

PORT NELSON



VISION PLANNING TEAM REPORT

February 2017

VISION PLANNING TEAM

John Greven
Scott Ife
Michelle Mills
Carol Moffitt
Stan Harvey (Facilitator)

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Executive Summary

The following motion will be made at the Annual General Meeting, February 12, 2017:

The Vision Planning Team moves that Council establish working teams to explore and investigate the viability of the recommended:

1. New programs
2. Event hosting
3. Additional “service or gathering”

In June 2016, the Governance Committee within Council engaged a “Vision Planning Team” and mandated them to develop a plan to guide the church family from September 2018 to September 2021 taking into consideration the changes that would occur as a result of the Rekindle Renovation Project.

The mandate directed the team to ensure the inclusion of both the Port Nelson family and its local community. Input was gathered via one-on-one interviews, focus groups, and a survey (both online and paper).

What the Vision Planning Team learned and concluded:

- Port Nelson’s strengths are **Worship, Music, Leadership,** and **Programs.**
- Guiding principles to lead us through to September 2021 are to:
 - **Be evolutionary in our approach;**
 - **Build on our strengths; and**
 - **Fulfill desires for new initiatives**
- There is an appetite and building excitement within and beyond Port Nelson to leverage the opportunity with the soon-to-be newly renovated building to grow and reach out to the community.

What the Vision Planning Team recommends:

With input from the Port Nelson congregation and the community, building on our strengths and aligning to our core values, the following three areas with specific initiatives are being recommended:

1. Programs: expand Glee Camp; introduce after school program; introduce mid-week activities for all ages
2. Events: Market & host events; hire an Event Developer; introduce a pool of paid support
3. Services: introduce one or more alternate service or gathering opportunities

Each of the recommendations will require a working committee to further explore, assess feasibility, and plan the implementation details. A high-level timeline has been provided to allow for each of the initiatives to be launched in the fall of September 2018.

The recommendations which are the basis of the motion to the Annual General Meeting have been

- reviewed and supported by Council, and
- validated with some amendments recommended by the Congregation at the January 22 Worship service.

1. Findings

The following is a summary of the Vision Planning Team findings:

- The four key strengths that were mentioned most frequently and universally:
 - *Worship,*
 - *Music,*
 - *Leadership,* (this includes ministers, paid staff, committee chairs, Council, volunteer leaders)
 - *Programs* (this includes a range of events, ongoing structured programs, ad hoc programs, and various initiatives)
- The guiding principles for the plan, based on the data gathered and Vision Planning Team insights from interviews, focus groups, and surveys were:
 - *Evolutionary,*
 - *Build on Strengths* and
 - *Fulfill desires for new initiatives*

While there is an openness to enhance existing initiatives, and explore new initiatives, it is to be done in a controlled and deliberate manner, hence an evolutionary - and not revolutionary nor a radical – approach. There is an excitement with the opportunity for desires to be fulfilled by many in the congregation. We discovered there are a lot of ‘crafty’ and ‘artistic’ individuals budding to unleash their creative abilities. And the strengths identified were throughout all the discussions and findings, further confirming them. There is no intention to modify existing programs that are effective and well supported.

To grow from our strengths at Port Nelson and using those guiding principles, the initiatives described in the following section are recommended.

2. Recommendations

The following three areas are being recommended for further exploration and planning to be ready to launch in the fall of 2018 if the research is favourable.

1. New programs

- *Expand Glee Camp* to include additional activities during the summer or throughout the year such as during March Break. Expansion may also include offering different themes such as cooking and nutrition or dance, etc. Expanding Glee Camp also provides additional leadership opportunities for our youth.
- *Introduce after school program* to provide a needed resource and growing demand in the community as well as another form of community outreach. The program may have a variety of components within it such as tutoring, music, or arts and crafts. The program provides an opportunity for many in the church to fulfill their desires and share their passions such as painting or leveraging their skills to tutor and help with homework. In addition, it would provide an employment opportunity for some within the church or community.
- *Introduce mid-week inter-generational activities* to engage both the church and community in many activities simultaneously such as Bible study, board games, arts and crafts, and catching up on the news in a café-like setting. The idea is that there is something for everyone with the church being the local gathering place where all feel welcomed.

2. Event Hosting

- There is an opportunity to utilize the renovated space for church and community events such as fundraising galas, weddings, receptions, various music performances, and local business functions. This could be an expanded revenue base for the church or enhance fundraising opportunities as we will no longer have to rent external facilities.
- The nature and the size of the events would require a hired resource to oversee the functions. We are recommending hiring an Event Developer and the hours and compensation would be aligned to the utilization of the facility for events. This position would be self-funded from event revenue.
- There would also need to be a pool of paid resources to help support the functions. This would provide an employment opportunity for our youth and members of the community. Again, funding for the paid resources would be aligned to the rental of the facilities.
- The viability of an event hosting service is entirely dependent on there being sufficient demand with sufficient income to justify the costs of the paid staff. Based on feedback from many people including a local City official, the demand for reasonably priced meeting space and event space is understood to be significant.

3. Additional “service” or alternate gathering opportunity

- The word “service” means many different things to different people so we are using it in quotations and understand that it is an opportunity to gather together but not necessarily to have all of the usual connotations of a “worship service”.
- There is much interest in pursuing another “service”. However, depending who you talk to, the “service” could take on many different formats and could be offered at different times during the week. For many people who suggested an additional service, they considered that it could attract a different demographic than the current worship service appeals to. Others felt that they would personally enjoy more than one service or gathering per week. There was no criticism of the current 10:30 worship and so whatever is done that is additional; there should be no adverse impact on current worship attendance.
- Options to be evaluated:
 - i. for the type of service or gathering range from free form, prayer service, Taize, contemporary, traditional, or participative.
 - ii. for when this would occur include morning, afternoon, or evening; Sunday mid-week, or Saturday.
 - iii. for location will be selected depending on the nature of the service and could include the sanctuary, Fellowship Hall, other meeting rooms, or even off site.
 - iv. for leadership include ministers, lay leaders, rotating leadership, guests.
 - v. for music are wide ranging and include choir, organ, other instruments, singers, recorded music.
 - vi. for interval include weekly or less frequently
- More discussion is required to determine what a “service” or “alternate gathering” would look like, who would be attracted to such a forum, and to then determine how it would be resourced. Experience with similar endeavours indicates that the level of effort required to sustain an additional “service” or gathering must not be underestimated.
- Common terminology will be important for the discussions. For example, whether music or a service is considered to be “contemporary” or “traditional” has many different interpretations depending on a person’s experience and what they are comparing things to.
- Cautions were expressed about over-committing current worship leadership, or possibly dividing the congregation if two similar services at different times was considered (which is not the current intent).

Appendices

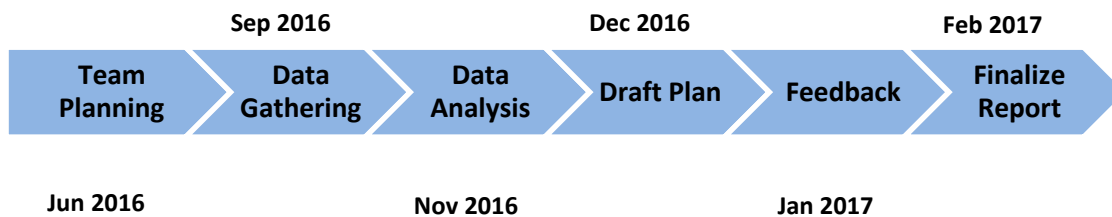
1. The Vision Planning Team

The team included John Greven, Scott Ife, Michelle Mills, and Carol Moffitt with Michael Brooks as staff support offering oversight and guidance. Stan Harvey provided facilitation services.

The team represented a cross-section of individuals involved at Port Nelson.

- Multiple life stages and ages
- Different areas of involvement within Port Nelson
- Various levels of membership - 'whole life' to frequent visitor
- Males and females

2. The Vision Planning Process



The Vision Planning Team met to review our purpose, expectations and to develop a project plan of activities and tasks to deliver the mandate. This included developing a questionnaire and determining the various options to gather data.

It was important to seek the input from as many members of the Port Nelson family as well as the broader community including those currently affiliated with the church for its programs.

One-on-one interviews were held with 12 people representing church leadership, staff, and committee/program representatives and community leaders including Michael Brooks, Gord Dunbar, and Councillor Jack Dennison.

Four focus groups were conducted. A total of 17 individuals from the congregation and community shared and discussed their perspectives. Invitations were distributed to many individuals to participate including an open invitation to the congregation-at-large. Those that participated from the community included a parent from G.L.E.E., a staff member of Tuck school, Roseland neighbours and the Burlington Ward 4 Counselor.

A survey was made available to the congregation. It was available online via the website and through a link provided in the weekly update. The survey was also available in hard copy at the church and promoted during services. 41 surveys in total (39 online plus 2 hard copy) were completed.

The team reviewed all the responses and input gathered. A draft of the conclusions and recommendations was presented to Council January 11, 2017 and to the Congregation during the Worship Service Jan 22, 2017. Based on feedback received the recommendations were refined.

Of the three recommendations, the first two related to additional programs and Event Hosting were very strongly supported.

The recommendation regarding a second service or gathering opportunity received a mixed reaction. There are strong opinions in favour and against. It must be noted that during the focus groups, interviews, and questionnaire the idea of some sort of additional service or gathering was strongly recommended, however the intended audience was not necessarily the current membership. This was seen in part as a way of reaching out to a broader base. Based on some of the written comments, the team understands that there is a history which contributes to the negative reaction of some people. However the team also notes that the basis of the negative reactions is the subject of the recommended investigation process and no decisions have yet been made. Consequently for example,

- the second service could be quite different from the current 10:30 worship and that would attract different people so there would be no “competition” or “dividing the congregation”.
- the second service may not involve the current choir who have concerns about the workload related to two services.

All of these and many other aspects have to be explored. It is possible that the investigation would recommend the status quo, or if a specific format is recommended, it would be brought to the congregation for endorsement.

3. Data Gathering Questionnaire

Here are the questions used to gather input to the plan:

Questions are in recommended order. N/A means a question is not applicable to a particular audience due to time or other constraints. Question	Focus Group Questions	Survey questions
What do you consider Port Nelson’s 3 greatest strengths?	What do you consider Port Nelson’s 2 or 3 greatest strengths?	What do you consider Port Nelson’s greatest strengths? Select Top 3 a. Leadership (Pastors, Council, Head of Children's Ministry, etc.) b. Programs offered (Youth, bible study, teleministry, Men in Aprons, etc.) c. Community Services (Foodbank, Scouts, etc.) d. Location e. Worship service f. volunteers g. music h. fellowship over food i. other (specify 10 words)
How would we continue to use these strengths in the future?	Do we continue them ‘as is’ or do we modify them and if so how?	How would we continue to use these strengths in the future? a. continue as is b. opportunity to modify & enhance -describe (text option 100 words)
Are there programs /services that you would participate in if they were offered?	Are there programs /services that you would participate in if they were offered?	Are there programs /services that you would participate in if they were offered? a. No b. Yes, explain? (text option 100 words)
Are there things preventing you from participating in programs or services?	Are there things preventing you from participating in programs or services?	Are there things preventing you from participating in programs or services? a. No b. Yes, explain? (text option)

Questions are in recommended order. N/A means a question is not applicable to a particular audience due to time or other constraints. Question	Focus Group Questions	Survey questions
Is there a need in the church or community that is not being met and how could the church address those?	Is there a need in the church or community that is not being met and how could the church address those?	Is there a need in the church or community that is not being met and how could the church address those? (text option 200 words)
Are there community groups that you would not be comfortable using the church?	N/A	N/A
What are 4 words that best describe Port Nelson today?	What are 4 words that best describe Port Nelson today?	What are 4 words that best describe Port Nelson today? (text 10 words)
With all its potential, how would you imagine Port Nelson in five years? If you had an opportunity to do something you have dreamed of doing for / in your community, what would that be and how could Port Nelson facilitate that activity?	With all its potential, how would you imagine Port Nelson in five years? If you had an opportunity to do something you have dreamed of doing for / in your community, what would that be and how could Port Nelson facilitate that activity?	With all its potential, how would you imagine Port Nelson in five years? If you had an opportunity to do something you have dreamed of doing for / in your community, what would that be and how could Port Nelson facilitate that activity? (text)
As a community center, how can we use features such as: <ol style="list-style-type: none"> 1. the 200+ seating for food service 2. commercial kitchen, 3. Cafe? 4. ability to seat 400 in the sanctuary and simulcast to another 400 in the building 5. Air conditioning, 6. Accessibility and clean air? 7. secure 	As a community center, how can we use features such as: <ol style="list-style-type: none"> 1. the 200+ seating for food service 2. commercial kitchen, 3. Cafe? 4. ability to seat 400 in the sanctuary and simulcast to another 400 in the building 5. Air conditioning, 6. Accessibility and clean air? secure	N/A
What do you see as primary benefit(s) of our new building?	N/A	N/A
How should we promote programs and services?	N/A	N/A

4. Alignment of Recommendations to Port Nelson's Strengths and Core Values



5. Roadmap for moving from the recommendations, through review, to implementation

