of choral and hymn selections beginning with those that have been used as inserts during worship services.	Webcasting Ministry Team	Medium
Organize a multicultural festival of music.	Board of Music	Long
Leverage technology to diversify worship experience (e.g., pre-recorded interviews, display of children's artwork, Doxa Band).		

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Develop a longer-term strategy for the use of screens in the sanctuary. This will support the current hybrid model and will continue to be a need.	Ministerial Team Deacons Worship Committee	Medium
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THEME: ***Discipleship***

Crucial to the life of the church is the ability for members and adherents to enrich their faith with Bible study, life groups and spiritual direction. Discipleship also creates a deeper relationship with Christ, the church and other members and adherents—this helps create a stronger church community and has a positive impact on overall health of the church.

The focus of this strategic theme is to make sure that all opportunities for discipleship are clearly understood by members and adherents and what discipleship means in their spiritual journey.

Strategy: Promote an environment of learning and spiritual growth through Bible study, life groups, and other learning opportunities.

Tactic	Lead / Co-Lead	Timeline (Short – 2022, Medium – 2023-2025, Long – 2026+)
Continue to encourage involvement in Bible Studies / Life Groups.		
Make information on Life Groups / Bible studies available on the website and calendar to increase awareness of what each group discusses.	Minister of Pastoral Care and Discipleship Communications Committee	Short
Host a “Bible 101” course for new Christians as part of a welcoming strategy. Could be adapted for a refresher for long-time members.	Minister of Pastoral Care and Discipleship	Medium
Explore adding studies and church-wide study themes using online and hybrid options.	Minister of Pastoral Care and Discipleship	Medium

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Offer learning opportunities that promote discipleship and spiritual growth.		
Offer courses/workshops/spiritual formation retreats/seminars that cover topics such as 'How to Pray', spiritual gifts and discipleship.	Pastoral staff	Medium
Offer Sunday school for the whole family in Cameron Hall after the service periodically.	Christian Education Board	Medium
Develop a program focusing on Young Adults (College and Career Study Group). This could include not only spiritual growth but also tutoring, career counseling, partnerships, mentorship, and guidance regarding post-secondary options, which could create intergenerational links.	Minister of Pastoral Care and Discipleship	Medium
Establish new ways to share devotional materials and other written materials.		
Print a few copies of the devotionals and leave in the narthex for visitors or those who do not have a computer.	Ministerial team Church Office	Short
Compile devotionals into a printed book.	Ministerial team Church Office	Medium

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Host a panel discussion between a Christian and a non-Christian on a topic of mutual interest and understanding.	Interfaith Committee	Medium
Enhance the library by promoting library resources through reading lists or recommended books for particular subjects. The catalog software is not supported on the internet and would require significant software upgrades led by an expert along with a much more robust internet connection and updated hardware on the library computer(s).	Librarian Volunteers Christian Education Board	Long
Continue to incorporate discipleship in preaching and teaching.		
Continue to emphasize to the congregation the importance of Spiritual disciplines: (e.g. Daily prayer and devotional, read the Bible, modeling your faith etc.) as part of teaching and preaching.	Ministerial Team	Short

THEME: ***Stewardship***

The operation of any church requires consistent financial resources to fund ministry teams, facilities, mission and day-to-day administration and a team of volunteers who support the Ministry. Yorkminster Park is blessed to have strong support from its member and adherent base but as the congregation ages it is crucial that the importance of financial support and volunteerism be reinforced among younger members and adherents - even if they are not regular attendees of worship services.

Yorkminster Park has long been blessed by individuals who do everything from assisting with worship services, leading Bible studies, ushering, curating library material and much more.

While volunteers provide a great deal of support, the challenges of providing additional programming to a broader spectrum of members and adherents can be enhanced with the availability of additional financial resources and volunteers.

Promoting to the congregation a good use of their time and talents to benefit the church is important to sustainability. It is important to identify ongoing internal volunteer opportunities and community volunteer opportunities. Further, the church should recognize and honour those who volunteer in the wider community as a valuable response to Christ's call to serve.

The focus of this strategic theme is on long-term financial planning, time and talent stewardship and new ways to generate financial gifts and volunteer contributions from a broader spectrum of members and adherents and to continue to foster a spirit of stewardship of time dedicated to serving at the church.

Strategy: Foster long-term sustainability through prudent financial stewardship including alternate ways of giving and service opportunities and identify, equip and mobilize volunteers by promoting stewardship of time and talent and a culture of serving others.

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Tactic	Lead / Co-Lead	Timeline (Short – 2022, Medium – 2023-2025, Long – 2026+)
Continue to encourage volunteerism as an aspect of stewardship.	Ministerial Team	Ongoing
Build on the culture that recognizes and celebrates volunteers in acknowledgement of National Volunteer Week.	Ministerial Team Boards	Ongoing
Create a brochure offering descriptions and information on various volunteer opportunities and contact information based on current needs.	Church Council Communications Ministry Team Boards	Ongoing
Develop a long-range (3-year) financial plan with input from Boards based on their individual plans.	Board of Finance and Administration Trustees	Short
Associate offering appeals for the general fund with specific programs from the pulpit and in the bulletin.	Board of Finance and Administration Ministerial Team	Short

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Establish a team to lead a “Vision 2022” capital fundraising campaign.	Church Council Board of Finance and Administration	Short
Ensure that new board members and volunteers are given orientation and mentoring as necessary.	All Board Chairs Committee Chairs Church Council	Medium
Offer education seminars on legacy giving and gifting of securities.	Board of Finance and Administration	Medium
Host a financial giving seminar to help the congregation with financial literacy.	Board of Finance and Administration	Medium
Committees and boards provide their volunteer requirements to Operations who can compile and create skill sets for potential volunteer roles.	Operations	Medium
Continue to develop and build on an organic process of encouraging and identifying both gifts and callings.	Church Office Operations Ministry Team	Medium

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THEME: ***Partnerships, Community Engagement, and Mission***

A core aspect of any church is its relationship with the local and global communities beyond the congregation. This relationship is centred around sharing the love for Christ and inviting others to meet Him through interaction with members and adherents.

This outreach can come in many forms in collaboration with many partner organizations and individuals.

The focus of this strategic theme is to expand and enhance the way the church engages with local and global mission partners.

Strategy: Foster a caring presence in the community and globally and undertake the Great Commission.

Tactic	Lead / Co-Lead	Timeline (Short – 2022, Medium – 2023-2025, Long – 2026+)
Provide training to help foster a mission-oriented worldview.		
Gather information (e.g., demographic survey, research) to determine what the community needs are in the neighbourhood.	Minister of Mission and Community Engagement	Medium
Anticipate change to the neighbourhood in coming years with an eye to engaging new members.	Minister of Mission and Community Engagement	Medium

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Equip and encourage people to share and live out their faith. This includes through training sessions equipping people to have a meaningful dialogue with non-Christians about faith and helping people understand how to develop connections with seekers and people who are not believers.	Minister of Mission and Community Engagement	Medium
Consider hosting another ExpoTO Mission Fest, similar to the ones held in 2008 and 2010. ¹	Board of Mission	Medium
Offer local community outreach opportunities.		
Re-establish coffee houses in Cameron Hall and display signage outside indicating who the artists are.	Board of Music	Medium
Offer local short-term mission opportunities (micro-missions) to provide flexible mission/service opportunities.	Board of Mission Minister of Mission and Community Engagement	Medium
Record a tour of the church and post video online.	Communications Committee	
Promote an outward-looking global understanding of Mission.		

¹ Canadian Baptist Ministries launched Mission Expo with the goal of bringing local and global missions before the Baptist churches in Toronto. Yorkminster Park was chosen because of the large facility. Mission Expo's purpose was to raise awareness of mission and help people as disciples of Jesus to become more missionally-minded in our city and in the world.

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Continue refugee sponsorships.	Board of Mission Refugee Sponsorship Volunteers	Short and Long
Establish a subcommittee to look at the theology and practicalities of a virtual membership (associate member option).	Minister of the Congregation Deacons	Medium

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THEME: ***Community Building and Mentorship***

The church community is most visible at weekly worship services and ongoing volunteer activities, but the opportunity to strengthen the community at other times is a powerful way to deepen member and adherent relationships with Christ and each other. It is also a way to connect different generations and ensure that the congregation is represented by all age groups on a more regular basis.

The focus of this strategic theme is to explore ways to provide opportunities to interact with each other apart from the regular worship services.

Strategy: Cultivate a strong faith-family community by building connections with one another.

Tactic	Lead / Co-Lead	Timeline (Short – 2022, Medium – 2023-2025, Long – 2026+)
Support young adults in our community.		
Build on support offered to out-of-town post-secondary students through helping them find a church in the city of their school and inviting them into ongoing online participation in Yorkminster Park. Maintain connection by sending cards of encouragement, texts and e-mails.	Christian Education Board	Short
Look at re-starting a young adult group / young professional group that could cover topics such as integration of faith and work, social engagement and other activities. The young adult population is	Christian Education Board	Medium

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constantly changing and therefore a program for this demographic constantly needs to be renewed.		
Encourage both formal and informal mentoring opportunities with individuals wanting to explore a calling.	Ministerial Team	Long
Establish initiatives to foster community-building.		
Host a panel, potentially virtually, on key issues facing young families.	Family Ministries Team	Medium - Long
To promote congregational health, host lectures, health seminars (including mental health) pastoral care training, CPR training, etc.	Parish Nurse Health and Wellness Committee Minister of Pastoral Care and Discipleship	Long
Consider arranging another Sacred Space tour in Toronto.	Sacred Spaces Committee	Long

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THEME: *Invitation, Retention and Re-Engagement*

Churches experience ongoing shifts in member and adherent engagement which results in lower participation levels across many church activities. These shifts are part of regular life happenings: a young person leaves for post-secondary education; a family is stretched thin by their children's recreational activities; or the elderly become house-bound because of illness.

These factors require an organized approach to engage with the community, intentionally invite and warmly welcome.

The focus of this strategic theme is to communicate the many joys of church life and create a functional social infrastructure that can bridge the gap when members leave.

Strategy: Engage with the community, intentionally invite, and warmly welcome newcomers and retain and re-engage less active members and adherents, with particular emphasis on young adults and young families.

Tactic	Lead / Co-Lead	Timeline (Short – 2022, Medium – 2023-2025, Long – 2026+)
Capitalize the location and outdoor space (park, meditation circle, electronic sign) to create a more visible community presence.		
<p>Identify a lead to take on a “Ministry in the Park” to coordinate activities.</p> <p>This could include movies in the park and the use of the meditation circle as a venue for music and reflection.</p>	<p>Minister of Mission and Community Engagement</p> <p>Parish Nurse</p>	Medium and Long

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Establish a free 'Little Library' box in the park.	Librarian Ministerial Team	Medium
Intentionally seek to engage the community in the park pastorally and when possible do so partnering with community groups (ie. Thursday market).	Minister of Mission and Community Engagement Parish Nurse	Short and Long
Hold 20-minute services at the Meditation circle (e.g., musicians, Scriptures, prayers etc.).	Ministry Team Worship Committee	Medium
Continue to host worship services that respond to culturally relevant and topical events to provide solace and answers to those who are soul-searching.	Ministerial Team	Medium
Use the electronic sign to tell passersby that an event is in progress.	Communications Committee	Long
Post a QR code on the property so a passerby could scan and watch the service in progress.	Communications Committee	Long
Promote and expand on Life Groups.		
Develop Life Groups offering short term studies requiring less	Christian Education Board	Medium

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of a commitment, which might provide an entry point for newcomers, and a safe place for them to ask questions in the style of the Alpha program. All such groups should include online and hybrid possibilities.	Communications Committee	
Continue to develop online Life Groups.	Minister of Mission and Community Engagement Minister of Pastoral Care and Discipleship	Medium
Continue to use creative ways to communicate Life Group offerings.	Minister of Mission and Community Engagement Communications Committee	Medium

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THEME: ***Internal Communications***

As a large church with many ministries, missions, boards, committees and members, a large amount of information central to the activities of these groups is processed and managed. As these groups operate independently, communication between the groups may not exist or may not be shared in a timely manner. From the broader perspective of the “church as a whole” this can result in duplication of efforts and in some cases a disconnection at certain times of the year.

The focus of this strategic theme will be to determine the degree and frequency of which information should be shared.

Strategy: Continue to capitalize on new Church Council and Ministry Team monthly scheduled meetings that encourage inter-board communications.

Tactic	Lead/ Co-Lead	Timeline (Short – 2022, Medium – 2023-2025, Long – 2026+)
As part of the budget process, each Board will continue to develop a work plan that identifies their key initiatives, timelines and how each activity connects to the strategic plan. This can be done in conjunction with the annual budget. A summary version of this Strategic Plan would help this process.	All Boards and Committees	Ongoing
Continue to engage and adjust technology that could assist with collaboration and resource-sharing.	Director of Operations	Ongoing

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Ensure that boards and ministry team members have opportunity to be familiar with relevant operations policies – important policies could be an agenda item for brief explanation at board and ministry teams meetings.	All Boards	Ongoing
Finalize job description of the Director of Communications and proceed to secure approval.	Deacons	Short
Continue to develop an inventory of key contacts in all boards, staff and committees that will include function and expertise where known.	Church Office	Short
Continue to develop a yearly calendar of events.	Ministerial Team Church Office All Boards	Short
Host town hall meetings / open house meetings and rotate with virtual meetings. This could include a meet-and-greet casual chat with the Executive Deacons.	Ministerial Team Deacons	Medium

THEME: *Focus on Youth and Children (Family Ministries)*

Family Ministries seeks to come along-side parents and children (the whole family) to help equip them in nurturing their faith development. Partnering with parents on this is vital because many times parents do not know how to talk about their faith or worship with their children. They need help and support. For generations, parents of school-aged children grew up in churches that had age-segregated, traditional models and faith was compartmentalized and not talked about at home.

Family Ministries will continue to encourage intergenerational worship, fellowship and faith development opportunities in-person and online. Children and youth are included in our church lectionary teachings to help build a firm foundation of faith in which to grow and to encourage further discussion at home together as a family.

The focus of this strategic theme is to create age-appropriate programming and activities for the children and youth of Yorkminster Park.

Strategy: Continue to strengthen a thriving Family Ministries that nurtures the spiritual formation of children, youth and parents through age-suitable ministries and integration.

Tactic	Lead / Co-Lead	Timeline (Short – 2022, Medium – 2023-2025, Long – 2026+)
<p>Continue to provide youth with opportunities to participate in the worship service.</p> <p>Continue to encourage opportunities for the youth to share their God stories in a variety of communications within the church (Newsletter, Family Ministry emails/videos, worship service, etc.).</p>	<p>Family Ministries Team</p> <p>Youth</p> <p>Christian Education Board</p> <p>Ministers</p>	<p>Ongoing</p>

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Continue to support opportunities for Lighthouse and Doxa volunteers and leaders to gather for faith development.	Family Ministries Team Christian Education Board	Ongoing
Continue to incorporate issues that families have identified as important to them (e.g., social issues, mental health, social media etc.) into Doxa. Keep an open conversation about how the physical environment of the space the youth gather in helps them to feel like they belong.	Family Ministries Team	Ongoing
Identify leadership to develop a worship service online that glorifies God and honours God. This type of initiative requires God's calling on a leader's hearts to start-up, ongoing guidance, planning, prayer and accountability from Ministry Staff.	Family Ministries Team Youth	Long

THEME: *Technology and Digital Presence*

Technology has become an every-day part of most Canadians lives and has application across most aspects of church operations—worship, communications, community and more. The use of livestreaming to our worship is possibility the most valuable and visible example of technology supporting church operations. In-person ministry, board and committee meetings have been replaced by virtual meetings (Zoom and other).

Technology has also fostered a “virtual congregation” in people that watch the worship service from other countries around the world.

There is a need for a connection with those who choose to worship virtually—technology can play a role in bridging this gap.

Another aspect of technology is the “digital footprint” that Yorkminster Park has in electronic and social media. These activities can play an important role in the overall awareness of the church and be another way for members and adherents to connect virtually.

The strategic focus of this theme will be to evaluate the technology currently in use by the church and assess where enhancement or additions need to be made.

Strategy: Continue to employ technology including the website, social media and web apps to advance the mission, communications and visibility of the church locally and around the world.

Tactic	Lead / Co-Lead	Timeline (Short – 2022, Medium – 2023-2025, Long – 2026+)
Upgrade our webcast ministry and technology infrastructure in the church.		
Rethink where technology oversight resides within the governance structure.	Deacons Church Council Operations	Short

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Continue to rebuild the church website to enhance user visits / journeys and experiences.	Communications Committee	Short
Enhance communications capacity (e.g., subscriptions for zoom, database etc.) and develop policies around the use and administration of the zoom accounts with privacy and safety considerations factored into the policies.	Operations Communications Committee Church Office	Short
Continue to expand capacity for online donations (e.g., website, app, ipads, text to give).	Operations Communications Committee Board of Finance and Administration	Short
Hire independent contractor to lead social media management.	Minister of Mission and Community Engagement Deacons	Medium
Incorporate Bible study snippets into social media and calendar.	Communications Committee	Medium
Advertise our webcast and seek to make inroads with the various new developments in the community.	Minister of Pastoral Care and Discipleship	Medium / Long

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Continue to make new technology available for the congregation to use in worship (e.g. phone, ipad) and make available workshops and intergenerational tutoring for those who have a hard time tuning in with their technology.	Deacons Church Council Communications	Long
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Appendix 1 – Project / Program Proposal

This appendix outlines how someone can submit a proposal to lead an initiative not reflected in the Strategic Plan.

The first step is to complete a project / program proposal using the template below. The proposal should be realistic and include an explanation of how the activity will be resourced. Projects should only be submitted by individuals willing to lead the initiative and must be submitted to the applicable Board. The applicable Board will discuss the proposal to determine if the activity aligns with their work plan and priorities and confirm that it is in support of the spirit of the Strategic Plan.

If the Board is supportive, the Board Chair will become the project / program proposal champion and will bring forward to the Church Council for discussion and a decision. If the Church Council is supportive, the Board of the project / program proposal champion becomes the sponsoring Board. The project / program proposal champion will advise the individual who made the proposal of the decision, and they will become the project / program lead. The lead is expected to keep the sponsoring Board apprised of developments.

Project / Program Proposal Template

Proposed Project / Program Initiative Title:

Proposed Project / Program Lead Name:

Proposed Project/Program Champion Name:

Proposed Board Sponsor:

Description:

Expected Timeline:

Resources Required:

Anticipated Constraints:

Communications Roll-out Plan:

Other Information: