

# Strategic Plan 2017



Cedar Ridge

Community Church ... a community of hope



Community Church

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# Cedar Ridge Strategic Plan

June 2017

## I. Introduction

### A. Our Story

We are caught up in an amazing story! We are part of the big story of God's incredible love for a broken world and the call to partner with God in reconciling all things. And we are part of the smaller, but no less incredible, story of living and working that out where we live, in our moment in time and space.

We are an amazing community! We are a truly diverse group of people who have found a spiritual home here. We embrace one another, agree, argue, grow, falter and, more than anything, are learning to love God, love ourselves, and love one another. We have a powerful vision—one that binds us together, and one that God has used to challenge us to change, inspire us to action, and sustain us through difficult times along the way. It is a vision that is much bigger than any or all of us, opening us to our need for God's presence and sending us into a broken world that needs God.

### B. Our Journey

Looking back over the past 10 years of this vision we have so much to celebrate.

- We have become a church where following Jesus (discipleship) is culturally at the heart of who we are and what we do. Three times a year for 10 years our whole church (all ages) has galvanized around core discipleship themes with workbooks, workshops, discussion and activities. We have also developed a comprehensive curriculum from which we draw regularly, and which keeps us balanced and focused on our priorities.
- We have rallied our church around growth, community and servanthood, with an unusually high proportion of our people in discipleship groups focused on these three areas. Many groups have taken care of one another like family.
- We have consistently tried to live out our values by serving our neighbors during regular churchwide Days of Service, prioritizing off-site projects over the needs on our own property.
- We have started a farm where we have grown thousands of pounds of produce for those in need, and leveraged our property to serve others. We have hosted our local community at events like our Harvest Festivals, where we have been able to celebrate and share the love of God with many.
- We have made a deep, relational partnership with a community in Guatemala where we have been able to love and serve, and where many of our own people have been able to visit, learn and grow.
- We have become a much more diverse community. We are now open and affirming of our LGBTQ family. Even though we have a long way to go, we are more racially diverse and we have proactively engaged in racial justice and reconciliation. And we have made great strides in becoming a more integrated community for all ages. We have grown in our ability to worship

together in services that genuinely engage all ages, and we have developed an integrative approach to our content and curriculum.

- We have also prevailed through some very difficult circumstances. We have had a transition of senior leadership, a new vision, and a new approach that caused some to leave. We have been through a global financial downturn, lower numbers, and virtually emptied our reserves to repair our barn. In addition, we have continued to pay for and maintain our beautiful, but costly, 63-acre property and facilities.

### **C. Our Future**

These are just a few of the ways in which we see God at work as we have journeyed together, and looking back like this means we can be very excited about the future. We have come a long way, God is with us, and our best years are ahead of us.

We are now at a point where we have a lot of unity within our diversity as a church. This means we can move away from an apologetic approach (where our emphasis has often been on trying to explain and defend who we are and why) to a more confident and assured embodiment of who we are called to be. This next stage of our vision will involve us coming out of our shell and engaging with the world, the church at large, and other faith groups in deeper more transformative ways.

Our intention through this strategic planning process has been to assess and celebrate progress 10 years into the journey towards our vision, and to set priorities for the years ahead to provide us with greater clarity and motivation. Specifically, the objective of this document is to help direct, integrate and sustain all the visionary activity to which we feel compelled, as we seek to follow Jesus and embody our vision in the years ahead.

## **II. The Strategic Planning Process**

### **A. Ministry Areas Papers**

As part of the [2016 Annual Plan](#), Cedar Ridge Board and Pastoral Team proposed the development of “an integrated, flexible and adaptable strategic plan that creates unity, clarifies priorities, and inspires action.” To inform this plan, papers were written for each of the following 10 ministry areas:

- Children and Youth
- Discipleship Groups
- Farm
- Finance
- Guatemala
- Prayer and Healing
- Property
- Sharing Our Vision
- Social Justice
- Worship

These papers, written and reviewed by leaders from across our community, outline: i) our vision for the respective ministry area; ii) progress made towards that vision; iii) challenges and opportunities for achieving the vision; and iv) recommendations for the way forward. Leadership input into 5 of these papers was deepened through a two-day retreat taken by the Board and Pastoral Team in February 2017. The papers are included as Appendix 2.

## **B. Overarching Themes**

As these 10 papers took shape, 4 overarching themes became apparent. These themes, described in the next section, are as follows:

- Sharing our vision with others
- Advancing social justice
- Prioritizing relationships
- Cultivating openness to God's presence

Brief descriptions of these 4 themes were shared with our community as a whole through the discipleships series *The Best Is Yet To Come*. This 4-week series solicited written feedback on each of the themes, and culminated in a Strategic Planning Forum, held on May 21, 2017, which enabled people of all ages from across our community to discuss, provide input, and commit to the plans for the 4 themes and 10 ministry areas.

## **C. Strategic Planning Matrix**

In response to the wealth of information and interdependent objectives contained in the various papers, a matrix was developed to map recommendations from the 10 papers against the 4 overarching themes. This allowed leadership to identify priority activities to feed into annual planning and budgeting, and to be tracked through various metrics.

The matrix (included as Appendix 1) includes major activities to be undertaken over the next 5-10 years, with priorities noted in blue. These activities are sorted by the 4 overarching themes (columns) and ministry areas (rows). Leaders of ministry areas can use the matrix to identify how their activities contribute to the achievement of the 4 overarching themes. Similarly, the Pastoral Team, which has primary responsibility for ensuring progress in the 4 themes, can identify how to support ministry area leaders in planning and operating in ways that best support the overall aims of the strategic plan.

# **III. The 4 Overarching Themes**

## **A. Sharing Our Vision With Others**

The vision of Cedar Ridge is to be a community dedicated to seeking the kingdom of God; that dreams of—and works towards—heaven on earth; and that partners with Christ, and with others, to make the world a better place. Our vision portrays a community that is a place of safety and healing, of hope and transformation for people of all ages, ethnicities and backgrounds. Through our vision we declare our intention to accept, respect and lovingly journey alongside everyone who enters our community.

We want others to experience the liberating good news that underlies Cedar Ridge's vision and values. We do not want to "compete" with neighboring churches, but we do want to offer an alternative way of following Jesus to non-churched people, and to those who no longer feel aligned with the vision of their current faith tradition. If we are making progress towards our vision, and living out the call to follow Jesus, we should be growing numerically.

As a small but distinctive part of the body of Christ in the world, we can play a valuable role in sharing ideas and participating in the conversation with other churches working towards visions similar to our

own. We can also learn from such churches, and can leverage their experience and networks to become more effective agents of love, peace and hope.

We are confident in God’s love for the whole world, and in God’s call to us to join in the work of reconciliation. We have a compelling and much needed vision to share with the world. We therefore want to do several things to invite others to join us in our journey, and to learn with and from partners and congregations:

1. ***Intentionally attract people to join our community***—We want to invest more in marketing and outreach so that people who would like to join a community like us are able to find us. We want to ensure newcomers of all ages and backgrounds feel welcome and can easily integrate into the life of the community. We want to make our events easy for non-churched people to engage with. And we want to share our property with our neighbors in welcoming and responsible ways.
2. ***Proactively engage people where they are***—Many people need a community like Cedar Ridge, even if they do not yet recognize that need. Therefore, we want to deliberately and thoughtfully engage people in local venues outside of the church, and through less “religious” and therefore more accessible events.
3. ***Mobilize members as “ambassadors” and partners in Christ’s work of reconciling all things***—We want to strengthen our own capacity and willingness to share and embody Cedar Ridge’s understanding of the gospel with others. We want to strengthen our listening skills, find ways to authentically articulate our own story, and develop appropriate resources to support us in sharing our vision with neighbors and friends.
4. ***Join with local partners in making the world a better place***—We want to create synergy with others as we work to make the world a better place, increasing the breadth of our outreach through joint services, events and projects with people outside our own community. Furthermore, in reaching out to partner with our neighbors from other religions, denomination and perspectives, we seek to embody Jesus’ barrier-breaking love that knows no bounds.
5. ***Seek to make a positive contribution to and learn from the church at large***—We want to share models, practices, learning and ideas with other churches, leaders and networks to serve the body of Christ, and to learn from others in order to better pursue our vision.

#### Examples of Next Steps

- We will communicate our values and identity in compelling and engaging ways through signage, flyers, the Internet, and media engagement.
- We will make our property more welcoming to the public through signs, brochures, geocaching and other means.
- We will create a more welcoming atmosphere for newcomers, and design intentional pathways that help move people from attending events to becoming members.
- We will organize Spanish language classes for CRCC members (in particular, Guatemala team members and people going on a trip), and invite the local community to participate also.



## B. Advancing Social Justice

Concern for social justice—locally, nationally and internationally—has always been part of Cedar Ridge’s identity. Our vision calls us to work as agents of love, peace and hope; to serve our neighbors, care for the poor, and help the oppressed; to live simply and ethically, and treasure the earth; and to reach out beyond global, cultural and political barriers to offer friendship and practical support. Aspects of this vision provided the impetus to hold churchwide Days of Service, establish the farm, and develop partnerships in Ipala, Guatemala. More recently, we have formed the Racial Reconciliation and Economic Justice teams to strengthen our understanding of these issues, and identify ways we can engage locally to promote justice and reconciliation. We have also reaffirmed our commitment to developing relationships with other faith communities, and have begun to engage more in multi-faith events.

To date, two topical areas have emerged as priorities: **food security** (linked to the farm, Greencastle Elementary School backpack program, and support to nutrition-related initiatives in Guatemala); and **education** (scholarships and support to schools in Guatemala, and our work with Greencastle). A third area may be forming around racial and economic bias in the **justice system**, which has implications for members of our own community, as well as our Latino neighbors and other faith communities with which we are developing relationships. These areas of focus may shift as we grow in our understanding of social justice issues, deepen our partnerships with other organizations, draw more of our members into this work, and seek to be responsive to changes in the socio-political environment.

This core aspect of our vision has gathered momentum and become more clearly defined in the last couple of years. Based on our conviction that the Kingdom of God looks like a just world where all of society experiences peace and healing, we have identified the following as priorities moving forward:

1. **Motivate our community to pursue justice and mercy**—A commitment to social justice can easily become a source of anger and bitterness, or a way to feel superior and self-righteous. To guard against this, we want to promote an understanding of our oneness with all of humanity, as well as God’s own heart for justice, mercy and reconciliation.
2. **Increase congregational understanding of social justice issues**—Injustice thrives on ignorance and false narratives. We will continue to invest in educating ourselves and others, and will intentionally make safe space for sharing personal stories, and discussing what we are learning in an atmosphere of love and empathy.
3. **Increase CRCC’s commitment to pray for social justice**—However much our hearts are moved by unjust situations, we know God’s own heart is moved to an infinitely greater degree. Through prayer, we acknowledge our total dependency on God, surrender our burden of grief and frustration, and seek wisdom, strength and courage. We want to model the need for prayer in our events and activities, and continually exhort one another to pray for our hurting world.
4. **Equip our community with facts, tools and approaches to productively engage in discussions related to social justice issues**—Challenging others in a loving way is difficult, particularly in the context of emotionally charged issues such as racism, religious intolerance, and economic disparity. As a community, we value being accepting and non-judgmental, while also standing with the poor and oppressed. We want to equip people to manage this tension.

5. **Identify ways for CRCC to strategically act, including through partnerships with other groups**—Through research, and consultation with other groups engaged in locally relevant social justice issues, we want to prayerfully identify ways we can engage in priority issues in focused and meaningful ways, involving a wide range of Cedar Ridge members of all ages.

6. **Increase the number and depth of relationships between CRCC members and people of different faiths, ethnicities, and socio-economic backgrounds**—Recognizing the immense value of being directly exposed to other views and life experiences—and reflecting the desire for a relational basis for all our social justice work—we will encourage people to develop diverse relationships, and create venues to facilitate this.

#### Examples of Next Steps

- We will provide opportunities for people to become more informed about social justice issues.
- We will focus less on discussion in our small groups, and more on action around spiritual “challenges” and a clear sense of mission.
- We will research the efficacy of the interventions we support in Ipala, Guatemala, and consider other sustainable and empowering options.
- We will place greater emphasis on food justice and ecology in our communications about the farm.
- We will demonstrate greater commitment to environmental stewardship on our own property through energy conservation and recycling, improvement of natural habitat for wildlife, and potentially a solar farm.

### C. Prioritizing Relationships

The Cedar Ridge vision is highly relational: an inclusive and diverse community where “everyone looks out for the concerns of others and no one is alone.” We seek to reach out beyond all barriers to experience the oneness that Jesus calls us to. In dreaming of heaven on earth, we long for and work towards a world without artificial and destructive divisions—based on gender, race, age, sexual orientation, social standing, etc. Loving, life-giving relationships are the end we seek: love, peace and acceptance among humanity.

But relationships are also the means to other aspects of our vision. Through relationships we receive support, encouragement and constructive feedback that helps us grow spiritually. We identify and develop leaders, and build teams in a relational context. Interpersonal relationships are the means by which we take care of one another, rather than through institutional church systems. By serving alongside others, and by partnering with those we serve (rather than seeing them as projects), we are more effective at making the world a better place.

We swim in a cultural tide that seems to work against relationships. Technology, busyness, geographic separation and stress can push us all further apart. So we recognize the need to be proactive and intentional about prioritizing relationships, and realistic about how we make this feasible.

Relationships are not just the way we want to “get things done” but the intentional outcome we are looking for as we experience more of God’s life together. As we seek ways to more fully embody our vision, we have identified the following priorities:

1. ***Increasingly make Cedar Ridge a safe place***—We want to be a place where people can authentically be themselves, without fear of judgment or rejection. We will continue to model authenticity and vulnerability through Sunday messages by including personal stories of members’ own struggles, and we will provide resources to build our community’s skills in listening and empathy. We will also regularly encourage commitment to working through conflict in love and humility, and will develop and communicate ways to facilitate this process.
2. ***Promote inclusion leading to diversity***—We want to intentionally strengthen an atmosphere of inclusion in all areas of church life: in our Sunday services, discipleships groups, communications, and events. This will include proactive steps to ensure that planning and programming reflect and promote diversity regarding race, gender, age and sexuality.
3. ***Develop a relational basis for all our activities***—As busyness sets in, the temptation grows to be efficient in getting the job done, at the expense of investing time and energy in the relationships we want to underpin everything we do. We will therefore regularly publicly explain and champion the importance of relationships in all our activities, and will deliberately consider the potential to develop relationships for all planned activities.
4. ***Encourage relational depth and scope***—We live in a culture where many of us have extensive social networks, but no deep and committed relationships in which we can challenge one another to grow, and hold one another mutually accountable. We want to encourage one another to be more vulnerable in loving, life-giving relationships. At the same time, we want to guard against exclusion or cliquishness, and continue to step out of our comfort zones to include others.
5. ***Promote relationships as the medium of leadership***—We are united as a community by our vision for following Jesus, which is highly relational. Those tasked with leading our community therefore need to embody this relational aspect of our vision. We want to ensure all leaders are connected to others in leadership, cared for, and developed; and as much as possible, we want activities to be led by teams rather than individuals.

#### Examples of Next Steps

- We will recruit additional leaders for children and youth ministry to allow for a more relational approach, and develop a group of emerging leaders from among high school students to help plan and lead initiatives.
- We will provide accurate, timely financial information that fosters ownership and connection to the wellbeing of our community.
- We will encourage a range of small groups to enable people to connect with one another in various ways, and build supportive relationships among leaders.
- We will empower our community to “be the gospel” and create safe space for others through empathic listening, sharing and invitation to a spiritual journey.

#### D. Cultivating Openness to God’s Presence

Our vision is based on dreaming of heaven on earth: we long to partner with God in bringing in the Kingdom, and living in the reality revealed through Jesus of oneness with God and each other. Our vision expresses the inextricable connection between sheltering from the frenzied pace of life to explore mystery and meaning, and our call to work as agents of love, peace and hope in the world. We

long to live an integrated life—experiencing intimacy with God in the midst of everyday activity. Just as Jesus did, we want to find God everywhere: in people, in nature, in the scriptures, in solitude. This awareness of intimate connection is the fuel for our vision and its highest goal. Without it we will burn out under the effort of trying to accomplish our vision; and we will miss the love, joy and peace of a deeply fulfilling life here and now.

Despite the pervasive presence of God, we struggle to experience it. Our lives are so full; there are so many demands on us; and we are weighed down with worries and messages from our surroundings that we are not enough and not doing enough. So we need to be proactive about making room for awareness through the practice of worship and prayer. Both are an expression of our deep desire for an authentic experience of God in all aspects of life: an intentional engagement with the eternal life that Jesus lived and offered.

By coming together in worship and/or prayer, we experience God as a community. At other times we need to be alone and seek God within. Individually and corporately, we want to grow in the art of seeing God all around us, and finding ways to be more aware of God within and without as we go about our everyday lives.

We cannot manufacture intimacy with God. It seems to grow through a combination of surrendering to God and pursuing God. But we can take action to cultivate openness to God’s presence, intentionally inviting God into every aspect of our lives. We have identified the following priorities to help us to cultivate this openness:

1. ***Developing a culture of intentional connection to the presence of God***—We want to become a people identified by our mindful approach to everyday life by engaging in practices that help us to “see” God in everything. As we grow in our awareness of our oneness with God and each other, we want to apply this understanding in such a way as to increase our capacity to handle stress, conflict and pain with love.
2. ***Embracing worship that celebrates our connection to God***—We want to grow as a creative and expressive worshipping community when we gather together. We want our worship to be simple, inclusive and authentic—to tell our story and to connect us with one another as we draw close to the God who is love. We also want to grow in our understanding of worship as discipleship, leveraging everyday “moments of awe” as opportunities for worship, and integrating worshipful spiritual practices into our daily routines.

#### Examples of Next Steps

- We will increase our focus on being a prayer-integrated community, and make it normal to expect conversations with and God in everyday life through sharing stories about our experiences.
- We will promote worship as integral part of discipleship.
- We will strengthen community appreciation of how everything we have (time, money, other resources) comes from and belongs to God.
- We will increase youth ownership of Sunday content, encouraging youth to find ways to make the connection to God for themselves.

3. ***Becoming a more prayerful community***—We want to grow in intentional prayer practices that help us center on God, rest in God’s love, and discern God’s guidance. We also want to embody a congregational and personal rhythm of life that mirrors the way of Jesus: withdrawing for solitary prayer, but also viewing all of our actions and relationships as guided and empowered by a prayerful, continual connection with God.

#### **IV. Metrics**

While many of the priorities highlighted in the strategic plan do not lend themselves to quantifiable measures and targets, it is important that we identify and track some indicators of progress to inform qualitative discussions, help identify necessary course corrections, and facilitate mutual accountability. When considering metrics for the 4 overarching themes of this strategic plan, it is clear that quantifiable measures can not tell the full story, and numerical targets may not be achieved for many reasons—not all of them negative. We will therefore use these metrics to inform prayerful reflection, rather than as objective performance standards.

Because of the subjective nature of many of the priorities, half of the metrics depend on self-reporting by congregational members. This data will be collected biannually through an electronic survey. Data for the other 6 metrics will be collected from annual reports and records in CCB. Each overarching theme has at least one metric that is measured through reports or CCB, to reduce the subjectivity that is introduced through self-reporting.

We fully recognize that many factors leading to the life-changing impact we long to facilitate through this planning process lie beyond our control. We partner with God’s Spirit to share our vision, advance social justice, prioritize relationships, and cultivate openness to God’s presence. Consequently, the numerical targets established in this plan have not been (and cannot be) carefully calculated. They are included to provide a sense of scale to the changes we hope to see in our community over the next 10 years. Metrics and targets will be reviewed periodically and adjusted as needed to remain relevant and useful.

The metrics and associated targets for this 10-year strategic plan are given on the next page. Details on how these metrics will be tracked can be found at [this link](#).

## Metrics and Targets

Share Our Vision			Advance Social Justice		
Objective	Measure	10-year Target	Objective	Measure	10-year Target
Intentionally attract people to join our community	Average weekly attendance at Sunday services	600	Equip our congregation with knowledge, tools and motivation to address social justice issues	Percentage of congregation reporting personal involvement in social justice issues	80%
Proactively engage people where they are, individually and corporately	Average weekly attendance at CRCC off-site gatherings	200	Identify ways for CRCC to strategically act, including through prayer and in partnerships with other groups	Number of CRCC initiatives that address identified priority issues	6
Join with partners in making the world a better place	Total number of partnerships formed that led to identifiable vision-aligned action	10	Increase the number and depth of relationships between CRCC members and people of different faiths, ethnicities, and socio-economic groups	Percentage of congregation reporting increased diversity in relationships	80%
Prioritize Relationships			Cultivate Openness to God's Presence		
Objective	Measure	10-year Target	Objective	Measure	10-year Target
Promote inclusion leading to diversity	Percentage of total small group membership that represents an ethnic minority	20%	Develop a culture of intentional connection to the presence of God	Percentage of congregation reporting an increased sense of God's presence	60%
Develop a relational basis for all our activities, including leadership development	Percentage of CRCC leaders reporting feeling adequately cared for and supported	80%	Embrace worship that celebrates our connection to God	Percentage of congregation reporting the integration of worshipful spiritual practices in their daily lives	70%
Encourage relational depth and scope	Percentage of congregation reporting an increased sense of relational depth	60%	Become a prayerful community	Annual attendance at prayer-focused events	500

## Appendix 1: Strategic Planning Matrix

(Prioritized activities are noted in blue.)

	Sharing Our Vision	Cultivating Openness to God’s Presence	Prioritizing Relationships	Advancing Social Justice
<b>Children &amp; Youth</b>	<p>Continuing:</p> <ul style="list-style-type: none"> <li>• Make CRCC events child-friendly and youth-friendly so new families and youth can engage easily</li> </ul> <p>Future:</p> <ul style="list-style-type: none"> <li>• Hold more social events and non-Sunday activities to make it easier to invite friends</li> <li>• Reach out to college-age youth</li> <li>• Look for multi-faith opportunities, and foster relationship with youth groups at local faith communities</li> <li>• Have stronger focus on real world events and issues in youth discussions</li> </ul>	<p>Continuing:</p> <ul style="list-style-type: none"> <li>• Design C&amp;Y content that provides opportunities to connect to God</li> <li>• Expose C&amp;Y to corporate worship through First Sundays; involve youth and C&amp;Y leaders more in planning and execution of First Sundays</li> <li>• Integrate prayer into C&amp;Y group times</li> </ul> <p>Future:</p> <ul style="list-style-type: none"> <li>• <b>Increase ownership of Sunday content by youth—making connection to God for themselves</b></li> <li>• Increase focus on worship (teaching on worship, practicing non-singing ways to worship, integrating music into MS/HS, etc.)</li> </ul>	<p>Continuing:</p> <ul style="list-style-type: none"> <li>• Use churchwide events to encourage C&amp;Y to interact with non-peers/non-family members</li> </ul> <p>Future:</p> <ul style="list-style-type: none"> <li>• <b>Recruit additional C&amp;Y leaders to allow for a more relational approach with young people (more get-togethers outside of Sunday mornings, smaller group sizes, etc.)</b></li> <li>• <b>Place a greater emphasis on building relationships among C&amp;Y leaders to promote a stronger sense of shared vision</b></li> <li>• <b>Develop a group of emerging leaders from among high school students to help plan and lead initiatives</b></li> <li>• Create a clearer path for C&amp;Y to express commitment and greater sense of belonging (baptism, family-oriented Telling Our Story and/or Journey, etc.)</li> <li>• Foster intergenerational relationships (e.g., through more inclusive events, hang-out time, more C&amp;Y participation in services, intergenerational Service Day projects)</li> <li>• Increase support to parents (e.g., resources, social events, relevant teaching content)</li> <li>• Invest in maintaining relationships with graduating youth (care packages, etc.)</li> </ul>	<p>Continuing:</p> <ul style="list-style-type: none"> <li>• Use service day projects to expose C&amp;Y to social justice issues</li> <li>• Expose youth to poverty through a trip to Guatemala</li> </ul> <p>Future:</p> <ul style="list-style-type: none"> <li>• Encourage youth to take a lead on property-related environmental issues</li> <li>• Connect to youth movements for social justice locally</li> <li>• Foster enthusiasm and ownership of the farm</li> <li>• Nurture ethical lifestyle regarding diversity/acceptance, environment, money, etc.</li> <li>• Create ways for C&amp;Y to engage with Guatemala beyond trips</li> </ul>

	Sharing Our Vision	Cultivating Openness to God’s Presence	Prioritizing Relationships	Advancing Social Justice
<b>Discipleship Groups</b>	<p>Continuing:</p> <ul style="list-style-type: none"> <li>• Use small group social events to draw in non-members (neighbors, family members, etc.)</li> </ul> <p>Future:</p> <ul style="list-style-type: none"> <li>• <b>Develop a sense of mission together</b></li> <li>• <b>Focus less on discussion and more on spiritual “challenges”</b> – some of which may be outreach-focused</li> </ul>	<p>Continuing:</p> <ul style="list-style-type: none"> <li>• Use small groups as a venue for connecting to God with others (e.g., through reading scripture, discussion, prayer, experiencing community)</li> </ul> <p>Future:</p> <ul style="list-style-type: none"> <li>• <b>Focus less on discussion and more on spiritual “challenges”</b> – some of which will be contemplative</li> <li>• Provide more growth options for those not in groups (extended times of worship, workshops, etc.)</li> <li>• Make space for more public story-telling about how we have found certain practices helpful in opening ourselves to God’s presence</li> <li>• Support and help leaders to be able to create and hold vulnerable space for prayer and worship</li> </ul>	<p>Continuing:</p> <ul style="list-style-type: none"> <li>• Challenge small groups to form deep, mutually-accountable relationships</li> </ul> <p>Future:</p> <ul style="list-style-type: none"> <li>• <b>Create multiple “next step” opportunities at all events for newcomers and people who are less connected</b></li> <li>• <b>Encourage a range of groups to enable people to connect with one another in various ways</b></li> <li>• Form stronger relationships among group leaders, and between group leaders and others in leadership (e.g., PT members) to provide increased support and training, and ensure vision alignment of groups</li> <li>• Provide more community options for those not in groups (pancake dinners, social events, etc.) as a venue to form deeper relationships</li> <li>• Encourage leaders and groups to own our vision for community—a community that is inclusive, diverse, spiritually growing, and numerically multiplying</li> </ul>	<p>Continuing:</p> <ul style="list-style-type: none"> <li>• Encourage small groups to engage in service projects together</li> <li>• Use various channels (messages, discipleship material, blog posts, events, etc.) to communicate social justice as an integral part of discipleship</li> </ul> <p>Future:</p> <ul style="list-style-type: none"> <li>• <b>Focus less on discussion and more on spiritual “challenges” and a sense of mission</b> – some of which will be social justice-oriented</li> <li>• Encourage a range of groups—which may include groups focused on a social justice issue</li> <li>• Provide more social justice-oriented options on Service Days, including Guatemala-related projects</li> </ul>



	Sharing Our Vision	Cultivating Openness to God’s Presence	Prioritizing Relationships	Advancing Social Justice
<b>Farm</b>	<p>Continuing:</p> <ul style="list-style-type: none"> <li>• Invite external volunteers to work on the farm</li> <li>• Strengthen our connection with food recipients</li> <li>• Use the Harvest Festival—and its link to our farm—to invite neighbors onto the property</li> <li>• Use the farm as a way of communicating that we are a distinctive, caring community</li> <li>• Promote the farm as a “selling point” with newcomers</li> </ul> <p>Future:</p> <ul style="list-style-type: none"> <li>• <b>Generate greater publicity for the farm (e.g., through the media, signage, and social media)</b></li> <li>• Increase frequency of farm events (including joint events with other ministry areas) and participation in related community events</li> <li>• Possibly buy animals to create more of a community hub</li> <li>• Invite schools and other faith communities to volunteer on the farm</li> </ul>	<p>Continuing:</p> <ul style="list-style-type: none"> <li>• Promote the farm as a place to connect with nature</li> <li>• Use the farm blog to connect the farm to spiritual issues</li> <li>• Maintain the farm as a peaceful place for many people</li> </ul> <p>Future:</p> <ul style="list-style-type: none"> <li>• Include a prayer station</li> <li>• Consider holding a contemplative farming retreat</li> <li>• Possibly buy animals to deepen the connection to nature</li> <li>• Be more intentional about celebrating harvest in Sunday service (as well as the Harvest Festival)</li> </ul>	<p>Continuing:</p> <ul style="list-style-type: none"> <li>• Make the farm a place where the community serves together</li> <li>• Use the farm as a venue for community events (sangria nights, etc.)</li> </ul> <p>Future:</p> <ul style="list-style-type: none"> <li>• <b>Deepen relationships with food recipients (e.g., school field trips, mobile market, nutritional education, Service Days)</b></li> <li>• Hold more community events on the farm</li> <li>• Possibly host farm volunteers in the farmhouse</li> <li>• Invite friends and neighbors to serve with us</li> </ul>	<p>Continuing:</p> <ul style="list-style-type: none"> <li>• Provide food to those in need</li> <li>• Raise awareness of food injustice issues through the farm</li> <li>• Promote organic, healthy food choices</li> </ul> <p>Future:</p> <ul style="list-style-type: none"> <li>• <b>Place greater emphasis on food justice and ecology (e.g., through signage, on website, brochures)</b></li> <li>• Strengthen community members’ ability to apply learning in their own gardens, food buying choices, meal preparation, and engagement in food justice issues (e.g., garden starter kits, training, advocacy support)</li> </ul>

	Sharing Our Vision	Cultivating Openness to God's Presence	Prioritizing Relationships	Advancing Social Justice
<b>Finance</b>	Continuing/Future: <ul style="list-style-type: none"> <li>• Challenge newcomers to be engaged in our community through giving (e.g., through The Journey)</li> <li>• Prioritize funding for activities focused on those outside of our community</li> <li>• Identify creative ways of bringing in money that strengthen our community relationships (rental partnerships, grants, etc.)</li> </ul>	Continuing/Future: <ul style="list-style-type: none"> <li>• <b>Strengthen community appreciation of how everything we have comes from and belongs to God</b></li> <li>• Promote giving as an act of worship</li> <li>• Encourage faith in God's provision</li> </ul>	Continuing/Future: <ul style="list-style-type: none"> <li>• <b>Provide accurate, timely information that fosters ownership and connection to the financial wellbeing of our community</b></li> <li>• Promote a safe, open environment for the discussion of corporate and personal finance</li> <li>• Individually and as a community, provide relief, education and support to empower those in financial need</li> <li>• Care for staff through ensuring sufficient budget allocations</li> </ul>	Continuing/Future: <ul style="list-style-type: none"> <li>• Prioritize spending on social justice issues</li> <li>• Ensure that corporate and personal purchases and loans are ethical</li> </ul>

	Sharing Our Vision	Cultivating Openness to God's Presence	Prioritizing Relationships	Advancing Social Justice
Guatemala	<p>Continuing/Future:</p> <ul style="list-style-type: none"> <li>• Strengthen connections to the Ipaltecos Ausentes</li> </ul> <p>Future:</p> <ul style="list-style-type: none"> <li>• <b>Organize Spanish language classes for CRCC members (in particular, Guatemala team members and people going on a trip), and invite the local community to participate also</b></li> <li>• Strengthen CIDHER's capacity to partner with other development agencies</li> <li>• Build stronger partnerships with other groups working with Latinos in our neighborhood, including GCES</li> <li>• Encourage deeper and broader collaboration among churches in Ipala</li> </ul>	<p>Continuing:</p> <ul style="list-style-type: none"> <li>• Encourage members to pray for people taking trips to Ipala, as well as for students there</li> <li>• Participate in local churches' worship services in Ipala as receivers rather than givers</li> </ul> <p>Future:</p> <ul style="list-style-type: none"> <li>• Increase personal communications to deepen commitment to prayer for Guatemala</li> </ul>	<p>Continuing:</p> <ul style="list-style-type: none"> <li>• Establish strong relationship with CIDHER, and through them, with communities in Ipala</li> <li>• Enable adults and youth to form relationships through visits</li> </ul> <p>Future:</p> <ul style="list-style-type: none"> <li>• <b>Provide specific communication about and accessibility to the people we are serving and partnering with (e.g., students)</b></li> <li>• Increase personal interaction with Guatemalans through events, skype calls, etc.</li> <li>• Develop a menu of options for sustained engagement for people travelling to Guatemala</li> <li>• Strengthen relationships with local churches to encourage more local ownership</li> <li>• Strengthen our sense of connection with those going on trips through sharing back of meaningful experiences</li> </ul>	<p>Continuing:</p> <ul style="list-style-type: none"> <li>• Address education access and public health needs</li> </ul> <p>Future:</p> <ul style="list-style-type: none"> <li>• <b>Research the efficacy of current interventions and consider other options</b></li> <li>• Increase focus on strengthening local advocacy and networking capacity</li> <li>• Collaborate with RRT and EJT to ensure one consistent approach to social justice</li> <li>• Increase education and awareness about the history and larger issues of justice impacting Guatemala and Ipala, and build this into the curriculum for trips</li> <li>• Conduct advocacy around immigration and support of individuals in the process</li> </ul>

	Sharing Our Vision	Cultivating Openness to God’s Presence	Prioritizing Relationships	Advancing Social Justice
<b>Prayer &amp; Healing</b>	<p>Continuing:</p> <ul style="list-style-type: none"> <li>• Provide opportunities for prayer during the service, through prayer partners, Care Circle, etc.</li> </ul> <p>Future:</p> <ul style="list-style-type: none"> <li>• <b>Make it normal to expect conversations and opportunities in everyday life through sharing stories about our experiences</b></li> <li>• Raise the skill level in our community around listening and empathy through training</li> </ul>	<p>Continuing:</p> <ul style="list-style-type: none"> <li>• Create space for intentional contact with God through Sunday services, Quiet Days, etc.</li> <li>• Promote diverse individual and group prayer practices</li> </ul> <p>Future:</p> <ul style="list-style-type: none"> <li>• <b>Increase focus on being a prayer-integrated community</b></li> <li>• Upgrade the prayer walk as sacred space</li> <li>• Hold contemplative services and retreats</li> </ul>	<p>Continuing:</p> <ul style="list-style-type: none"> <li>• Support members in need through P&amp;H team (emotional healing prayer, grief/crisis counseling, hospital visits, etc.)</li> <li>• Focus on prayer in C&amp;Y lessons and discipleship series materials</li> </ul> <p>Future:</p> <ul style="list-style-type: none"> <li>• <b>Provide training in prayer for leaders across the church, including C&amp;Y</b></li> </ul>	<p>Continuing:</p> <ul style="list-style-type: none"> <li>• Foster a deeper appreciation of the need for our work to be guided and supported by prayer</li> </ul> <p>Future:</p> <ul style="list-style-type: none"> <li>• Strengthen inward/outward balance so prayer leads to action, and action is rooted in prayer</li> <li>• Foster a sense of partnership with God that makes our work a prayer</li> </ul>
<b>Property</b>	<p>Continuing:</p> <ul style="list-style-type: none"> <li>• <b>Use the property to generate income to support vision-related activities</b></li> <li>• Use the property as a venue for outreach events (movie screenings, Harvest Festival, etc.)</li> </ul> <p>Future:</p> <ul style="list-style-type: none"> <li>• <b>Be more welcoming to the public (signs, leaflets, website, geocaching)</b></li> <li>• Open the farmhouse to the public (museum and events, e.g., book discussions)</li> <li>• Look for vision-aligned partnership with groups renting our facilities/property</li> <li>• Support local vision-aligned groups by offering use of our property</li> </ul>	<p>Continuing:</p> <ul style="list-style-type: none"> <li>• Promote use of the labyrinth and prayer walk to the congregation and local community</li> <li>• Use the property as a venue for Quiet Days for CRCC and local community members</li> </ul> <p>Future:</p> <ul style="list-style-type: none"> <li>• Repair/refresh the prayer walk</li> <li>• Cultivate a greater appreciation for God’s creation</li> </ul>	<p>Continuing:</p> <ul style="list-style-type: none"> <li>• Use the property as a venue for church community events</li> <li>• Use the property as a venue for smaller group or team events and activities</li> <li>• Use the property as space for children to play</li> </ul> <p>Future:</p> <ul style="list-style-type: none"> <li>• Potentially house farm volunteers in the farmhouse</li> </ul>	<p>Continuing:</p> <ul style="list-style-type: none"> <li>• Improve environmental stewardship (use of recycled products; bees, meadows, bird boxes)</li> <li>• Serve the food insecure through the farm</li> </ul> <p>Future:</p> <ul style="list-style-type: none"> <li>• <b>Demonstrate greater commitment to environmental stewardship (energy conservation and recycling; improvement of natural habitat for wildlife; potentially a solar farm)</b></li> <li>• Promote food justice awareness and action through the farm and farmhouse</li> <li>• Request bids from qualified minority-owned contractors</li> </ul>

	Sharing Our Vision	Cultivating Openness to God’s Presence	Prioritizing Relationships	Advancing Social Justice
<b>Sharing the Vision</b>	<p>Continuing:</p> <ul style="list-style-type: none"> <li>• Generate local name recognition through involvement in community events, direct mailing, etc.</li> </ul> <p>Future:</p> <ul style="list-style-type: none"> <li>• <b>Create a more welcoming atmosphere for new people—corporately and individually</b></li> <li>• <b>Design intentional pathways from events to membership</b></li> <li>• <b>Communicate our values and identity in compelling and engaging ways (signage, flyers, Internet, media, etc.)</b></li> <li>• Identify partners (other faith communities, NGOs, etc.) for service projects, farm, Guatemala GCES, and other initiatives</li> <li>• Take Cedar Ridge “on the road” (through local talks, coffee shop gatherings, etc.)</li> </ul>	<p>Continuing:</p> <ul style="list-style-type: none"> <li>• Continue to emphasize our vision of slowing down, making space, and connecting to God</li> </ul> <p>Future:</p> <ul style="list-style-type: none"> <li>• Invite local community to Quiet Days, the prayer walk, and other ways to “unplug”</li> <li>• Look for local “on the road” contexts in which to share our approach to spirituality (yoga classes, office meditation circles, etc.)</li> </ul>	<p>Continuing:</p> <ul style="list-style-type: none"> <li>• Promote confidence in our corporate identity and vision as something worth sharing</li> <li>• Emphasize the importance of the “safe space” that CRCC is, and its value for others</li> </ul> <p>Future:</p> <ul style="list-style-type: none"> <li>• <b>Empower our community to “be the gospel” and create safe space for others through empathic listening, sharing and invitation to a spiritual journey</b></li> <li>• Make sharing the vision personal by helping people think through what CR matters to them, and why share their story</li> </ul>	<p>Continuing:</p> <ul style="list-style-type: none"> <li>• Make commitment to social justice increasingly a part of our shared identity</li> <li>• Continue to hold service days</li> </ul> <p>Future:</p> <ul style="list-style-type: none"> <li>• Develop clear external communication of our commitment to social justice (e.g., through media and website, participation in relevant events and groups)</li> <li>• Share learning from our social justice initiatives and learn from others (e.g., through networks and conferences)</li> </ul>

	Sharing Our Vision	Cultivating Openness to God's Presence	Prioritizing Relationships	Advancing Social Justice
<b>Social Justice</b>	<p>Continuing:</p> <ul style="list-style-type: none"> <li>• Form partnerships around GCES</li> <li>• Establish partnerships and name-recognition through service days</li> <li>• Use documentary screenings, workshops, etc., as a venue to invite friends and neighbors</li> </ul> <p>Future:</p> <ul style="list-style-type: none"> <li>• Conduct research and outreach for more focused and deeper partnerships around food, education, and possibly justice issues</li> <li>• Make more proactive efforts to increase local community involvement in churchwide service days</li> <li>• Increase public communication about who we are, what we stand for, and what we do</li> </ul>	<p>Continuing:</p> <ul style="list-style-type: none"> <li>• Focus on understanding God's heart for justice and mercy</li> <li>• Hold regular times of prayer for racial reconciliation</li> </ul> <p>Future:</p> <ul style="list-style-type: none"> <li>• <b>Communicate social justice as part of daily discipleship and provide resources to facilitate individual engagement</b></li> <li>• Increase CRCC's commitment to pray for social justice</li> <li>• Promote an understanding of our oneness with all of humanity</li> <li>• Foster a sense of ownership, compassion, and personal repentance</li> </ul>	<p>Continuing:</p> <ul style="list-style-type: none"> <li>• Develop relationships with other faith communities around multi-faith events</li> <li>• Strengthen relationships within our community through increased understanding of racial injustice</li> <li>• Make space for sharing personal stories</li> </ul> <p>Future:</p> <ul style="list-style-type: none"> <li>• <b>Encourage each of us to reach out across dividing lines of faith, race, sexuality, etc.</b></li> <li>• Develop stronger relationships with farm food recipients and GCES</li> <li>• Identify partners for racial reconciliation work in education and possibly justice issues</li> <li>• Build friendships with other faith communities</li> </ul>	<p>Continuing:</p> <ul style="list-style-type: none"> <li>• <b>Provide opportunities for people to become more informed about social justice issues</b></li> </ul> <p>Future:</p> <ul style="list-style-type: none"> <li>• Move to a more empowering approach to social justice through advocacy, partnerships and best practices in community development</li> <li>• Identify ways for CRCC to strategically act to address priority issues (food, education, justice system)</li> <li>• Make social justice more of a churchwide priority through integrating it into discipleship materials, service projects, communications, C&amp;Y activities, etc.</li> </ul>
<b>Worship</b>	<p>Continuing/Future:</p> <ul style="list-style-type: none"> <li>• <b>Encourage participatory worship through simple songs and interactive non-musical forms of worship</b></li> <li>• Be intentionally inclusive (aware of diversity, avoiding unnecessary religious language, etc.) in all public worship settings</li> </ul>	<p>Continuing/Future:</p> <ul style="list-style-type: none"> <li>• <b>Promote worship as integral part of discipleship</b></li> <li>• Provide extended space and flow for uninterrupted worship</li> <li>• Foster a sense of "God among us" through corporate worship</li> </ul>	<p>Continuing/Future:</p> <ul style="list-style-type: none"> <li>• <b>Develop worship leaders as spiritual leaders</b></li> <li>• Create systems to include other musicians and artists</li> <li>• Provide safe spaces for people to grow together in creativity</li> <li>• Develop an inclusive style of music that draws on the multiple roots of our community and is intergenerational</li> </ul>	<p>Continuing/Future:</p> <ul style="list-style-type: none"> <li>• Focus on grounded aspect of worship, and prophetic heart-cry for social justice</li> <li>• Foster a sense of partnership with God</li> <li>• Center worship on God is Love (compassion)</li> </ul>

## Appendix 2: Ministry Area Papers

The 10 ministry area papers can be accessed at the links below:

- [Clarifying the Vision for Finance](#)
- [Clarifying the Vision for Social Justice](#)
- [Clarifying the Vision for Worship](#)
- [Refreshing the Vision for Children and Youth](#)
- [Refreshing the Vision for Discipleship Groups](#)
- [Refreshing the Vision for Guatemala](#)
- [Refreshing the Vision for Prayer and Healing](#)
- [Refreshing the Vision for the Cedar Ridge Property](#)
- [Refreshing the Vision to Farm](#)
- [Sharing the Vision](#)