

TRANSFORMATION

CHANGE what we do
to become an
inclusive, contemporary, spiritual center
for the community of Lakefield.

This will be enabled
through the visionary leadership
of our minister.

April 10th, 2016

WORSHIP

1. Our worship must embrace alternative styles to engage our congregation and the broader community in meaningful spiritual experiences.

GOAL: to generate renewed energy and excitement around our worship service, which will stimulate and challenge current members including youth, and also attract and retain new members.

1.1. Our minister, supported by the TPIT, and the worship committee, will experiment with alternate liturgy styles at least one Sunday per month beginning in September, 2016. Our minister, music director and worship committee will work collaboratively to find ways to broaden our liturgical horizons. YEAR 1

For example, experimentation must include:

- 1.1.1. A variety of genres of music to support the worship service. Supplement our existing music repertoire with music other than that usually considered sacred, guest musicians, musical groups, pre-recorded popular music.
- 1.1.2. Explore the use of alternate styles of worship: labyrinth, taize, meditation, silence, outdoors (nature)
- 1.1.3. Guest speakers (not necessarily religious background)
- 1.1.4. Vary communion methods
- 1.1.5. Encourage open discussion and interaction during service
- 1.1.6. Storytelling/theatrical presentations
- 1.1.7. The use of literary or other resources in addition to the Bible
- 1.1.8. Sharing personal stories (faith stories)

1.2. Sermons must consistently stir the imagination, provoke critical thinking, address current issues, and be well-researched. We recommend that the Ministry and Personnel committee, in conjunction with the Worship committee, direct the minister to continually to seek resources to enrich and update preaching and liturgy styles, and for M&P to regularly review with the minister to ensure these goals are met.

YEAR 2

1.3. Changes to the Worship Space

1.3.1. The Coordinating Committee will be responsible for the installation of a screen and projector in the sanctuary by December 2016, subject to available funding. This equipment will be used regularly to enhance worship. YEAR 1

1.3.2. The Coordinating Committee will investigate how to make changes to the physical space to enhance interaction in the Sanctuary. A preliminary report will be presented at the 2018 Annual congregational meeting. YEAR 3

1.4. We recommend that the Coordinating Committee instruct the Joint Board to explore an earlier time for Sunday Worship at Lakefield United Church. YEAR 3

1.5. We recommend that the Coordinating Committee investigate the possible implementation of alternative services during the week. YEAR 1

COMMUNITY

2. Our outward focus should maximize our effectiveness as an inclusive, affirming hub for both community and ecumenical engagement within Lakefield.

GOAL: To ensure that Lakefield United Church is seen and functions as a meaningful center of activity within the broader Lakefield community.

- 2.1 Coordinate our local outreach efforts with other faith groups and community organizations of Lakefield. Continue round tables, and spearhead interfaith communication. YEAR 1
- 2.2 Continue to explore regional relationships with other United Churches in the area. YEAR 1
- 2.3 Partner with existing Service Groups in the community. YEAR 1
- 2.4 Promote the use of our building for outreach. YEAR 2
- 2.5 Examine impediments to the use of building for outreach. YEAR 2
- 2.6 Create a mechanism to assess if we are meeting community needs. YEAR 3
- 2.7 Become adept at reaching out to “Spiritual but not Religious”. YEAR 4
- 2.8 Initiate activities at the church that encourage the participation of the broader community. YEAR 2
- 2.9 Promote the ongoing development of our youth program. YEAR 1

COMMUNICATION

3. Establish the means to communicate effectively within our church and with the entire Lakefield community. Be open to and stay constantly abreast of new and effective methods of communication.

GOAL: Our congregation and community must know who we are and what we do by using wide-reaching tools of communication.

Minimum Requirements:

- 3.1 A person, group or committee needs to assume responsibility for communication.
- 3.2 Create a current website with a continually updated calendar of events. YEAR 1
- 3.3 Signage at the front of the church should advertise events that are taking place. YEAR 2
- 3.4 Broadcast services and events. This can include simulcasting to Extencicare or other multiple locations. YEAR 4
- 3.5 Maintain the public presence of Lakefield United Church through newspapers, cable TV, social media, and radio. YEAR 1
- 3.6 Publish an article or blog for discussion. YEAR 5
- 3.7 Write a column in local paper. YEAR 3

FINANCES

4. Our finances must intentionally reflect our commitment to grow as a community of faith.

GOAL: That we will live “within our means”. That we will have adequate resources to sustain ourselves in a healthy financial state, and also be able to fulfill our ministry goals/mission to the community.

- 4.1 Recommend that Lakefield United Church achieve a Balanced Consolidated Budget (actual annual expenses must not exceed actual annual revenues) commencing Fiscal Year 2017 and onward with a third-party annual review. A balanced budget may imply a reduction in expenses in the first years, until revenue can be increased. YEAR 1
 - 4.1.1. That the finance committee consult with outside expertise in church budgeting techniques (e.g. Narrative and/or Zero Based, etc.) possibly through the Bay of Quinte Conference of the United Church of Canada (current contact Paul Sales, financial development officer). Everyone involved in the budgeting process should receive training and an improved understanding of budgeting techniques.
 - 4.1.2. Obtain outside expertise familiar with the procedures of church finance to review our financial procedures.
 - 4.1.3. That Narrative and/or Zero Based (or other recommended) budgeting techniques are used by the year 2017. From our understanding, narrative budgeting will allow the congregation to see if the budget is meeting their ministry goals.
 - 4.1.4. That the finance committee forecast revenues (excluding interest income) and expenditures monthly for a five year period
 - 4.1.5. Review of financials by a third-party, qualified person every six months for three turns and yearly thereafter.

4.1.6. Ensure that our financial methods comply with GAAP (Generally Accepted Accounting Principles)

4.2 Review investment strategies, what are acceptable levels of risk and guidelines for how trustees manage investments with the congregation. YEAR 1

4.2.1. Investment strategies were last addressed by the congregation in 1993

4.2.2. Establish benchmarks to measure fund performance. Seek professional advice, qualified, third-party financial advisor.

4.3 Intentionally Increase Our Revenue Stream by immediately creating a Revenue Generation Committee. YEAR 1

4.3.1. Evaluate the effectiveness of current fundraising efforts.

4.3.2. Review possible increase of revenue from rental income through the use of the building.

4.3.3. Regularly communicate financial goals and needs to our support base. Solicit ideas to decrease the need and increase the revenue.

4.3.4. Increase the use and delivery of PAR. Participants of PAR should be able to participate in the act of offering.

4.3.5. Actively seek bequests.

LEADERSHIP

5. Our minister will assume a significant amount of ownership in providing transformative, collaborative, dynamic leadership around the vision and implementation of the four prior sets of recommendations, supported by the Transformation Project Implementation Team and the Coordinating Committee.

GOAL: To ensure the dynamic leadership and timely implementation of these recommendations

- 5.1 Our minister will provide leadership for our church to be a more inclusive, spiritual center for the community of Lakefield. YEAR 1
- 5.2 Our leadership will determine our current congregational requirements through the process outlined by the Congregational Renewal Resources found on the United Church website. YEAR 3
- 5.3 Our leadership will develop a plan to allow for confidential communication and direct access with our minister (email/cell phone) as well as reasonable availability regarding critical pastoral care issues. YEAR 1
- 5.4 Our minister will use the church-located office as the base of operation to improve accessibility. The minister's office hours should be regularly published in the bulletin. YEAR 1
- 5.5 The Ministry and Personnel Committee will engage in an Annual Performance Review (a task/time analysis, mandated by The United Church of Canada) with the minister and music director to determine how effectively and with what time priorities the minister and music director are meeting the updated goals and objectives represented in this Transformation Report.