

TSP 5-year Plan 2009-2014

The charts on pages 3-8 are laid out as follows:

- At top is a summary statement of the Strategy
- [A statement that relates it to the previous priorities](#)
- It is followed by 4-6 key directions related to the strategy
- A table that takes each direction and indicates what is happening or will happen in each year.
- The years are based on a program year rather than a calendar year.
- The 09-10 section is what is happening this year.

TSP 5-Year Plan

The focus of this 5-year plan:

The past 5-year plan and priorities in this way:

We seek to be a community of faith that

- 1) grounds itself in Christian faith through spiritual practices and theological reflection
- 2) witnesses publicly as a Christian community, takes a stand on issues of social justice, locally and globally and deepens our relationship with the arts community, with other faith communities and with our neighbours
- 3) gathers in worship that nourishes, challenges and embraces diversity
- 4) nurtures individuals and families for discipleship

This plan has 4 main focuses:

- A. CFJA operationalized as a vibrant synergistic program and vision
- B. Growing vibrant diverse congregation having a commitment and significant impact on local & global social justice issues
- C. Growth, diversification and engagement of the Congregation on the journey of faith.
- D. Professionally operated financially viable facility that provides the physical container for the Congregation's mission and vision (CFJA)

This was developed from the work at the various meetings and was built from the information up rather than trying to impose the data on our current priorities. This does map onto the priorities of the last 5-year plan. There are few direct connections to #1. I think #1 is inherent in the whole. We may need to add something that reflects #1 more directly.

There is a shift in emphasis to

- Our mission/vision as a CFJA and ensuring that we have the ability to move that forward with significant energy.
- The focus on the facility in this 5-year plan (#D) given the state of the building. Our long-term use of the building for the Congregation and for it to be a significant vehicle for our mission as the CFJA, significant change is needed in the building.

More detailed comparison is provided through the document.

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A. CFJA operationalized as a vibrant synergistic program and vision

This is #2c in the previous priorities “Develop the TSP building as a centre for social justice and the arts”

- a) Flesh out vision of CFJA for Congregational life and for the life of /in the building
- b) Tafelmusik continues as the key tenant and centre point of the Arts component - supported by a range of art events that highlight Social Justice issues
- c) Partners who support the vision and intent of CFJA as renters (short and long term) and as co-hosts of regular community events
- d) Regular events held with community partners to highlight key Social Justice Issues - each having Faith and Arts intersection points
- e) Congregation is the foundation of the CFJA vision and promoter of vital partnerships

09-10	10-11	11-12	12-13	5-Year Outcomes
a) <u>Flesh out vision of CFJA for Cong. life and for the life of /in the building</u> Focused dialogue with other centres who have established themselves as leaders & hubs in their areas – to learn, process & introduce ourselves	Administration and fundraising strategy in place for CFJA Explore fundraising potential with Bathurst Corporation and other sources. Communication plan in place with congregation & community friendly materials available. <i>See last square below.</i>			Reputation established
b) <u>Tafelmusik as the key tenant</u>	Renewal of 10 year contract			Multiple, interactive long-term partnerships established with 80% rental income secured and 20% open to grassroots start up groups.
c) <u>Partners who support vision</u> Decision on type of groups we want to rent to that will strengthen CFJA vision Consultation with TSP staff & Building Management Subcommittee around impact of 80-20 proposal	Active recruitment of partnering tenants			
d) <u>Regular events with community partners</u> Initiate Key community partnerships for the future (BIA, etc) 2 nd Annual EcoFest – Earthday celebration with Tafelmusik Decision on what regular events to host and key partners	Develop annual events with arts, environment, social justice and interfaith partners representing diverse communities Inclusion in larger community events such as Fringe Festival, Bloor St. Festival, Open Doors Toronto 3 rd Annual EcoFest Ongoing arts program in place with partners	Initiate new community events such as Arts Festival or Art Walk/Garden Walk with TSP as hub Annual EcoFest (?)		Demonstrated track record of events, activities, partnerships that embody our values Dedicated CFJA staff re: partnerships & event cultivation

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<u>09-10</u>	10-11	11-12	12-13	5-Year Outcomes
<p>e)<u>Congregation foundation of CFJA vision</u> CFJA committee strengthened with chairs Each Circle works from CFJA as central image Special Congregation events (music, plays etc.) advertised in the community as CFJA Focused dialogue with other faith & interfaith groups representing diverse communities.</p>	<p>Have communications team in place with clear plan</p>			<p>Congregation familiar with (educated about) CFJAs work and engaged in bringing projects to it. Cultivating intentional multi-faith partnerships</p>
<p>Changes to visible signage on building to allow for expanded role of CFJA and promote adequate (and easy) promotion of events; become more approachable/visible on Bloor Street</p>	<p>Determine list of items/renovations needed to make spaces green, fluid & multi-flex and build into capital campaign.</p>			<p>Space at TSP is multi-flex, green, attractive and fluid.</p>

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B. Growing Vibrant Diverse Congregation having a commitment and an impact on local & global Social Justice issues

Members & adherents actively recognized & supported in their individual and collective vocations in Social Justice

This relates to #2 “witnesses publicly as a Christian community, takes a stand on issues of social justice, locally and globally and deepens our relationship with the arts community, with other faith communities and with our neighbours” - sections

- a. Focus our local witness in the areas of housing/homelessness and aboriginal justice
- b. Focus our global witness in the areas of peace and HIV/Aids
- d. Deepen relationships within our community and with our neighbours

1. Social Justice Focus

- a) Aboriginal Justice
- b) Peace Making - Refugee sponsorship effectively supported. Sanctuary provided if situation arises
- c) Homelessness
- d) Climate Justice

2. Ways of Working

- a) Individual's activities highlighted, acknowledged and spiritually supported and involvement is encouraged. TSP involvement enhances effectiveness.
- b) Social Justice partnerships becomes the method of approaching any issue.
- c) Congregation informed (educated) and focused on key social justice issues.

09-10	10-11	11-12	12-13	5-Year Outcomes
1. Social Justice Focus -----				
a) <u>Aboriginal Justice</u>				
Listen to, support, encourage congregational response to the work of the Aboriginal Justice Working Group Continue to build links with Toronto Urban Native Ministries & Native Canadian Centre of Toronto created Partnerships created				
b) <u>Peace (Peace Making)</u>				
Middle East Working Group Refugees Guantanamo Detainees Complete the joint sponsorship of Bari-Adoora Wiwa Systems in place for potential new refugee sponsorship Contact established & committee set up Modest budget approved Fund raising concert in planning stage Sanctuary if the situation arises Restorative justice as feasible through RJ network				
Continue fundraising events				
At least one refugee successfully settled				
c) <u>Homelessness</u>				
Maintain an updated accessible file identifying out-of-the-cold and				

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drop-in type programs (Homeless) through which TSP members and adherents can volunteer Recognize limited capacity & support partner agencies (e.g. CRC) with small outreach grants and volunteers.			
<u>d) Climate Justice</u>			
2. Ways of Working <u>a) Individual's activities highlighted</u> Congregation is networked & feels more supported in their individual Social Justice work - biographies Members are supported & encouraged to be involved Quarterly Global gossips Spirit in the world Restorative Justice Subversive Oasis Greening Sacred Spaces			Clear commitment of energy – plan for what we know and respond to what we don't know. The work in Faith, Justice & the Arts of at least 1/3 of TSP community is supported by other TSP members
<u>b) Social Justice partnerships</u> Key partners identified for each social justice issue Continue with current partnerships. Support effective partnerships. Involvement in neighbourhood events & broader UCC actions Outreach grants given to support Social justice Focus Look to broader community to work within a larger network rather than (a) reproduce what is out there, and (b) to work as part of a process rather than initiating/struggling with it ourselves. U of T Chaplaincy? Immersion in other cultures (e.g. Lois trip) – annually? Youth involvement			Quality & plurality of engagement by TSP members in 'key issues' to which we are committed – at least 2 issues in which at least 5 members are substantially involved.
<u>c) Congregation informed</u> Key social issues identified Information events held and other ways found to educate members on key social issues. Global gossips Spirit in the world Change name of Global Gossips			
Learn how to quickly tap people and financial resources for specific projects Congregational biography project.	Have a secure area on TSP website for networking/ connection 8 monthly talks a year by people about their commitments & activities. Nurturing Community & Discipleship Circle to decide how presentations done and when. Identify ways of support and involvement		

NOTES:

- How do we ensure the maintenance of volunteers (both as a structure as well as individuals) within the Church itself that keep simple things like Sunday services functioning?

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C. Growth, Diversification and Engagement of the Congregation on the journey of faith

This is relates to

#3 gathers in worship that nourishes, challenges and embraces diversity and

#4 "nurtures individuals and families for discipleship

- a. Ensure a faithful, vibrant, viable congregation
- b. Ensure a strong ministry of pastoral care for all ages, for TSP members and beyond
- c. Recognize, share, support and encourage our ministries as participants in the world

- a) Demonstrated radical hospitality that intentionally invites and welcomes people of diverse ethnicities and cultures present in our neighbourhood and effectively engages all where their passion is and includes/involves them in the life of the Congregation
- b) Active programs for Children, youth, young adults and new families that ...encourages/nurtures and expands their spirituality
- c) Actively promoting the Congregation, CFJA and activities to broaden community engagement. This requires being open and inclusive of the surrounding community.
- d) Two way communication systems that keeps the community informed of CFJA and to keep Congregation informed about the community
- e) New ways to engage people (new and current) in Spirit filled discussions on key life and Social Justice issues - so being a person of Faith makes sense in today's world
- f) Music Ministry is used as a way to engage the community in TSP and CFJA - including a refurbished organ, a wide variety of music instruments from many cultures
- g) Adequate Resources

09-10	10-11	11-12	12-13	5-Year Outcomes
<p>a) <u>Demonstrated radical hospitality</u> Ensure inclusivity, eg: barrier free spaces, worship service diversification, intergenerational celebrations/worship Network/support in place to catch those that fall between the cracks and are going to/have left because their needs are not being met. Make contact with neighbours to identify diverse communities. Re-activate/celebrate the Diversity committee Prioritize persons & groups to be contacted Identify barriers to full participation of current members (physically challenged, ESL etc.) Explore language imagery used in worship</p>	<p>Events to think through what radical hospitality means for us.</p> <p>Begin conversation with targeted groups re: mutual concerns and support Workshops on communications – language, physically challenged, cultural sensitivity.</p>			<p>In all gatherings of the congregation, we will see a broader diverse population representative of our neighbourhood. Many events in partnership with many culture and faith groups.</p>

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09-10	10-11	11-12	12-13	5-Year Outcomes
<p>b) <u>Active programs for diverse ages supported</u> Children's church Youth on Bloor Young adults initiated New Families program planned Adult education programme Engage in conversation with families, youth & young adults re: outcomes & strategies Explore how other churches have successful youth programs – visit other churches Explore partnering with Brenda McH re: partnering on drama</p>	<p>Begin to implement suggestions. Explore what it would take for a successful youth program Possible regular youth/young adult services Youth drop-in?</p>			<p>Frequent involvement of neighbourhood young adults, youth and children in TSP programming.</p>
<p>c) <u>Active promotion</u> System designed for easily promoting TSP events to the community. d) <u>Communication systems</u> Community research/ information system planned. Develop a concise statement in simple language to describe CFJA vision in conversation with groups already in building Strengthen 'faith' definition of CFJA Continue to host faith events open to community (e.g. Carols by Candlelight, multi-faith workshops) Develop a process to ensure better communication between CFJA and community (both ways) Congregation can assist in making connections</p>	<p>Regular events to inform TSP about the changing neighbourhood. Communication strategy functioning that allows for effective connection to the surrounding community. Possible community liaison person?</p>			<p>Staff & electronic systems responsible for communicating with community</p>
<p>e) <u>New ways to engage people both theologically and casually/socially</u> Lenten Series Newcomers dinners Seasonal events Confirmation class Arrange 1-2 town hall meetings on topic of social justice or spiritualist (e.g. multi-faith) Input from congregation re topics for Spirit filled discussions (e.g. Empire, ethical problems in daily life)</p>	<p>Experiment with new ways to communicate what we do & how people can be engaged.</p>			<p>TSP known as place to explore any questions of faith. Neighbourhood attends well-publicized global gossip sessions.</p>

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<u>09-10</u>	10-11	11-12	12-13	5-Year Outcomes
<u>f) Music Ministry</u> Organ refurbished in a way that provides flexibility for Tafelmusik plans Music events promoted to community. Carols by Candlelight 3 events with different types of music (e.g. jazz vespers, guitar groups) Integrate more diverse music styles into morning service.				A more varied musical program on Sundays 7 all week representing many cultures and ages.
<u>Adequate resources</u> Form task groups responsible to Circles – is this realistic? What resources do we have – volunteer, financial, staff? What are our priorities?				

NOTES

- What is the target number of active members (200, 250?) needed to sustain the expenses and volunteer commitments this plan adopts. Perhaps a target number of new members (but that avoids the dropout problem).

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D. Effectively operated facility in accordance with best practices that will provide a home for CFJA in our downtown architecturally significant location

- a. Smooth ongoing operations that effectively and efficiently serve the buildings current and future tenants and renters.
 - *E.g. provide services that all could benefit from before they ask for it such as WiFi throughout the building*
- b. Financially viable operations that ensures the short and long term future of the property
- c. Building systems and infrastructure in good repair with ongoing plans for improvements
- d. Clear policies and procedures in place to support effective administration of the building
- e. Building renovations completed to enhance Tafelmusik's & other groups' decision to continue to use the facility
 - A redesigned Sanctuary that supports Tafelmusik and other Arts events and enables new forms of worship

09-10	10-11	11-12	12-13	5-Year Outcomes
<u>a. Smooth ongoing operations</u> Administrative review complete Future Staffing plan initiated More proactive, closely supervised level of management of the building	Streamlined decision making Clear responsibilities and accountabilities for all staff and committees			
Implement a building staff supervision model that focuses on the key issues Pull in findings of the administrative review				
<u>b) Financially viable operations</u> Increase day time users by ___% Simplified Rental income plan to move building to self-sufficiency Financial Viability plan created Integrated financial statements Develop a strategy for ongoing Capital fundraising including consideration of: a) professional fund raising help b) possible use of debt with fund raising c) Continuous capital fundraising	Plan and prepare for fund raising campaign.	Building self-sufficient Launch, implement & complete 1 st phase of capital Campaign		Strategy for on-going capital fund raising Conduct 5-year capital campaign successfully How do we pay for ongoing building expenses after capital campaign
<u>c. Systems & infrastructure</u> What services & systems do tenants need so space more attractive to rent				Create & manage sustainable plan for ongoing productive repair & maintenance of the facility.
<u>d. Clear policies & procedures</u> Determine gaps in policies & procedures that prevent effective best practices implementation. Board decides policies for operations & use of the building. Effective communication between Circles and Building Subcommittee (In-Kind Use SOP)	Policies revised from previous year's experience Develop or amend policies as required. Remedy gaps that are not policy based.		Remedy gaps that are policy based.	

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09-10	10-11	11-12	12-13	5-Year Outcomes
<p><u>e. Building renovation complete</u> 5-10 year plan to renovate the building (Green) to meet the long term needs to Congregation and Tafelmusik Collect analyses and work that has been carried out regarding prioritizing physical improvements and pro-active repair and maintenance</p> <ul style="list-style-type: none"> - This would build on current work being done by BMSC and some current discussions with Tafelmusik - This would also make use of work in the past from the Tafelmusik-TSP Joint Redevelopment project and other quotes and tenders. - Create a prioritize list of physical improvements (the "list") and pro-active repair and maintenance plan (the "plan") and validate with various stakeholders 	<p>Tafelmusik renovations completed Sanctuary redesigned</p> <ul style="list-style-type: none"> - Carry out any other required analysis and information - Final validation of list and plan 	<p>- Implement List and Plan in conjunction with capital campaign.</p>		<p>Meet with key building users to create a prioritized list of physical facility improvements & a plan to complete them as they are financially viable.</p>

QUESTIONS AND NOTES

- There aren't a lot of reinforcement of green(ing) initiatives in this document. Is this because we don't really do/know how to do this?

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Comparison to last 5 year plan	
<p>We seek to be a community of faith that</p> <p>1) grounds itself in Christian faith through spiritual practices and theological reflection</p> <p>a) Integrate our worship, spiritual and educational life with our public witness</p> <p>b) Explore the meaning and impact of God's call to be and act as the body of Christ</p>	<p>C. Growth, Diversification and Engagement of the Congregation on the journey of faith</p>
<p>2) witnesses publicly as a Christian community, takes a stand on issues of social justice, locally and globally and deepens our relationship with the arts community, with other faith communities and with our neighbours</p> <p>a) Focus our local witness in the areas of housing/homelessness and aboriginal justice</p> <p>b) Focus our global witness in the areas of peace and HIV/Aids</p> <p>c) Develop the TSP building as a centre for social justice and the arts</p> <p>d) Deepen relationships within our community and with our neighbours</p>	<p>B. Growing Vibrant Diverse Congregation having a commitment and a significant impact on local, national Social Justice issues</p> <p>Members & adherents actively recognized & supported in their individual and collective vocations in Social Justice</p> <p>A. CFJA operationalized as a vibrant synergistic program and vision</p>
<p>3) gathers in worship that nourishes, challenges and embraces diversity</p> <p>a) Create liturgy that has variety, is inclusive, child friendly and open to change</p> <p>b) Engage in worship that balances the ministry of compassion and pastoral care with the ministry of justice and is grounded in Christian teaching</p> <p>c) Integrate worship, reflection and community time, on Sundays</p>	<p>C-b) <u>Active programs</u> for Children, youth, young adults and new families that encourages/nurtures and expands their spirituality</p> <p>C-e) <u>New ways to engage people</u> (new and current) in Spirit filled discussions on key life and Social Justice issues - so being a person of Faith makes sense in today's world</p> <p>C-f) <u>Music Ministry</u> is used as a way to engage the community in TSP and CFJA - including a refurbished organ</p>
<p>4) nurtures individuals and families for discipleship</p> <p>a) Ensure a faithful, vibrant, viable congregation</p> <p>b) Ensure a strong ministry of pastoral care for all ages, for TSP members and beyond</p> <p>c) Recognize, share, support and encourage our ministries as participants in the world</p>	<p>C. Growth, Diversification and Engagement of the Congregation on the journey of faith</p>
<p>May relate to all</p>	<p>D. Professionally operated financially viable facility that provides the physical container for CFJA</p>