



# All Saints Anglican Church Cochrane, AL Consultation Report October, 2009

Thomas Bandy  
[www.ThrivingChurch.com](http://www.ThrivingChurch.com)

## Summary

### Basic Situation

Cochrane is a small town that has been overtaken by exurban growth from Calgary, resulting in a much more diverse demographic. All sectors, including the church, will be pressured to adapt strategies to address a rapidly changing context. All Saints has relocated and adapted programs (including worship, education, and outreach) and started a Day Care ministry. The church has experienced significant stress, but has now emerged more united for mission. The Day Care ministry has not thrived as expected. Staff and lay leaders are ready to move forward, anxious to keep faith with Anglican traditions, and uncertain of next steps.

### Consultation Goals

Assess the overall health of congregational life and mission, and recommend next steps for short and long term growth. Give special attention to strategic recommendations for the Little Saints Day Care Centre. Guide staff, Parish Corporation, and Vestry to deploy leaders and organize effectively for future mission.

### Appreciation

Thanks to Rev. Greg Clark and all the church staff for the helpful material forwarded to me in preparation for our consultation. Special thanks to the Vestry and board members, and also to the focus groups of the congregation, for their patience in completing various surveys. These are always tedious but were certainly helpful to me. I appreciate the warm welcome and prayers of the people before and during my visit among you.

### Resource

I have been in communication with Rev. Clark and other leaders regarding stress management and Little Saints planning for some time. In addition, staff forwarded to me data regarding church life and mission, and *Ministry Audit* surveys from the resource by Bill Easum. I also had the results of my own surveys.

I approached the consultation using my template of assessment in my book *95 Questions to Shape the Future of Your Church* (Abingdon Press):

Foundational:	Genetic Code	<i>About the identity and purpose of the church</i>
	Core Leadership	<i>About staff deployment and volunteer empowerment</i>
	Organization	<i>About the decisions and accountability in the church</i>

Functional:	Changing People	<i>About how people experience God in the church</i>
	Growing Christians	<i>About how people grow in relationship to Jesus</i>
	Discerning Call	<i>About how people discover their place in God's Plan</i>
	Equipping Disciples	<i>About how people are trained for ministries</i>
	Deploying Servants	<i>About how people are sent &amp; supported into the world</i>
Formal:	Property	<i>About location, facility, and technology</i>
	Finance	<i>About stewardship, budget, and debt-management</i>
	Communication	<i>About information, marketing, and advertising</i>

## Contents:

### Strategic Planning

<b>1</b>	<b>Consultation Goals, Process, and Thanks</b>
<b>3</b>	<b>Congregational Strengths, Challenges, and Encouragement</b>
<b>4</b>	<b>The Big Picture</b>
<b>5</b>	<b>Congregational Transitions</b>
<b>7</b>	<b>Parish and Community</b>
<b>8</b>	<b>Executive Summary</b>
<b>14</b>	<b>Teaching and Applications</b>
	Teaching builds on the on-site coaching and is in black ink.
	Applications for All Saints follow each section and are in blue ink.
<b>15</b>	<b>Foundation:</b>
17	Identity and Purpose
19	Leadership
23	Organization
<b>27</b>	<b>Function:</b>
28	Acceptance and Hospitality
30	Changing People
33	Growing Christians
36	Discerning Call
38	Equipping Disciples
41	Sending Servants
<b>43</b>	<b>Form:</b>
43	Property
45	Finance
47	Communications
<b>48</b>	<b>Next Steps</b>
<b>Appendix:</b>	<b>Little Saints Report</b>

# Congregational Strengths and Challenges

## Strengths

All Saints Anglican Church is a strong congregation that has yet to reach its full potential. Leaders and members are intentional about modeling the Biblical “fruits of the spirit” and very sincere about faith. The church is clearly Christ centered, and leaders are individually clearer about personal mission than in the average Anglican Church of my experience.

<b>Christ Centered</b> <b>Credible Pastor</b> <b>Talented Staff</b>	Your pastor is a spiritually disciplined and creative leader with a very warm heart. He deserves respect for his spiritual life, visionary leadership, integrity of faith, and loyalty to the Anglican way.
<b>Heart for Families</b> <b>Spirited Worship</b> <b>Emerging Small Groups</b>	Staff leaders are remarkably cohesive and work well together. They are mission-driven and capable, but ready to learn new skills as needed.
<b>Externally Focused</b> <b>Experiments in Ministry</b> <b>Intentional Accountability</b>	The congregation feels urgency about helping families (particularly young families) overcome stress to live healthy lives and grow spiritually. Worship is intimate and profound. Strategic innovations have been faithful and generally sound for church growth.
<b>Favorable Demographics</b> <b>Excellent Facility</b>	The current facility is very useful, and technology upgrades are clearly on the right track. The growth and diversity of the mission field includes many groups that could be interested in an Anglican Church.

The congregation has come through an especially difficult time of transition. However, I sense that wounds are healing cleanly and quickly, and people are ready to continue momentum to go deeper into the mystery of Christ and further with Christ in mission to the community.

## Strategic Challenges

The strategic challenges faced by the church are actually fairly typical of many Family Churches at this stage of life. (I will describe this more using the comparative chart on the next page).

Once the church is clearer about congregational purpose it will be much easier to make strategic decisions. Decision-making is rather cumbersome. Accountability has begun with staff and board, but needs to be extended to volunteer leaders and laity in general.

Mission clarity about worship will also help us refine distinct tactics for each worship opportunity. Better training of small group leaders will help multiple groups and develop ministry teams.

**Focusing purpose and mission**  
**Streamlining organization**  
**Refining accountability**

**Focusing worship**  
**Multiplying small groups**  
**Developing ministry teams**

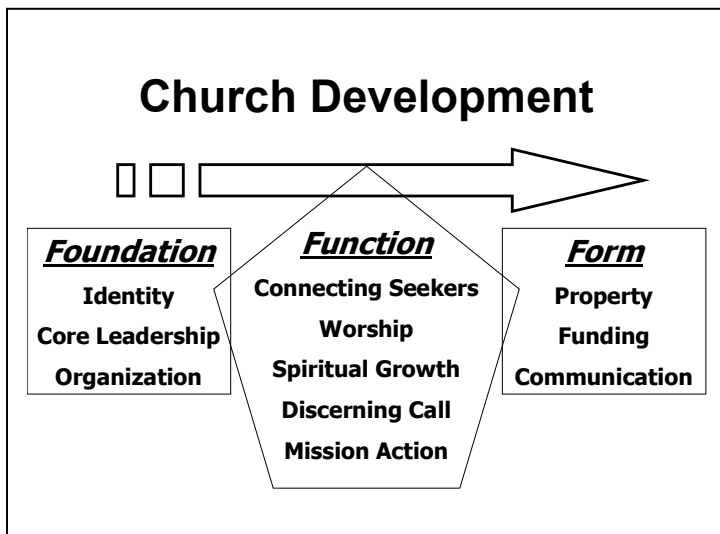
**Upgrading Technology**  
**Maximizing Space**  
**Building Stewardship**

Technologies (projection in worship, for example) are on track, but need to be upgraded further to be really useful. There are significant space limitations for ongoing church programs that need to be resolved, and the current ad hoc fund raising strategy is too dependent on a few people.

Church leaders and members have every reason to believe that the church can grow in the Cochrane community. The initial steps you have made are sound. These first steps are always the most stressful. While the recommendations for the future may be stressful as well, much of this will be positive and not nearly as difficult as the recent past. Now is the time to accelerate the momentum for mission you have gathered so far.

# Executive Summary

My recommendations help the church overcome obstacles and rebuild momentum to go “deeper” into the mystery of Christ and “further” in Christ’s mission to the world.



The arrow indicates the general path of strategic planning.

Always begin by establishing identity; focusing tactics for leadership deployment and development; and defining the role and decision-making habits of the board.

Then refocus or reshape programs, and introduce creative new ideas.

Finally, redevelop property, introduce technology, allocate or raise money, and deploy internal communication and external marketing strategies.

The proper strategic approach for change is to start with *foundational* changes that have to do with identity, leadership and organization; then proceed to *functional* changes that have to do with discipling processes; and finally proceed to *formal* changes having to do with property, finance, or communication. Once the church has foundational clarity, and functional direction, then the church can make formal decisions about the assets of the church with less stress and more confidence.

My perception of issues with All Saints Anglican Church is framed in the following diagram:



Initially, it is clear that future growth in the church depends on expanding worship options, accelerating adult spiritual growth through small group multiplication, and expanding outreach.

However, conversations with the church makes it immediately apparent that none of these functional changes can happen until the church revisits and deepens trust (based on clear consensus around values and beliefs), and revisits and clarifies its vision (congregational purpose and heartburst for mission).

Once trust and vision are clearer, the congregation can begin to act on functional recommendations. However, it will now be apparent that recommendations cannot be fully implemented until staff job descriptions have been refocused and the organizational model has been streamlined for long term planning.

Finally, changes in worship, small group, and outreach will have significant implications for property development, and for improved internal and external communications.

## Foundational Recommendations (Identity and Leadership)

These are both short and long term goals. A broad timeline of priorities follows this summary. See the longer section on “Coaching and Implementation” for further details.

❖ **Refine congregational consensus for shared core values, bedrock beliefs, motivational vision, and strategic mission.**

- a) Deepen the foundation of trust, so that future changes or initiatives can be undertaken with less stress and confident integrity.
  - Leadership Retreat to begin the reflection process;
  - Focus Groups to gather additional congregational insight;
  - Interview Teams to reality test perceptions with inactive members and partners;
  - Large gathering to celebrate identity.

Continue the habit of Leadership Planning Retreats annually (usually in October in time for budget development; or in January to assimilate newly elected or appointed leaders).

- b) Refocus the vision (*To Be a Thriving and Expanding Christian Community Offering Hope, Healing, & Inspiration to All*) to be shorter, sharper, and memorable.
  - Preaching series based on key visioning texts of scripture;
  - Lay witness or testimonies by key leaders;
  - Bible study groups;
  - Listening-Prayer Triads.

❖ **Review the Mission Field of Cochrane and area**

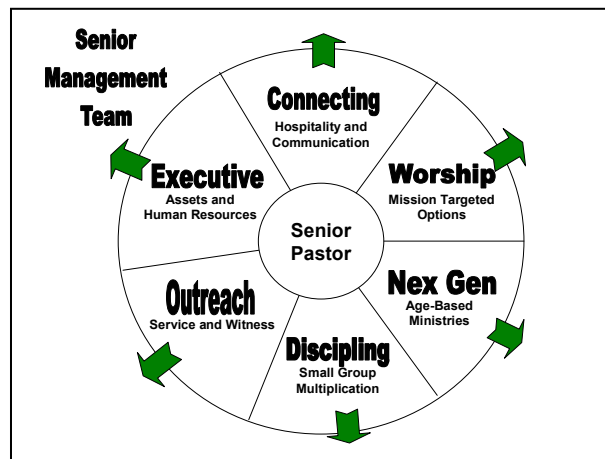
- a) Staff and Board network with other sectors in the community to obtain demographic and lifestyle segment information;
- b) Staff and Board focus the heartburst for mission towards strangers to grace, with a specific goal to focus the mission for each worship option and for the signature outreach ministry.
  - Study Acts 16 and Philippians;
  - Prayer Walk;

❖ **Redeploy and focus staff, and give them authority and responsibility to manage the discipling-making process of the church.**

- a) Focus the Senior Pastor on visioning, preaching and teaching, and mentoring a Senior Management Team;

- b) Develop a Senior Management Team to oversee the discipling process; mentor and equip volunteers; and train and evaluate teams;

- Redevelop current job descriptions to focus mission, measure success, and establish executive limitations;
- Fill leadership gaps for connecting small group development, outreach, and executive management;



- c) Delegate executive responsibility for the routine administration of the church;

❖ **Refocus the Corporation and Vestry as a Visioning Board**

- a) Focus the board on long range planning and seeker sensitivity;
- b) Train the board in policy governance and clear guidelines to measure success;
- c) Develop the board as spiritual leaders for the church;
- d) Deploy the board to mentor emerging leaders to replenish the volunteer core.

❖ **Redevelop Management Board new strategy of outreach ministry**  
(See separate report to the Little Saints Day Care Board)

**Functional Recommendations**

(Hospitality, Worship, Spiritual Growth, Outreach)

**Hospitality**

❖ **Expand hospitality through the development of teams, choices, and space.**

- a) Dedicate senior leadership responsibility for strategies to connect with the public, reporting directly to the Pastor.
- b) Train greeters, ushers, and refreshment servers and deploy them as small groups rather than task groups.
- c) Renovate the space next to the windows in the sanctuary as a Hospitality Center with two serving stations, circular tables, and refreshments before, during, in-between, and after worship.
- d) Add taped music (lyrical, quiet) before and after worship during refreshments to encourage people to linger ... and deploy small group leaders, staff, and board to mingle for significant conversations with members and especially newcomers.

❖ **Focus a more distinct purpose and style of worship for each service on Sunday Morning.**

All worship services should reflect the same core values, beliefs, vision, and mission; and all should include Eucharist in some form. Convert worship task groups into intentional spiritual growth groups; create new teams as needed; every worship service should spotlight local mission and small group opportunities.

- a) Focus a 9:30 worship service on education and care giving;
  - Traditional worship, classic hymns, healing prayer, awesome silence, homily based on lectionary; Nursery.
- b) Focus an 11:00 worship service on inspiration and lifestyle coaching;
  - Topical, very informal and contemporary, connect to mission outreach; concurrent Sunday School

**Education and Small Groups**

❖ **Redevelop Sunday School schedule**

- a) Provide nursery during the 9:30 service; add opportunities for adult small groups.
- b) Continue to provide regular Sunday School concurrent with the 11:00 service.

❖ **Emphasize Sunday School and Nursery leaders as a small group, rather than a task group.**

- a) Midweek small group meeting to pray for the children and parents, & personal spiritual growth;
- b) Basic training and regularly scheduled “upgrade” sessions for problem solving and accountability.

- ❖ **Once decisions about Signature Outreach Ministry are made (see recommendations later), relocate Sunday School classes into the main building.**
- ❖ **Redevelop youth ministry from one group to multiple affinity or peer groups.**
  - a) Emphasize training and accountability for adult small group volunteer leaders;
  - b) Develop multiple peer or affinity groups (multiple youth groups);
  - c) Develop youth ministry around 3-4 “big events” that also reach out to community;
  - d) Develop youth ministry around mentoring relationships and mission projects
- ❖ **Implement a process to multiply intentional, accountable, topical Small Groups.**
  - a) Dedicate a senior leadership position for the training and coaching of small group leaders;
  - b) Require basic training and regular upgrade coaching for small group leaders;
  - c) Convert existing task groups to become more intentional spiritual growth partnerships;
  - d) Prioritize mentoring opportunities to move people forward in spiritual growth to new groups.

## **Outreach**

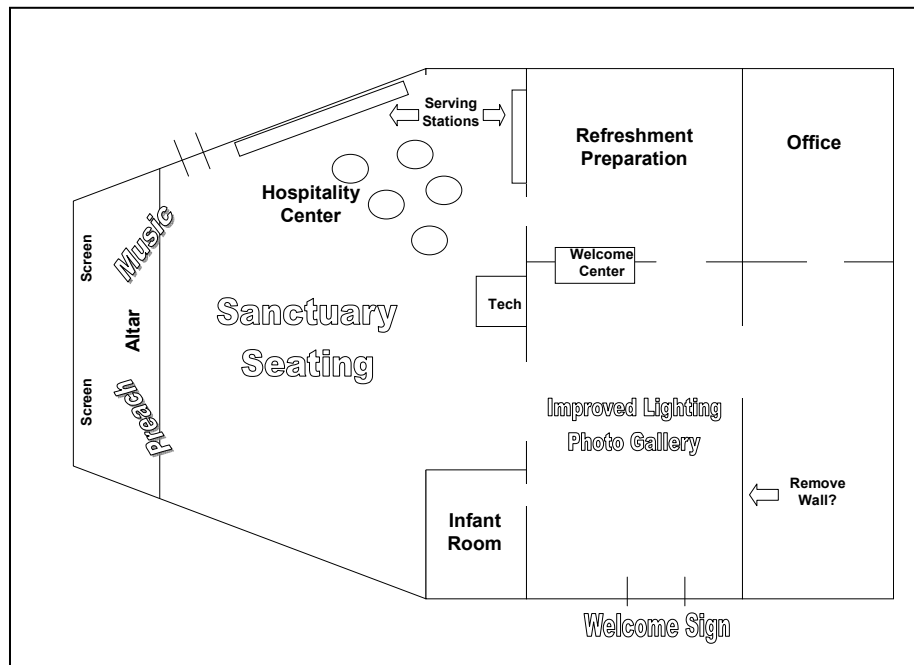
- ❖ **Elevate the importance of discernment of personal mission for adult growth**
  - a) Introduce regular counseling and training events for “Spiritual Gifts Discernment”;
  - b) Introduce regular counseling and training events for “Personality Inventories”;
  - c) Deploy board members to mentor emerging leaders to discern personal mission.
- ❖ **Redevelop or refocus the Signature Outreach Ministry**
  - a) Dedicate a senior leadership position to network with mission partners, and train and deploy mission teams;
  - b) Evaluate whether a Day Care is the best tactic to fulfill a vision *to reduce the stress of parents with young children and improve quality of life for families.*
  - c) Consider other options for a Signature Outreach Ministry that might involve less overhead, free space, and better fulfill the original vision of outreach.

## **Formal Recommendations (Property, Finance, Communication)**

### **Property**

- ❖ **Improve exterior signage and accessibility to attract seekers to the building.**
  - a) Improve the sign at the foot of the hill and entrance to be changeable, and display topics or themes for Sunday morning worship;
  - b) Widen the driveway to make the entrance and exit more open and inviting;
  - c) Place the new mission statement to be illuminated and highly visible outside: clearly marking the sanctuary entrance on the parking lot side, and clearly visible from a below the hill on the other side.
- ❖ **Enhance hospitality and meeting space**
  - a) Provide better illumination to lighten the dark vestibule, and redecorate the walls with large color pictures of children laughing, families together, and other signs of your core values and signature outreach ministry;

- b) Create a Welcome Center in the vestibule by opening the wall toward the current vestry and establishing a counter space. Place a wide flat screen TV with continuous images of recent congregational life and mission, plus announcements.
- c) Convert the current Vestry into a preparation room for refreshments (relocating offering counters into the office).
- d) Convert the window corner of the sanctuary into dual purpose gathering space. On Sundays, two serving stations and round tables and chairs provide constant refreshments; and a place for young families with strollers and small children to sit. Midweek the space provides a more open and panoramic meeting area for small groups and boards.
- e) Remove the sofa and chairs from the current “cry room”, and place appropriate baby equipment (change table, rocking chair, etc.) inside. Place the sofa and chair to make a seating area in the new Hospitality Center.



❖ **Improve the chancel area and technologies of the worship space**

- a) Make the altar the center of attention;
- b) Replace the large wooden pulpit with a simple solid music stand, and relocate the vocal group from the side to the raised platform (next to the altar);
- c) Project images on inner walls on either side of the altar (rather on the higher walls). Block the light from the side windows and change the angle of lighting.
- d) Eventually replace projection entirely with large LG screens. These are smaller, brighter, and blend more easily into the décor of the sanctuary.

**Finance**

❖ **Implement an aggressive, year-round fund raising strategy**

- Develop two stewardship campaigns in November (for the general budget) and May (for the mission budget);

- Consider using the resource *Money Matters* by Michael Slaughter (Abingdon Press) which links debt relief for young families with tithing ... a very successful annual program popular with young dual career families. (<http://ginghamsburg.org/index.php?id=818>)
- Apply for grants as the signature outreach ministry becomes clear.

❖ **Increase communication through relevant technologies**

- Develop weekly email updates from the office to church members, and from ministry leaders to the senior pastor;
- Plan and implement at least two major community outreach events each year

**Additional detail for these recommendations can be found in the longer “Analysis and Teaching” section of this report.**

## Timeline

**Urgent:** Now through May 2010

- Deepen the Foundation of Trust
- Refocus Vision
- Review mission field of Cochrane
- Refocus “Signature Outreach Ministry”

**Easy and Visible Accomplishments:** Now through May 2010

- Hospitality Center in the sanctuary
- Welcome Center and decorations in the vestibule
- Minor technology and chancel changes in sanctuary

**Priority 1:** Before the start of the program year – September 2010

- Redevelop staff as a “Senior Management Team”
- Redevelop management board for outreach with a revised strategy
- Basic training for hospitality teams
- Refine and focus two Sunday morning worship services

**Priority 2:** Before the end of 2010

- *Study* organizational principles for policy governance
- Initiate several new affinity groups
- Enhance nursery and Sunday School
- Identify new youth group leaders

**Priority 3:** Accomplish in 2011

- Merge Corporation and Vestry to form a Visionary (Policy Governance) Board
- Property changes for signage, driveway, entrance
- Initiate year-round stewardship strategy
- Shift from “youth group” to multiple small “youth groups”

**Long Term and Ongoing**

- Small group multiplication
- Team formation
- Basic training, regular upgrade training, and 24/7 coaching habits