

**THE SALVATION ARMY WOODROFFE COMMUNITY
CHURCH**

**MINISTRY/PROGRAM REVIEW
for
RELOCATION**

November 2007

Prepared by the
Relocation Steering Committee
for presentation to
Mission Board
November 19, 2007

BACKGROUND

The question of relocating The Salvation Army Woodroffe Community Church has been discussed intermittently for a decade. There have been various reasons at different times: a growing congregation, lack of parking, expensive facility issues, congregation gathers from many parts of the city, little headway in engaging the community around the Corps. There was never any definite discussion, assessment or decision.

However, when the Building Assessment Report by R. Morden Engineering and Contracting Ltd. was submitted to Mission Board in the fall of 2006, it was decided that relocation was in order. The fact that the building is unfriendly and programmatically dysfunctional was exacerbated by the recommendation that approximately \$1.5 million was needed for remediation. This decision was taken to the congregation in January 2007. There were no objections voiced at that time or to the Corps Officer or other leader in the ensuing months.

In May 2007, a Relocation Steering Committee (RSC) was struck with the following Terms of Reference:

PURPOSE

This Committee is convened to facilitate the planning and implementation of the relocation of The Salvation Army Woodroffe Community Church over the next five years.

RESPONSIBILITIES

Key tasks include identifying appropriate property and building design, fundraising, program development, and monitoring actual build, all while consulting with DHQ/THQ and obtaining approvals and ensuring ongoing communication with all the congregation.

The RSC organized itself to cover the areas of property/building, finance/fundraising, ministry/program, and communication. There was a congregational meeting on May 27, 2007 to explain what the RSC would be doing and putting their work in the context of DHQ/THQ authorities. Over the summer, the RSC gathered information from other Corps (e.g. Kingston Citadel, Brantford).

It was decided that a scan of current ministries and program would determine what kind of base there was for implementing an integrated mission plan. The Mission Board held a visioning retreat to ensure that everyone was working within the same framework.

This vision describes The Salvation Army Woodroffe Community Church as **a fellowship that lives out Jesus' love in the community**. It was important that consultation with the congregation would be presented and discussed within that vision.

This ministry/program review was conducted in the fall of 2007 in order to inform the Relocation Steering Committee's recommendations to Mission Board about relocation.

ENVIRONMENTAL FACTORS

Profile of congregation

Unfortunately, we do not have statistics on the age and gender of our regular congregants although it would appear that there is a prevalence of women over the age of 50. From the 44 survey responses, 18 of the 24 who answered the gender question were women, and 24 of the 29 who answered the age question were over 54 years of age.

However, during the consultation, many people commented on the increasing numbers of young families that now attend. That is also seen in the nursery and Sunday School.

Sunday Morning Worship Service Attendance History

YEAR	2002	2003	2004	2005	2006	2007 YTD
Sunday AM Attendance	197	192	193	193	194	172

Financial Contribution History

YEAR	TOTAL \$\$\$ GIVEN	NUMBER OF INDIVIDUAL DONORS
2002	208,543	143
2003	222,466	144
2004	222,046	149
2005	224,474	188
2006	286,990	206
2007 YTD	267,431	227

Place of residence

Woodroffe Community Church is definitely a gathering of people from all over the City and beyond who drive past many churches to come to Woodroffe. According to a survey for the Shepherding ministry, the majority of congregants live in the following areas:

- Bayshore sub-area – 47
- Kanata – 38
- Woodroffe south into Barrhaven - 110

MINISTRY/PROGRAM CONSULTATION RESULTS

Over the course of six weeks in September and October 2007, Connie Woloschuk aided at various times by Gerry Merkel, Susan Snider, Bill van Gulik, Boris Woloschuk and Bram Dean developed and undertook a consultation process to gather the following information:

- purpose of ministry/program
- its strengths
- its challenges
- any outreach dimension
- possibilities to improve/enhance.

The methodology used was:

- focus groups (ranging in size from one to 43)
- survey questionnaires (handwritten or electronic)
- individual interviews as requested to supplement surveys.

In six weeks, information was gathered through:

- 226 participants in 22 focus groups, including 43 children and youth
- 44 surveys
- 5 interviews with individuals
- several discussions with Corps Officers
- discussion with Area Commander.

Strengths and Challenges

Following are the highlights from the summary of responses from both the surveys and the focus groups. Complete 'As It Was Heard' Report from focus groups is Attachment #1. Summary of Survey Responses is Attachment #2.

Spiritual Growth

The key strengths most often mentioned are:

- Spirit-filled fellowship in worship and teaching
- blended services with a variety of worship styles and music
- Sunday School with more organized teaching
- small group Bible Study
- committed, dedicated leaders

The challenges mentioned most often:

- lack of flow in fragmented worship services with too much repetition
- meaningful worship with variety for all ages and needs
- time of Sunday morning service; difficult to invite people when it is right over the lunch hour
- filling the pews
- focus and relevancy
- need for more Bible Study leaders
- accountability to each other in small groups
- passionate, fervent, effective prayer meetings

Pastoral Care

Key strengths mentioned are:

- CCM's committed members with excellent leadership

- sharing faith by genuinely caring about and supporting people greeted at the door and/or visited
- Shepherding program keeps people linked to church and to each other
- interest and care of ‘sheep’ particularly important for people on the fringes of the church community

Key challenges identified are:

- more leaders/members for CCM and Shepherding
- to put priority on people not the program
- keeping track of people who come intermittently
- lack of consistency with Shepherding program
- lack of follow-up with Sunday morning greeting
- increase participation in prayer meetings

Fellowship

Key strengths identified are:

- caring, committed, organized leadership
- opportunities for all ages from youth to adult men and women, individually or in families
- spiritual/devotional part of Artisans, Sunshine Club
- welcoming, acceptance of newcomers in Christian love
- meeting the need of community youth with SLAM/Chill
- easier to invite someone to a fellowship activity if they are not comfortable with ‘church’.

Challenges most often mentioned are:

- limited space
- lack of awareness of all that is offered
- recruiting new people
- commitment from younger people
- link more with other churches

Musical/Drama Ministries

The key strengths appear to be:

- talented, capable musicians willing and committed
- Christ-focused use of God-given talent
- music and drama add a wonderful spirit to our services
- attractive to younger people
- committed leadership
- good training for young people
- outreach to community (e.g. Gladstone)
- variety and effectiveness

There were many challenges identified by the people involved:

- overscheduling
- feelings of duty; joy is lost

- recruitment of young people
- space issues for practise and worship time
- maintaining committed leadership
- blending of traditional and contemporary music
- staying up to date with changing needs in community
- obvious internal bickering and personalities often seem to over shadow purpose of the ministry
- coordinating use/effectiveness during our services
- task becoming more important than the ministry
- maintaining the uniqueness of Army music as an attraction and a ‘branding’

Outreach

This was discussed as a component of all ministries/programs. Most references were to people supporting services once a month for ten months at Gladstone Corps and the Booth Centre and the Community Care Ministries. However, discussion about Artisans, the Sunshine Club and, of course SLAM/Chill clearly identified them as ‘outreach’ too.

Strengths:

- consistent commitment of leaders and members
- strong desire on the part of a few to be involved in serving and supporting people outside our walls
- people who are involved are passionate about reaching the lost; they are committed and sacrificial
- rewarding experience

Challenges:

- diverse understanding of ‘outreach’ (see discussion below)
- to make it sacrificial instead of fairly convenient
- need more workers to fill the opportunities to meet the needs out there
- lack of functional capacity in current building
- involve musical and drama ministries in a more meaningful way in neighbourhood

The suggested improvements and enhancements for these ministries/programs are framed in the attached Integrated Ministry Logic Model (Attachment #3). An Action Plan to implement all aspects of this model would include responses to both the ministry/program specific challenges and to the systemic challenges outlined below.

Systemic Challenges

Leadership

The commitment of leadership is regularly cited as a strength in the various ministries and programs. However, there are also two main challenges that are separate yet connected:

- the majority of official leadership in the Corps is entry-level and inexperienced; many of them self-report the lack of training;

- there are no obvious leaders-in-waiting for some of our strongest programs that are also outreach programs; that is, Sunshine Club, Community Care Ministries (CCM), and Artisans.

There has been no succession planning that has identified potential leaders, assessed gifts, competencies and commitment, and engaged them in a training/mentoring process.

It is recommended that a working group be established to review the recruitment and training of leadership in the Corps. This group could develop:

- job descriptions for each of the positions with a clear statement of commitment needed to fulfil responsibilities and a period of tenure;
- a process for recruiting leaders that includes an assessment of gifts, talents and experience;
- a plan for strengthening and supporting individual leaders and leadership as a whole; e.g. training, mentoring. There are resources at THQ to help in this endeavour.

Overprogramming

Many concerns have been expressed about the amount of programming in the Corps: ‘everyone is so busy’, ‘hard to find time to practise and not get overloaded’, ‘finding time to schedule groups, to participate’. These are just a few of the dozens of comments about time management.

These comments are particularly prevalent in the six musical units for youth and adults. There are many people who are involved in three or more of these groups as members or leaders.

It is recommended that there be:

- a deconstructed review of all the musical units, their purpose, their contribution, how often they need to participate in worship services and in the community, how often they need to practise.
- consideration given to more integration or, at the least, coordination of all the activities in which they are engaged.

There are also concerns about not having enough time to be a diligent Shepherd, to participate in CCM, to schedule a Bible Study group. Some of these concerns are expressed by the member him/herself, others by the intended recipient (e.g. many people who do not even know who their Shepherd is).

It is recommended that there be:

- a review of recruitment for all programs where people are called to participate actively; that is, musical units and pastoral care services. Whether a trombone player, a Shepherd or a greeter, there is need for discernment in allowing someone to commit to a ministry. Time is one factor; accepting and fulfilling responsibility is another important commitment. Consideration might be given to a trial period so someone does not have to feel guilty or ashamed about admitting s/he simply does not have the time or energy to fulfil the expectation of the ministry.

Diverse understanding of and commitment to 'outreach'

There is a full range of opinions and ideas about 'outreach'. For some congregants, it is going out to provide service as a group (e.g. Gladstone) or ministry (e.g. Booth Centre). For others, it is developing a relationship with lonely, isolated, needy people in the community (e.g. CCM). Whether or not some of these activities are actually 'outreach' is a debate but they are definitely 'go to' activities; that is, going where the other person is.

Another perspective on 'outreach' is a 'come to' approach; that is, inviting people to join in a church event. Woodroffe has really strong examples of this: Sunshine Club, Artisans, SLAM/Chill for seniors, adult women and youth, mostly from the community.



Another perspective in describing the different types of outreach is to apply the lens of personal evangelism. There is always an opportunity for sharing and encouraging a conversation about spiritual needs. There is also a need to be mindful of boundaries that have been established for us in some of the ministry/service venues; e.g. CCM going into nursing homes.

The overall goal is an **integrated ministry both within the church and in and with the community**. Woodroffe is very much a middle-class church with a heart for, but little training and experience in community ministries. In order to move further beyond our walls, it might be most effective to build on existing Salvation Army ministries/services in order to establish a stronger, Army presence in Ottawa West.

If that direction were decided, the recommendation would include discussions with the Area Commander about providing space and volunteers for satellite social services.

The usual professionals would run both these services. The church congregation would bring value-added to these services to move them toward truly community-based ministries. This could be done through volunteer programs, auxiliary services like food cupboards, Moms and Tots groups with a blend of community, Bethany and church women and all their children.

There is also an appetite for after-school and/or evening youth drop-in/homework club run by the church family in a friendlier environment that we have currently. Once a location is determined, there would have to be an assessment of capacity and commitment for such programs that are important in any kind of community.

There are two foci for the work that could be continued in the community where we are currently located:

- youth sports/coffee house program
- seniors' bi-weekly program.

The plan is to continue these outreach programs in other community facilities; e.g. a nearby church that does not have a seniors' ministry, a school or church gym. This would be truly maximizing resources and engaging other Christian communities to enhance their ministries with no or minimal additional expense to anyone.

In order for congregants to make informed decisions about 'outreach', it is recommended that:

- there be an informational process whereby the congregation can understand what the options are and come to terms with who Woodroffe Community Church is, its values and beliefs and how that plays out within the church and in the community.

Traditional versus contemporary

As would be expected there is an entire range of perspectives on our approach to ministry and to community service. There are some strong tensions between traditionalists and those would start fresh with nearly everything. The way forward lies in between with respect for the traditional Salvation Army values and traditions that make us who we are with an innovative edge that allows us to connect with people today.

It is recommended that there be:

- thoughtful, unhurried planning for all parts of our church ministry and service, including all the stakeholders that will diminish the potential damage of polarized views. This is where it is so important to have experienced, mature leadership as discussed above;
- a Worship Ministry group established to meet regularly to plan balanced, integrated worship services.

Diverse understanding of 'community'

Various understandings of 'community' emerged during the consultation: church community of believers, geographic community around Woodroffe or any other church

location, community of people doing the same activity, population sector community (e.g. youth or seniors), and even the community of a small group Bible Study.

However it might be described, the common elements of ‘community’ are:

- at least one common attribute (e.g. what you believe, where you live)
- sharing of common goals and values around that element
- web of relationships and interactions

No matter what definition was used, the goal was always about developing a sense of community. This can be recognized and further described in each component of the logic model.

RELOCATION

Congregant Concerns

Over the past six months, there have been five people who articulated their doubt about the wisdom of actually relocating. It should be noted that they were expressing concerns, not necessarily saying that Woodroffe Community Church should not move. The reasons have been varied:

- numbers at morning service are declining this year
- if there is such a focus on community outreach, why can’t we do more where we are with the high-density housing with many seniors, and with nearby low-income housing?
- there is no way we can financially support this kind of move; should do a pledge survey
- we will lose people if we move
- where’s the ‘buzz’?

These are certainly valid issues to which we can only provide the following responses:

- we are not just about numbers
- unfortunately, it is difficult to revitalize a ministry that has been left behind (e.g. Sunday School bus ministry that was thriving for many years); a fresh start is often the catalyst that is needed to start moving forward again; we have never been successful with engaging the immediate geographic community.
- we will check the financial viability as will DHQ and THQ
- our goal would be to ensure that people who do not feel they can move with us are firmly connected with another Christian community nearby
- there is certainly no general buzz about this initiative; however, there are many points of passion and energy that we need to consolidate and build on; also, it is difficult to sustain buzz when you know it is a lengthy process; from the beginning, we have discussed managing expectations and ‘peaking’ the process when the ‘buzz’ is needed.

The Relocation Steering Committee has confirmed its individual and collective position that relocating the church is the ‘right’ thing to do; that if we are doing the right thing and working with integrity to make it happen, God will honour our efforts by making available both the location and the finances.

Financial Situation

The Finance/Fundraising Working Group have developed a three year project operating budget for the church using current budget information. (Attachment #4A and 4B). This is also incorporating the five-year trend in increased giving.

At this point in time, it would appear that the following monies could be available for use for purchasing land and building a new facility.

Sources	Amount of Funding from Each Source
Capital Deposit Account	72,000
Property Maintenance Account	24,000
DHQ	TBD
Sale of 820 Woodroffe	1,000,000
THQ loan	TBD

The Finance/Fundraising Working Group have also explored the various fundraising initiatives used successfully elsewhere in the Army and also with other local churches. It would appear that one of the most successful approaches is to purchase property, and move the church to a temporary location near that property as soon as possible. The advantages to this strategy are two-fold:

- the congregation can get a head start on developing a purposeful presence in the community even before the church is built;
- it is a continual incentive for the congregation to be faithful in honouring their pledges and in sponsoring fundraising activities.

The Working Group is still developing options for pledge campaigns and fundraising initiatives.

Location

The obvious target areas for relocation are Barrhaven and Kanata. In spite of many people thinking that Barrhaven was already chosen, there is still much indecision at RSC about recommending one direction over the other. It is probably most strategic to think of this relocation as establishing a strong Salvation Army presence in Ottawa West.

Attached is a comparative summary of demographics for both Barrhaven and Kanata (Attachment #5). It might be useful to remember that there are great opportunities for community service/ministry in both areas. Social housing projects are scattered across both areas. Community Resource Centres struggle to keep up with the demand for their services, especially for families. Newcomers to Canada are living everywhere within the city. Middle class people everywhere face the same heartaches, practical needs and spiritual voids. Since amalgamation in 2001, the perception of the City of Ottawa has become much smaller in terms of transit and access to community services.

Although, at this time, there are more congregants living from Woodroffe south into Barrhaven, there is no guarantee that will be the situation even two years from now.

The consultation has not identified any particular ministry or service that would be linked to one area or the other.

It would appear that Ottawa is simply not large enough for location to be an issue as long as it is within the geographic centre of Ottawa West.

It has been suggested by DHQ that it is time to undertake 'informal, non-committed market value research' by doing a sweep of appropriate properties within the area we are considering.

Although it is premature to focus on one site, it should be noted that the RSC has been approached by and has had preliminary discussions with Ottawa Christian School. The School's Board has purchased property at Strandherd Road and Cedarview. They want to sell approximately four acres of this land, preferably to a Christian partner with whom they can share certain amenities.

NEXT STEPS

Ministry/Program Development

There are many ideas for improving, enhancing and integrating the ministry and programs of the various units in the Corps. This is work that can be started immediately. Indeed, some steps have already been taken. There are many committed leaders and just regular congregants who are eager to move forward in a more meaningful ministry, no matter the location.

This is a summary of the recommendations

1. It is recommended that a working group be established to review the recruitment and training of leadership in the Corps. This group could develop:
 - job descriptions for each of the positions with a clear statement of commitment needed to fulfil responsibilities and a period of tenure;
 - a process for recruiting leaders that includes an assessment of gifts, talents and experience;
 - a plan for strengthening and supporting individual leaders and leadership as a whole; e.g. training, mentoring. There are resources at THQ to help in this endeavour.
2. It is recommended that there be:
 - a deconstructed review of all the musical units, their purpose, their contribution, how often they need to participate in worship services and in the community, how often they need to practise.
 - consideration given to more integration or, at the least, coordination of all the activities in which they are engaged.
3. It is recommended that there be:
 - a review of recruitment for all programs where people are called to participate actively; that is, musical units and pastoral care services.

Whether a trombone player, a Shepherd or a greeter, there is need for discernment in allowing someone to commit to a ministry. Time is one factor; accepting and fulfilling responsibility is another important commitment. Consideration might be given to a trial period so someone does not have to feel guilty or ashamed about admitting s/he simply does not have the time or energy to fulfil the expectation of the ministry.

4. It is recommended that:
 - discussions take place with the Area Commander about providing space and volunteers for established Salvation Army social services.
5. It is recommended that, in order for congregants to make informed decisions about 'outreach', there be:
 - an informational process whereby the congregation can understand what the options are and come to terms with who Woodroffe Community Church is, its values and beliefs and how that plays out within the church and in the community.
6. It is recommended that there be:
 - thoughtful, unhurried planning for all parts of our church ministry and service, including all the stakeholders that will diminish the potential damage of polarized views;
 - a Worship Ministry group established to meet regularly to plan balanced, integrated worship services.

Relocation

1. It is recommended that the Relocation Steering Committee undertake 'informal, non-committed market value research' by developing an inventory of appropriate properties within the area we are considering.
2. It is recommended that a financial plan be developed in more detail to ascertain what kind of commitment the current congregants are willing to make and what kind of active fundraising can be done by the Corps.

General

1. It is recommended that there be a congregational meeting within the next few weeks to present and seek agreement for:
 - this plan for implementing the recommendations of the program review;
 - proceeding with the next steps in searching for property; and
 - preparing the formal Program Proposal for presentation to DHQ/THQ personnel in January 2008.