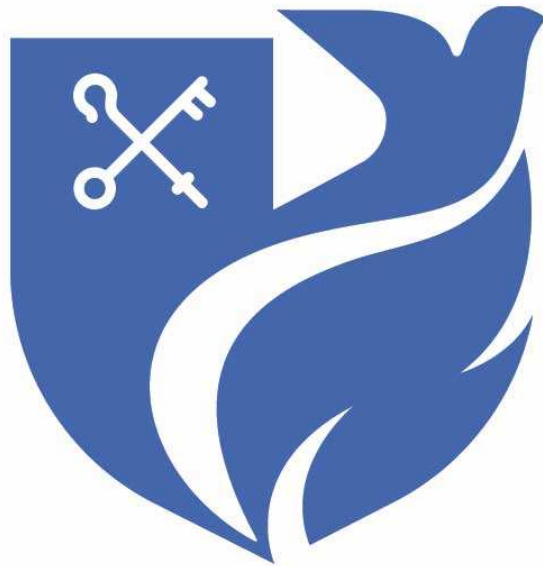


A Work in Progress

# Church Plant Start-up Kit



**Diocese of Toronto**  
Anglican Church of Canada

Bishop's Church Plant Working Group

# Bishop's Introduction

*Jesus came and said to [the disciples], 'All authority in heaven and on earth has been given to me. Go therefore and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, and teaching them to obey everything that I have commanded you. And remember, I am with you always, to the end of the age.'*  
*Matthew 28: 18-20*

*I planted, Apollos watered, but God gave the growth. 1 Corinthians 3:6*

From the time of the first mission of St. Augustine to Canterbury (and even before) to the most recently started new congregation, we Anglicans have been planting churches. How is it then that many think that it is something other denominations do, not us?

There have been over 300 Anglican churches built in the Diocese of Toronto. Every one of them was a "church plant." Most of them have thrived, some like the Cathedral for now over 200 years. Some have flourished for a period of time, provided a focus for faithful ministry but changing demographics and circumstances led to their closure or amalgamation. A few never took off and lasted only a short period of time.

As in the parable of the Sower and the Seed, the focus is not on the seeds that failed to take root but on the overwhelming fecundity of those that did, yielding 40, 60, 100 fold increases.

Our diocese's mission is to worship, proclaim and embody. There are many ways that we are called to fulfil this mission.

Proclaiming the faith means inviting people into a personal relationship with the life-giving and life-transforming Christ, but while personal there are no solitary Christians. We grow in faith as we gather together to hear the Word of God and respond to it in faith, as the sacraments are faithfully administered and faithfully received, as we meet Christ in the least of our sisters and brothers whom we serve. For this to happen, we must provide those fundamentals of space, leadership and resources for the community of faith to gather. Both traditional and unfamiliar ways of doing this should be considered.

This handbook guides us in exploring various ways these new gatherings might be generated and configured, based on our own extensive experience and from the best wisdom of others, primarily within our own Anglican tradition but also elsewhere.

May we continue to grow in Christ and serve Him.

Yours faithfully,

A handwritten signature in black ink, starting with a cross symbol and followed by a stylized name, with a long horizontal line extending to the right.

The Right Rev'd Colin R. Johnson,  
Bishop of Toronto



**Diocese of Toronto**  
Anglican Church of Canada

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## Acknowledgements

*“I planted, Apollos watered, but God was giving the growth.” 1 Cor. 3:6.*

This manual is adapted from many sources credited at the end. As a base from which to build, we have used the Church Plant Starters Kit of Outreach Canada with grateful thanks to Glenn A. Gibson, General Editor, Outreach Canada. It is a work in progress and reflects the current thinking of the Church Plant Working Group of the Diocese of Toronto. It has been carefully read, reviewed and adapted for our Diocese by the members of that working group:

The Rev. Jenny Andison, Associate Priest, St. Paul’s, Bloor Street  
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The Rev. Dr. Isaac Kawuki-Mukasa, Congregational Development Consultant  
The Rev. Duke Vipperman, chair, Incumbent, Church of the Resurrection.

This resource manual begins by recognizing that planting churches is the mission of God in which the planters become God’s partners. The impetus comes from God and people respond and engage in a wide range of activities that result in the development of church where one has not existed. As we seek to be God’s partners in this mission, we begin from our faith in Christ. We find our inspiration in the image of the harvest, as presented by Jesus in the Gospels. Our response to the Lord of the Harvest is to turn to God, who is the source from which any effective movement of church planting springs.

However, human means are part of the planting process. This manual seeks to bring together a wide variety of resources from many sources to assist God’s people in working through the basics steps of planting a church from the moment in which God begins to communicate the vision to plant a new church to the time when the planting cycle is completed and the new church responds to the same impulse that brought it into being in the previous generation.

A number of generic church planting resources have helped to shape this tool including the pioneer work of Bob Logan and Steve Ogne. We are grateful for the many contributions of the Rt. Rev. David Jones, of the Diocese of Virginia. Denominational planting manuals and materials were also provided by the Pentecostal Assemblies of Canada as well as Salvation Army in Canada, the Fellowship of Evangelical Baptist Churches in Canada, and Vision Ministries Canada which serves the Plymouth Brethren.

The “Church Planting Canada” movement and Outreach Canada provided a significant contribution to the thinking provided on planting support systems. These contributions are gratefully acknowledged.

## Foreword

Jesus came and said to them, 'All authority in heaven and on earth has been given to me. Go therefore and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, and teaching them to obey everything that I have commanded you. And remember, I am with you always, to the end of the age.' Matthew 28:18-20 (NRSV)

I planted the seed, Apollos watered it, but God has been making it grow.<sup>7</sup> So neither the one who plants nor the one who waters is anything, but only God, who makes things grow.<sup>8</sup> The one who plants and the one who waters have one purpose, and they will each be rewarded according to their own labor.<sup>9</sup> For we are God's co-workers; you are God's field, God's building.  
(The Apostle Paul, 1 Corinthians 6: 6-9, TNIV)

*"The single most effective evangelistic methodology under heaven is planting new churches."*

C. Peter Wagner

### *Why Plant Churches?*

It is a joy and privilege to be sent by God. The mission of the Diocese of Toronto is "to worship God and proclaim Jesus Christ in the power of the Holy Spirit and to embody – in word and action – God's reconciling love, justice, compassion and liberation, through which knowledge of God's reign is extended."

We hear the concluding declaration and command of the Risen Christ, known to us as the 'Great Commission,' in a different way than many who through history have planted churches as the communities in which Christians are formed and nurtured. We might think there are enough or even too many churches. It might be counter-intuitive that these are times in which we best respond to the Great Commission by planting new churches. But in the wider Toronto area, changing demographics make a fresh look at church planting timely and even urgent.

1. We find ourselves with mushrooming suburbs that have an increasing need for new worshipping communities and appropriate facilities that meet that need.
2. We are experiencing urban regeneration in a post-Christian context where there are large numbers of un-churched people who are seeking to make a connection with dynamic and welcoming faith communities that provide them with the space to explore their own spirituality in a historically rooted contemporary form.
3. The Greater Toronto Area was the point of entry for 55% of the quarter million immigrants that arrive in Canada each year. All are "displaced" from their support systems and trying to be connected as they start a new life. Churches have always been communities of welcome and meaning for people who are trying to find their way.
4. The shifting demographics of our urban and rural contexts requires us to have a new vision for our existing worshipping communities in a way that builds new and sustainable churches that better suit the changing mission and ministry required in these contexts.

Planting churches is not a recent innovation in church ministry or denominational life. It is both a tradition and a core activity that extends right back to the apostles and the first generation of Christians. As we look around us, the experience of other Christian traditions shows us that church planting is the most effective means of evangelism, and evangelism is the most effective means of church planting. That involves the sacrament of baptism and discipleship within worshipping and gathered Christian communities. It is in this sense that we stand within a historical Church that has found its expression in locally gathered communities of faith who find their local vocation in mission and ministry.

## **1.1 CHURCH PLANTING GUIDELINES – TORONTO**

*tentative and for discussion only adapted from the Church Planting Policy of the Diocese of London, UK.*

### **Strategy for Mission**

Praying and planning a strategy for mission is a high priority for our Bishops, Parishes, and Deaneries. Areas, deaneries and parishes should take responsibility to identify unchurched areas or communities or networks. Initiatives may be taken at any level. A Diocesan wide strategic plan will influence the distribution of our limited resources. That strategy will include the recruitment, assessing, training, placing and coaching of church planters.

### **Initiatives To Plant a Church.**

Initiatives may come from the Bishop, Diocese, Diocesan staff, sponsoring parish, deanery or group. An incumbent or representative should contact the Area Bishop early on in their! thinking and planning. A review group – the Bishop’s Church Plant Working Group will consider the initiative, making suggestions as appropriate. In some cases, a pre-planting strategy will be developed to explore the feasibility of the proposed initiative. In all cases, healthy churches or groups, rather than ones with critical unresolved issues, are more likely to launch a healthy church plant. The most compelling proposals will be those with the highest degree of local initiative which are also consistent with the diocese mission, vision and strategic plans.

### **Consultation Across Parish Boundaries**

When the planting of a new congregation across parish boundaries is proposed, the Area Bishop, through his or her staff, should initiate a consultation with appropriate bodies. Resources within the parishes and Diocese will be considered. Local initiative towards finding resources (people and financial) will be encouraged.

### **Programme for Establishment of the Plant**

If the Area and Diocesan Bishops wish to proceed with the proposal, a program for the establishment of the new congregation should be drawn up and agreed to.

### **Responsibility and Accountability**

1. Whether ordained or lay, the leader of the new congregation must have appropriate and evident gifts of leadership, must have the license or commission of the Area Bishop.
2. The Agreement must have the approval of the incumbents and vestries of both sponsoring and receiving parishes, and of the Area Bishop.

### **Review**

1. There should be a review of the life and work of a new congregation by all affected parties.
2. In the light of the review there will need to be a decision by the Area Bishop whether to give further support to the initiative, or to modify the Agreement, or to end the initiative.

## 1.2 CHURCH PLANTING: A BIBLICAL FOUNDATION

The Rev. Duke Vipperman, Chair, CPWG (*adapted from his Doctor of Ministry project*)

The Apostle Paul speaking of the early Corinthian church says in 1 Corinthians 3.6-11: “I planted; Apollos watered it, but God was making it grow (TNIV).” “I planted.” In these two significant words, church planting as a concept took life. Apollos came along to water what Paul planted but neither can take credit for its growth. God gives the growth.

Church planting is then, first of all, God’s work in which several may participate in different ways. Every thriving church plant is a miracle – the work of the hand of God. Paul planted and what grew was “God’s field” (1 Cor. 3:9). God is the one who is at the centre of the text.

The Apostles were sought people for the church that Jesus described in Luke 15 as “the lost.” “The lost” [is not a term of contempt but of great honour derived from Luke 15. God has lost some people and is eagerly looking to find them. Its not that God was careless; they got themselves lost They are so valuable that God sent his Son for them and he in turn sent the church to find the peoples of the earth.

### A CHANGE IN METAPHORS

Back to 1 Corinthians 6, Paul actually has three metaphors for what he did in that community: planting (1 Cor 3:6), building construction (1 Cor. 3:9-15), and worshipping in the temple the church is (1 Cor. 3:16). The church must be built wisely – which requires careful human planners using the right materials – and Paul is not actually talking about bricks and mortar. “For no one can lay any foundation other than the one already laid, which is Jesus Christ” (1 Cor. 3:11) (NIV). Paul is the master builder who, after carefully pouring the foundation, “let out the rest of the work to subcontractors” As Richard Hayes put it. If their subsequent work is not ‘up to code’, or if suitable materials and methods are not used, “there will be dire consequences” (Hays 53). The reward Paul has in mind is for how one builds on the one foundation laid: the Lord Jesus Christ.

When Paul speaks of the “temple of God” in 1 Cor. 3:16, it is a third analogy and more than the building he had in mind in 1 Cor. 3:9. He refers to the actual sanctuary where God dwells, not the larger temple compound...” (Horsley, Richard 66). The temple for Jews was always seen as the place of God’s presence. Jesus came as God in the flesh, the new locus of God’s presence in the world. Here, in a radical shocking vision for the day, Paul sees these Gentile Corinthians as the “locus of the divine presence... the Spirit of God can no longer be localized in a sacred building; it is to be found” in them – they are the temple, the holy sanctuary (Hays, 57). However, this sanctuary is being “threatened with destruction [v.17] by their sinful divisions... Their vainglory, jealousy and partisanship... is treachery to the common life. But, worse still, it is a form a sacrilege” (Thornton 14).

Church “planting” is an inadequate metaphor for the complex task that needs to be done. In establishing a new congregation to church planting, must be added church building and church hallowing; that is, the church must hallow the holy God in their presence. A church is something organic, growing by the power of God (plant). It requires human ingenuity inspired by the wisdom of God built on the foundation of Jesus Christ (building) It’s purpose is the worship of God and the embodiment of the Holy Spirit in the community of faith gathered around the once for all sacrifice of Christ (temple).

## **OLD TESTAMENT BACKGROUND**

God's people living or placed in gardens or envisioned as vineyards or trees are frequent OT images. Paul's choice of the metaphor of planting has Biblical roots which may also help to explain the ease with which he could move from one metaphor to the other above.

In Gen. 2:8, "the LORD had planted a garden in Eden, in the east; and there he put the man he had formed" (NIV). The luscious garden is where the humans are to develop fellowship with each other and their creator. The planting of a church, then, echoes the work of the creator and God's intention in making the world in the first place. The impetus for church planting precedes the gospel because it flows from the heart of the Creator Gardener who made the world and peopled it with potential worshippers. The creation of human community in fellowship with God is the reason we exist and our reason for existing. Many church planters feel an exhilaration, even an inebriation, in part because their work is in imitation of their Creator and thus close to acting like God. That in itself is good reason for planters to be cautious.

Human sin expressed in the desire to find wisdom in inappropriate places, overreaching their grasp, destroyed that first church plant (Gen. 2:9, 3:6). The conflict that arose between the man and the woman, both of them and creation and their God spelled the premature end of the first church. Its closure was by the grace of God so they might not have to live with their dysfunction forever (Gen. 3:22). Some church closures are a regretful necessity to preserve God's story.

After they were Cast out of the garden things soured even more. In the flood, God washed away all but eight of them to start over. Noah, after the flood, emulates the Gardener God by planting a vineyard (Gen. 9:20). God's vineyard became one of the major controlling images for God's people throughout the OT (Isa. 5) and into the teaching of Jesus (Mk 12:1-12, Jn 15:1-8). Yet once this vineyard, this echo of Eden, produced its fruit, Noah, surely a damaged soul from the disasters he had experienced, became drunk on the fruit of his labour. Ham, his son, saw Noah naked and, for that crime, Ham's son Canaan was cursed. Thus the decline of humanity continued apace.

The land that God sent Abram to, the land of Canaan, was the land of the curse (Gen. 12:1-5). God's plan is clear: to the people of the curse, God sends the people of blessing. "Church planting is critically important because it [honors and spreads God's] fame among the nations. Church planting reflects the light of God's beautiful, perfect character through every dark corner of the planet. It brings praise to the One who came to seek and to save those who were lost. . . . *so that the Gentiles may glorify God for his mercy...*" (Becker 1).

## **A CONVERGENCE OF METAPHORS**

In The Song of Moses and Miriam, it is said God will "bring them in and plant them on the mountain of your inheritance—the place, O LORD, you made for your dwelling, the sanctuary, O Lord, your hands established" (Ex. 15:17) (NIV). They were a vine of Egypt the Lord brought out and planted (Ps. 80:8). Paul could move so fluidly from planting to construction to the temple image (1 Cor. 3:6-17) because that is precisely what the Song of Moses does: "plant them in the mountain", "the place made for thee to dwell" in "the sanctuary", the place of holiness and sanctification.

When the time came for this to be fulfilled and King David wanted to build the temple in Jerusalem, God told the prophet Nathan that He will "plant" Israel that they may dwell in a place of their own, "so that they can have a home of their own and no longer be disturbed. Wicked people will not oppress them anymore, as they did at the beginning" (2 Sam. 7:10, 1 Chron.

17:9) (NIV). God wants us people to be safe and secure. Church plants should have a reasonable expectation of success or the risk may prove to be counterproductive. Later, God speaks through prophets of the people being a vineyard He planted and cared for. Yet he is frustrated with them because they either produce no grapes or the fruit that is produced are wild and unpalatable (Isa. 5, Jer. 2:21, 11:17, 12:2). God's design for Israel was that they show the world the blessings of a life lived faithfully under God. Yet because they rebelled against him, his vineyard was pruned to the root and his people sent into exile. Still, God promised to replant His vineyard (Jer. 24:6, 31:28, 32:41, Amos 9:15). Those who walk in the ways of the Lord and not those of the wicked are like trees transplanted by the waters (Ps. 1:3, 92:13, Jer. 17:8), a promise to faithful people of all generations.

### **NEW TESTAMENT CHURCH PLANTING**

"Planting churches" for Paul was not his primary goal: the proclamation of the gospel to the lost was: "I am not ashamed of the gospel, because it is the power of God for the salvation of everyone who believes: first for the Jew, then for the Gentile" (Rom. 1:16). Though "planting" language is rare, many churches were begun through the preaching of the Apostles. Yet, in none of the texts which record the planting, nor in the Apostolic preaching in Acts, is the word "church" found. This is more evidence that Paul did not set out to "plant" "churches," nor did he set out "with any definite design to establish his churches in this place or in that. He was led as God opened the door" and saw himself sent to preach the gospel (Allen, 17). The community that formed in response to that preaching was the church. That community was only called the church after the apostle had finished his work of evangelism.

Paul did not look to plant churches through his evangelism but "the church." "Church" is consistently singular through Acts 14. Still, for Paul, no matter where a congregation was located, it was always one universal church: "There is one body and one Spirit- just as you were called to one hope when you were called- one Lord, one faith, one baptism; one God and Father of all, who is over all and through all and in all" (Eph. 4:4-6) (NIV).

### **WHOSE MISSION: GOD'S OR THE CHURCH'S?**

Church planting is the mission of God rather than just an activity of the church.

Mission is not a programme of the church, or a great new idea thought up by Victorian Christians as the religious arm of colonialism (much as it is tempting to read nineteenth-century church history in this way). Neither is "mission" a way of getting new members into the "club" so that we can collect more "dues" (tithes) to maintain our building programs and salaries. Mission is not about our projects, but about God's (LeMarquand).

It is not the Church of God that has a mission in the world, but the God of mission who has a Church in the world (Dearborn, cited in Mission Shaped Church).

How is it then that a critique often laid at the feet of church planters is their over-emphasis on technique. Even if the prospective planter follows carefully all the recommended steps, without God's call the church will not be established successfully. *'Unless the Lord builds the house, its builders labor in vain'* (Psalm 127:1)" (Becker 65).

If a new church is PLANTED so that it endures, is so BUILT that God is glorified in the Lord Jesus Christ and his people worship there in HOLINESS, then the critical test of Biblical Church Planting has been met. Planters must be in constant personal reflection on what Paul means when he says "I planted, Apollos watered, but God was giving the growth."

## IN SUMMARY

1) Church planting echoes our Gardening God's desire from the very beginning to grow out of nothing a people in relationship to Himself. Church planting is a miraculous act of God.

2) Wisdom for life in general or church planting specifically comes from God. Planting or building in ways that God does not ordain may bring to an unfortunate end our best efforts and might even ultimately become a sacrilege. As in the garden of Eden, conflict that arises in ignoring this principle results in many church closures.

3) God wants to establish stable safe communities of faith. Churches should be planted in such a way as to have a reasonable prospect of succeeding. Methodologies which naively ignore the many risks inherent in planting fall short of that goal.

4) Since the phrase never appears in the NT, Paul's chief aim was not the "planting of churches", but the proclamation of the gospel of Jesus Christ, though that inevitably led to the creation of Christian communities. His passion was for the lost, not simply the expanding of a religious institution. Church planters today must share that evangelistic motivation.

5) Paul's agricultural analogy teaching that churches are organic. God gives the growth (or not), so, as in farming, there is always a significant element of mystery to church planting.

6) Paul's building analogy teaches that we must use our brains. We will be held accountable for how we build and with what. Planning is crucial. What is tested when Christ returns is much more than bricks and mortar but also those who build, what they built and how.

7) What results from the plant / building is to be the temple, the Holy place of God, where God dwells among God's Holy people, the sacrifice of Christ is remembered, and God is worshipped in the presence of the Holy Spirit. Planters must discern the difference between what only God can do (the growth in holiness and the character of Christ) in God's mission to the world and what we must do (build on the foundation) lest we presume to try to do what only God can do – which is idolatry.

8) God will likely use a various people with various skills to grow the plant / building / temple over time to God's liking where He is worshipped and people loved. Not everything depends on any one individual. That is a freeing thought.

9) It is the one church universal expressed locally that is planted. We have much to learn from and share with others, not only within our own tribes (our limited denominational fields) but from all who preach the gospel of Christ and seek to gather God's followers, especially those working on Canadian soil.

10) The sole factor Paul gives to discern whether or not a plant / building / temple is consistent with its foundation is Jesus himself. The measure of a "successful" church plant is the person and work of Christ and the love and worship of the Holy God he inspires.

*As Paul says in 1 Cor. 3:11,*

*"For no one can lay any foundation other than the one already laid, which is Jesus Christ."*

## 1.3 Practical Outline for Thinking about Church Planting

*Provided in note form only by The Rt. Rev. David Colin Jones, Bishop Suffragan of Virginia*

### I. WE HAVE BEEN CALLED TO LOVE.

Jesus taught us to love our neighbor as we love ourselves. Mission is at the heart of the life of the church. Therefore mission is not an option. A prayerful sense of mission and vision is at the heart of a growing congregation. Mission is not an option for a Christian. We have been given the gift of the Holy Spirit in Baptism. We have been sent into the world as witnesses to God's love. In the appearance of the Risen Lord on the evening of the day of the Resurrection, Jesus said: "As the Father has sent me, so I am sending you." We have been sent to bear God's good news

The compassion of Jesus for the world is a driving focus of mission for the Church. All of us know the words of Jesus "I was hungry and you gave me food."

### II. THE MISSION OF THE CHURCH

The mission of the church unites the Great Commission and the Great Commandment. Neither can stand alone. A Great Commission Church is also a Great Commandment Church.

**We go because we are loved.** It is the love of our savior that is the driving force for mission.

**God provides for God's work.** (The bad news is that God does not fund our pet projects!)

Effective leadership is essential. A Church will not grow without Godly leadership. At the heart of Godly leadership is an authentic vision. **The main task of leadership is to discover God's vision for Mission and Ministry**

### III. VISION

**The Vision comes from God.**

- It comes from constant prayer -
- It embraces dreams and hopes -
- It describes a future reality -
- It is descriptive of what God is calling us to be

**A Vision from God is Exciting.**

- It stirs the heart
- It energizes the listener
- It inspires the leader
- It is audacious and bold

**Vision Drives Mission and Ministry.**

- Biblical visions are revealed, not created
- Biblical visions link to spiritual formation, not strategic planning.
- Biblical visions are a joyful song, not a burdensome obligation.

*Thomas Bandy (Net Results 9/99)*

The main task of leadership is to discern God's vision for mission and ministry.

#### IV. Core Values (Virginia's sample)

1. Our relationship with Jesus Christ must be lived out in Christian community.
2. Our focus is on evangelism.
3. We embrace risk and the necessity to think and act creatively as we pursue God's call to plant new churches. Grounded in Scriptures and enriched by our tradition, we enthusiastically embrace new methods of communicating the unchanging Gospel to an ever-changing world. We value a willingness to explore and implement innovative means of planting new churches. Church planters must be evangelistic leaders who are builders, not simply pastoral leaders who are caretakers.
4. We rely upon God who always provides the resources to do the work we are called to do. This reliance requires us to do our homework, so that our recommendations and decisions are based on solid research, reflection, consultation and learning from our experience.

Every congregation has core values and it is important to be honest about them. *One congregation values unity so highly that it is determined to avoid any issues that could possibly be a source of conflict. New members are rarely welcomed and new issues can not be brought to the table. In this instance, a core value is a hindrance to growth.*

*An example from the Commission on Church Planting from the Diocese of Virginia*

*- to transform the culture of the Diocese of Virginia so that it may become a place where church planting is normative, expected, and self-perpetuating.*

*We envision a Diocese whose congregations are mission-minded and experiencing exponential growth, whose lay and ordained leaders are stepping forward to help plant new congregations, and whose benefactors are giving an abundance of resources, all of which will help to change the culture of the Episcopal Church nationwide.*

#### IV. QUESTIONS THAT NEED TO BE ASKED FOR A CHURCH TO GROW IN MISSION

In every congregation, critical questions that must be resolved as core values are being discussed. In each case, the value needs to be discussed in the light of our gospel mandate. Any church considering planting should reflect on how it answers the following.

**A. Ownership.** Who really owns the church? Do we really believe that God is the owner? One congregation is known to outsiders as the memorial Church of one family. Let's call it for lack of a better word "Jones Memorial." It has no signs on the highway and no service times are posted. There is no newsletter. News is passed orally from member to member. On the rare occasion when a newcomer visits, he or she is politely received and is treated like a guest. But that person is not ever invited to participate.

**B. Hospitality.** Will the new person be permitted to be a host or will she always be treated as a guest. One congregation deals with that question around the issue of the control of the kitchen. Access to the locked cabinets is limited to those who are the real members.

**C. Control.** Will a new person be allowed to make critical decisions?

**D. Gathering for worship.** Are we willing to adapt our worship style to make worship more welcoming to new people?

**E. Alternate styles of worship.** Are we committed to the assumption that one size fits all? Are we willing to allow alternate times and styles of worship?

**F. Must we continue to be one happy parish family?**

Must we do everything together? *In pre marriage conversations with young couples, for a number of months I asked, “What would it take on my part to get you to come to Church every week?” I learned that I would need to change the tune, change the tone, and change the time. [It’s not clear how his example of marriage prep relates to “one happy parish family”]*

After careful research, consultation, listening, discussion and prayer, it is important to **set the pain priorities of the mission and also clear measurable goals** – that is, targets of mission and ministry.

***It is not the task of headquarters to discern local ministry. I say “You know your neighborhood. You live here. You pray here. It is your responsibility to discern and decide.”***

Choices must be made. A decision to develop a large ministry to people who have experienced separation and divorce may preclude another decision. A strategy for growth must have an identifiable target. The decision to reach a person is also a decision to fully incorporate that person into the life and ministry of the church. We are attracting members not guests.

**V. THE ROLES OF LEADERSHIP**

A. The **primary task** of leaders is discernment of God’s call. The **complimentary task** to a ministry of discernment is the ministry of releasing resources for mission. There are three areas of concern for the leadership to manage:

1. **Budgets** - need to reflect mission priorities. Mission priorities must be determined before the budget meeting
2. Allocation of physical **resources**. The kitchen, parish hall, VCR, Van, and the library are physical resources, The must be dedicated to mission
3. Selection of key **leadership. Possibly the most neglected area of leadership is the choice of leaders.** What is essential is authenticity. Is she for real? Does he really believe it? Will she committed to see it through? Growth can not be achieved by consensus. Pastoral emphasis does not lead to growth. Possibly the most important task of discernment and decision is the choice of leaders. The first task is mutual discernment of call. In the Diocese of Virginia, we have a three day process of assessing potential Church Planters. We are looking for a particular mix of gifts. Our call is based on our sense that a person is well suited to a particular ministry. The same principle applies to the choice of lay leaders. The Call of the Church is equally important to the call sensed by an individual. *I recall one angry woman who felt called to lead children’s worship. The feedback from teachers indicated that she was not called. She was not permitted to be a leader of worship during my tenure.*

**B. Determination of spiritual gifts.** Each has a gift: expect to find a full compliment [I \*think\* it is complement—not sure] of gifts

**C. Affirm genuine authentic ministry.** Often what a person does well is not seen as a gift or a ministry.

#### **D. Vision Casting.**

The rare privilege of a Christian leader is to cast an exciting vision - one which has come from God. I am suggesting an intentional move from a pastor centered focus to a leadership focus - from doing the ministry for the people to the mobilization of the ministry of all the people. If we are to grow congregations, we must prepare the laity for leadership in mission and ministry. With a godly vision, a sense of call, a commitment to core values and a clear target for ministry. A rector has the privilege of nurturing leaders - of holding up leaders as heroes in the congregation. If mission is the priority, make the leaders of mission heroes.

**E. Communication is essential.** How is the news shared about new ministry initiatives? Communication of a new vision is essential. Every member needs to be able to articulate the vision - The person in the pew needs to feel that she is part of the action. The new member needs to be drawn in. Use creative publications - a well written newsletter and special mailings. Broad communication of new vision - , lively announcements, attractive bulletin boards, Enthusiastic announcements - quality public reports - High profile appointments of leadership. Provide visible support for training leaders. Finally, one of the most effective ways of communicating a vision is through Personal testimony. An authentic account of a mission trip and how it changed a life can have profound results. All may share and witness publicly.

**A mission minded community is a highly motivated community.** People who have responded to an authentic call from God are not likely to want their ministries to be controlled by others. Committees designed to control what others do are a hindrance to growing churches and should be dissolved. The responsibility for ministry should be placed at the ministry level with clear accountability established. A person gifted in youth ministry should not be required to get approval for a program from a committee of people not part of the ministry. What is needed throughout a growing church is a **permission giving style**. It is helpful to launch **empowered ministries**. As a parish priest, I did not try to control ministry, I was an encourager and launcher of ministry. It is important to allow failure and to **encourage initiative**. Ready fire aim!

**Regular meetings for support** send a strong message. They are to go and do likewise. **Communication with people in the field is essential.** Church Planters (who live on the edge) have frequent dark nights of the soul. Take their calls. They represent us. Encourage them to support their own leadership teams. Be dedicated to providing coaching for people in stressful leadership positions. One of our vicars has a coach in California. We have contracted for 12 thirty minute conversations a year. Preparation for those conversations, however, may take half a day. It is important to pay constant attention to what is happening.

We can never do too much **training** and equipping of the laity. Constant training improves performance. At the same time, it is important to hold up **mission as a parish priority**. If it is never mentioned, no one will believe it is important. One church *asked participants of mission trips to wear their team shirts to church on the Sunday after returning home. They were always recognized and thanked for their work.* The most surprising thing I have learned as a bishop is the actual resistance which can be expected when trying to grow a congregation. It is naïve and dangerous to underestimate the power of established leadership. There are forces in place in every parish to protect the status quo. One should anticipate and prepare for opposition.

**SIGNS OF RESISTANCE IN A CONGREGATION TO MISSIONAL THINKING** [is this section VI or something new? Suddenly we go from sentences to fragments—almost like notes for a talk]

“a lot of things have been bothering me lately”  
disagreement with way leaders have done things

urging research of past policies  
strong disapproval of certain actions  
threats of non support  
Diminished Power and Influence  
Dashed Expectations  
Feeling of being used  
Jealousy

Sense of worthlessness  
Burn out  
Interpersonal conflict  
Limitations of giftedness  
Weakened Physical health  
Feeling out of the loop  
Rejection

### **How NOT to Respond**

Don't ignore them  
Don't triangulate  
Don't become judgmental  
Don't give unfair attributions  
Don't ignore the situation  
Don't overreact

Don't be in a hurry  
Don't violate personal values  
Don't make promises you may regret  
Avoid impulsiveness  
Don't take their reactions personally  
Don't unfairly penalize them

### **WHAT TO DO?**

1. Anticipate the Emergence of troubled leaders
2. Administratively prepare for troubled leaders
3. Teach and hold up biblical model of the Body of Christ
4. Be Pastoral and Available
5. Be patient
6. Give them a voice
7. Don't deal with the content issues
8. Deal with the real problem
9. Help them discover new ministry opportunities
10. Celebrate your leaders
11. Offer and attend training opportunities for conflict management
- 12 Pray for your leaders.

**Innovative leadership is essential** to growing churches - that church growth follows prayerful vision and creative planning - that it is possible for churches to grow in declining areas with poor demographics and scarce resources. The style of worship or the theology of the congregation was not the deciding factor in church growth. The Church Growth Movement is closely identified with conservative evangelical theology or with the Charismatic Renewal. **It is possible to grow congregations that are identified as conservative, evangelical, liberal, catholic, traditional, low church, or broad church.**

### **The Importance of Prayer - Partner with the Holy Spirit**

- Discernment of where to plant churches Guidance in raising up leaders
- God's provision of resources God's gifts of courage and patience

### **Basics of Church Planting**

- [why is this list here rather than earlier? Where is it explained?]
- Evangelism
- Education
- Worship
- Gift Based Ministry
- Small Group Ministry
- Discovering the Neighborhood
- Personal Sacrifice
- Coaching
- Flexibility
- Outreach

**A Strategic Concept from the Diocese of Virginia: IROM  
Intentional Responsiveness to Opportunities for Mission**

- Cast a bold vision and then wait for openings.
- Challenge and then pray.
- Encourage and then let go.

**VISION PRECEDES PROVISION**

“It takes an eight-figure vision to attract a seven-figure gift.” [This is obviously a note that needs explanation]

**Parallel Fronts of Church Planting**

1. Praying for God's Vision
2. Refining the Vision – Strategic Planning
3. Communicating a Bold Vision
4. Creating Opportunities for Generosity
5. Recruiting Entrepreneurial Evangelistic Leaders
6. Planning the New Congregation
7. Finding Land
8. Coaching and Supervision
9. Managing the Process
10. Evaluation

**The vision must...**

- be reflected in diocesan program offerings
- be reflected in diocesan priorities.
- be passionately embraced on the local level.
- be communicated to generous people.
- be biblically based
- come from constant prayer and discernment.

## 2. Types of Anglican Church Planting

### In Canada

Churches are planted in a variety of ways. In recent years across Canada, Anglican church plants can be grouped in four different types:

**NATIVITY** – as in the birth of Jesus. This is a fresh start plant, what some describe as green fields: “There’s an empty green field: let’s put a church there.” In the Diocese of Toronto, St. Margaret’s Barrie could be considered a recent NATIVITY type church plant. There is much in this Start-up kit about this kind of plant.

**RESURRECTION** – raising of the dead; a church that has been replanted in some way. The Church of the Resurrection, Toronto, experienced a reboot (a sending in a large number of new people from another church to change its DNA). This is sometimes referred to as a transplant. Other ways to resurrect a church are through grafting in a few key catalytic leaders. Transplants and Grafts are explored further in “Mission-Shaped Church.” This Start-up kit will not provide adequate resources for this particular type. However, since interest in this type surfaces frequently, it must be said that some say this rarest to succeed. Still, for now...

**Transplants** - A large plant is divided and part of it replanting part in a new location.

- Usually cross parish boundaries with permission, as partners with a struggling church
- The sent team is larger than the receiving church and are in the senior partner role.
- The building of the receiving church will be used with 50 or more sent.
- The aim is to become an independent parish, so any dependency link falls away
- The advantage is a ‘from strength, in strength’ dynamic with more rapid resulting growth.
- The disadvantage is a tendency to lack flexibility to create something different.
- Size and strength can impose an external model rather than grow an indigenous one.

**Grafts** - a fresh shoot is inserted in a slit cut into another stock: a renewing, not a revolutionary device.

- With permission a team crosses parish boundaries to become partners with another church.
- The incoming team has a junior role in and is *smaller* than or same size as the receiving church.
- A graft can adapt culturally to fit with its stock, so it is good at growing indigenous church.
- The meeting place is usually the building of the receiving congregation.
- The purpose is to revive the mission of the new congregation. Used in pastoral reorganisation.
- Can the slim resource revive the larger stock? The ability to create something new can be limited.

**TRANSFIGURATION** – from the meeting of Moses and Elijah with Jesus on the mountain: the combining of several churches, their people and resources, to launch a wholly new ministry. In New Brunswick, seven churches were combined to form the Church of the Resurrection just now buying their own building. Amalgamations of churches while sometimes successful can lead to a combining of weaknesses rather than strengths. Resources for this type of plant are still in development.

**INCARNATION TO...** Jesus took on our humanity to bring God’s good news. Some church plants target narrow segments of the population (youth, urban poor, ethnic groups, post-moderns, etc.) Their form is designed to reach those people. The resulting church may not look at all like a “normal” Church. The church is an INCARNATION TO a specific set of people. Much of this Start-up kit can be used to think through this type of plant.

## 2.0.2 Types of Church Planting in the UK and USA

### *Apostolic Model*

A “cold start” with limited local preparation where a church planter is placed into a context to start a new church with few resources.

### *Mother/Daughter Model*

A “mother church” fulfilling its own sense of mission to plant a new church by sending out a minister with existing leadership to plant a new church.

### *Diocesan Model*

A Diocese (or deanery) supplies a church planting team and the resources to fulfill an existing vision and strategy.

### *Cross-Cultural “Hosting” Model*

An existing parish starts an ethnically distinct congregation using existing resources. This might develop into a distinct church plant or an internal plant that brings renewal to an existing church within a changing demographic context.

### *A Self-Start*

A small group of existing Christians meet in a home or building for worship and grow a plant.

### *A Satellite Launch*

An existing church starts a series of congregations which are defined as being very similar in character to the original congregation and relate directly to it. This existing church could serve as a destination or regional church with a number of related smaller worshipping communities.

### *Ecumenical Model*

Two or more congregations enter a partnership to start a new church that they will share.

ECUSA [http://www.episcopalchurch.org/newchurch\\_4327\\_ENG\\_HTML.htm](http://www.episcopalchurch.org/newchurch_4327_ENG_HTML.htm)

### *Internal Church Plant*

Church planting can be expressed in horticultural terms as runners, grafters, transplants and seeds. An Internal Church Plant is an expression of a transplant where an internal church plant is used primarily to re-vitalize the mission and ministry of an existing congregation. Here a sustainable and growing church plants a mission-orientated congregation into an existing building by supplying ministry staff, leadership and a seeding congregation for renewed growth. The key to a healthy church plant is that a new congregation move as rapidly as possible to equal partnership with its sponsoring church. Diocese of London <http://www.london.anglican.org/Regulations/church-planting>

## 2.1 Local Church Sponsored Church Plants (Source Outreach Canada)

In his book, “Church Planting for a Greater Harvest,” Peter Wagner lists twelve different strategies for launching new congregations that he breaks into two basic groups – modality models (local church sponsored plants) and sodality models (plants sponsored by an individual or group other than a local church).

Local church sponsored planting is God’s primary method of establishing new congregations. The statement has been made that “denominations don’t plant churches — local churches do”.

This is true in the sense that all resources for planting are ultimately based in the local church and are derived by other groups from congregations and their members.

Some of the specific strategies for local church planting include (terminology taken from “Church Planting for a Greater Harvest”):

1. *“Hiving Off”* – (also known as “kangaroo” pouch planting) involves forming a new nucleus of believers within a congregation and sending them out with a church planting pastor much as bees send out a new queen and part of their group to form a second hive.
2. *“Colonization”* – is a more radical form of “hiving off” where a congregation relocates a nucleus of members in a new geographic area.
3. *“Adoption”* – like human adoption in the family, is where a local congregation “adopts” a new group already in formation within their area and provides a home, support, and care (this is a common approach to planting churches for newcomers to Canada).
4. *“Accidental Parenthood”* (perhaps not the best term or metaphor) occurs when a nucleus breaks off from an existing congregation to pursue a different style of worship, strategy of ministry, or target group.
5. *“Satellite Church”* – involves the development of a new congregation that develops only a semi-autonomous relationship with a large, stronger, parent congregation (this is more common in cultures that emphasize strong, hierarchical leadership).
6. *“Multi-Congregational Church”* – (also known as “Church Within A Church”) involves the intentional planting of sister congregations within different race, language, or culture groups but sharing common facilities, structures, leaders, and/or programs.
7. *“Multi-Campus Church”* – occurs, particularly in high price areas, where a local congregation outgrows its present facilities and purchases a branch facility out of which they expand their ministry using the same staff, structures, and programs.

It is not uncommon for new congregations to forget their “birth” or “adopting” parent congregation a short time after their launch. This is unfortunate because it is normally through their sacrifice that the daughter church was brought into existence. There is often a recovery period for the parent church much like there is for a mother after giving birth. By encouraging their parent congregation, a new church can help their parent church during their recovery period and maintain the strong tie of prayer, financial, and moral support from themselves .

## **2.2 Group Sponsored**

One of the sodality (beyond the local church) strategies for church planting is where a group cooperates to plant a daughter church. Examples of such a strategy include:

1. *Cluster Planting* – occurs where a group of congregations such as in a deanery or two cooperate to plant a daughter church, contributing people, funds, leadership, and other types of support according to their ability.

2. *“Mission Team” Planting* – is the result of a church planting agency, para-church group, mission organization, or local social service agency sponsoring a team to plant a church (these are often supported by short-term teams that visit the target community from elsewhere to support and assist the resident team in that location).

### **2.3 Diocese Sponsored**

Another sodality strategy for church planting is the Diocesan sponsored project. In this case, the team leader is selected by the Bishop and funding is provided from Synodical sources.

Historically this strategy is more common in establishing a denomination in a new region and is usually spearheaded by a “pioneer” church planter. It is increasingly common for this approach to be done in partnership with a large local church or a denominational cluster group of churches.

### **2.4 Other Types**

One final sodality model for church planting is the “catalytic” church planter. In contrast to the “founding pastor” who launches a new congregation and stays as the pastor long term, the catalytic church planter follows the pattern of the apostle Paul who said about his ministry, “By the grace God gave me, *I laid a foundation as an expert builder*, and someone else is building on it.” (1 Corinthians 3:10, NIV Bible). In this method, the planter brings together a launch team and core group and is arranging for replacement pastoral leadership even while the new church is being launched. By nature, the catalytic planter is short-term in their involvement and is best suited to areas of new development or radical community change. They are often working on several initiatives simultaneously.

### 3. Church Planting Leadership

Many different components go into planting a church. The vision must be formulated. A suitable community, neighbourhood, or target group must be found. A launch team must be formed. A core group must be gathered. Prayer partners must be mobilized. Plans must be formulated. Congregational, denominational, and municipal approvals must be secured. Funds must be raised. Equipment must be bought or rented. Programme teams must be assembled and trained. Organizational arrangements must be made. Outreach efforts must begin. Effective strategies must be developed. Communication and promotion must be done. Much must happen before the new work “goes public”.

**But out of all these activities, what is the single most important factor in the successful launch and development of a new church? Without a doubt, it is leadership! The decisions made in the selection of your team leader and the formation of your launch team is where the greatest leverage for effectiveness is found.**

Considerable time and attention is needed in selecting the leader for a new work. Just as Jesus spent the night in prayer before the selection of his apostolic team, so a church planter should be diligent in choosing their key team members in launching a new church.

#### 3.1 Team Roles

Planting a church is not a solo activity. As a team activity, it involves a group of people who are willing to combine and link their diverse gifts and abilities to achieve a common goal – the successful launch of a new congregation.

**Characteristics.** Your “launch team” members can be distinguished...

1. Ability – some type of leadership or ministry skill.
2. Responsibility – a sense of healthy personal ownership for the new church.
3. Dependability – a track record of being reliable and trustworthy.
4. Teach-ability – responding to others with an open and receptive spirit.
5. Durability – able to keep going in challenging times.
6. Flexibility – willing to adapt to the needs of others and to demands of change.
7. Vitality – a lively, enthusiastic faith in what God will do.

**Functions or Roles.** Building an adequate “launch team” involves covering the following functions or roles. The best “launch team” members are not just doers. They also draw others into the activities for which they are responsible and “empower” others to participate actively in the ministry. The following descriptions are provided with notation about the primary “quality characteristics” of Natural Church Development toward which they focus:

1. *Evangelist*. A “recruiter” who tends to focus primarily on outsiders and is able to motivate others to do so as well. (Need Oriented Evangelism, Passionate Spirituality)
2. *Shepherd*. A “relationship” oriented individual who focuses on the needs of new believers and people requiring special care and develops relationships and systems to provide support, care and recovery. (Loving Relationships, Holistic Small Groups)
3. *Business Manager*. Often a “detail” oriented team member who develops systems for caring for the business operations in a way that facilitates rather than hinders ministry. (Functional Structures)
4. *Worship Leader*. A “team” oriented leader who develops the worship ministries and teams of the new church. (Inspiring Worship, Passionate Spirituality)
5. *Organizer*. Usually a “task” oriented person who knows how to organize ministries and support systems that help the new church pursue for vision for which it is being launched. (Empowering Leadership, Functional Structures)
6. *Recruiter/Trainer*. A “worker” oriented individual who focuses on the development of strategies to assess the spiritual gifts and passion of core group members, helps to find training for them, and guides them into places of effective ministry within the life of the congregation. (Gifted Oriented Ministry, Empowering Leadership)

*The level of “Passionate Spirituality” is a primary focus and contribution of all launch team members. See section 2 in “The Church Planter’s Toolkit” on Verifying Roles and Organizing Your Team by Bob Logan and Steve Ogne.*

## **3.2 Church Planter**

### **3.2.1 The Call to Plant Churches**

The call to extend God’s love to our neighbours and to the nations is made to the whole church and is every Christian’s privilege. Planting new churches throughout our region wherever they are needed should be the concern of every Anglican.

However, there is a special sense of call to church planting that the Lord of the Harvest (Matthew 9:35-38) extends to specially gifted individuals to primary leadership of and participation in planting new churches.

For some, that calling comes early in their life while they are young in the faith. For others, it is received later in life or after years of living the Christian life. The call to plant comes not only to pastors and other full-time Christian workers. It is also received by Christians working in the other careers. It comes in many ways, but shares the common experience of sensing an inner longing or leading to start a new church where one does not exist. The inner experience may include one or more of the following feelings:

1. *Restlessness* in your present situation,
2. *Vision* for a new church or type of congregation,
3. *Compassion* for an unreached area, group, or region,

4. *Curiosity* to explore a new opportunity for outreach
5. *Sending* someone in a new area or manner.
6. *Excitement* about an “open door” to do a new outreach venture.
7. *Scripture impressions* that seem to point in a new direction for serving.

Regardless of the nature and strength of these inner stirrings, they should be tested by seeking the counsel of your local church leaders, mature Christian friends, deanery or diocesan leadership. In many cases, a church planter assessment should be undertaken to confirm whether your spiritual gifts are consistent with the inner urge you are having. If your capabilities do not match with the primary skills needed to lead a church planting team, it may not mean that you are not being called to church planting ministry. What it may indicate that you may not be best suited for the team leader role and that you should serve on the team in some other function.

**3.2.2 The Planter Is Key:** *Below are thirteen traits often present in successful church planters. These are taken from a widely used assessment tool, “The Church Planter Assessment Guide”, <http://www.churchsmart.com/store/viewItem.asp?idProduct=5> prepared by North American church planting “guru” Bob Logan and Dr. Charles Ridley, Psychology Professor and organizations consultant at Indiana University, Bloomington. The Assessment Guide is the result of a reliable qualitative research process. The following summary of each trait is taken from “Church Planter Profile Assessment System Training Manual”, Outreach Canada. There are other assessment tools being used in the church planting field but this one is very thorough.*

**1. Visioning Capacity** -- *Visualising something significant, projecting it into the future and building it from the ground floor up.*

- Being a person who projects into the future beyond the present
- Developing a theme which highlights the vision and philosophy of ministry
- Persuasively selling the vision to the people
- Approaching challenges as opportunities rather than obstacles
- Coping effectively with non-visioning elements
- Not erecting artificial walls or limits either overtly or subconsciously
- Establishing a clear church identity related to the theme and vision
- Believing in God’s capacity to do great things

**2. Intrinsic Personal Motivation** – *Operating from the inside out to perform substantially and with excellence.*

- Having a desire to do well and a commitment to excellence
- Stick-to-itiveness and persistence
- Having initiative and aggressiveness without the negative connotations
- Having a willingness to work long and hard
- Being a self-starter with a willingness to build from nothing
- Having a high energy and vitality level; physical stamina

**3. Creating Ownership of Ministry** – *Passing on the baton so others continue the race.*

- Helping people to “buy in” and feel responsible for growth and success of church
- Gaining commitment of the people to the vision
- Establishing a congregational identity
- Avoiding stereotyping of congregation by imposing unrealistic goals for which it cannot claim ownership

**4. Reaching the Unchurched** -- *How consistently, intentionally and effectively they influence unchurched and marginally church individuals to deepen faith commitment.*

- Communicating in a style that is understood by the unchurched
- Understanding the “psychology” or mentality of the unchurched
- Moving and functioning in the “personal space” of the unchurched without fear
- Quickly getting to know the unchurched on a personal level
- Breaking through the barriers erected by the unchurched
- Handling crises faced by the unchurched

**5. Spousal Cooperation** – *The extent to which each supports the other & how they will collaborate as a team in their ministry and common life. This section does not apply to single planters. These questions seek to discern the strength of the relationship between planter and spouse, if the planter’s spouse is fully supportive of both the planting vision and his/her spouse, and also the planter of his/her spouse. The questions do not presume the gender of the spouse or concern where he / she is employed, if at all.*

- Having an explicit agreement regarding each partner’s respective role and involvement in ministry
- Having explicit rules regarding the use of home as an office
- Evaluating the consequences of ministry demands upon the children
- Functioning as a team through individual and collective action
- Having a strategy for dealing with strangers
- Modelling wholesome family life before church and community
- Agreeing upon and sharing the ministry vision
- Deliberately planning and protecting private family life

**6. Relationship Building** – *The extent to which one initiates and engages others and achieves an understanding that moves beyond the superficial.*

- Responding with urgency to expressed needs and concerns of people
- Displaying Godly love and compassion to people
- Getting to know people on a personal basis
- Making others feel secure and comfortable in one’s presence
- Not responding judgementally or prejudicially to new people
- Appreciating and accepting a variety of persons
- Spending time with parishioners without overstepping them for new people

**7. Commitment to Church Development** – *The extent to which one embraces as a Biblical mandate, spiritual and qualitative growth within the context of Quantitative growth and employs well considered practical means to achieve this end.*

- Believing in church growth as a theological principle
- Appreciating steady, consistent growth without preoccupation with quick success
- Committing to numerical growth within the context of spiritual and relational growth (more and better disciples)
- Recognising that non-growth is threatening and self-defeating
- Establishing the goal of becoming a financially self-supporting church within a specific period of time
- Not prematurely falling into a ministry of maintenance
- Seeing the church project within the larger context of God's kingdom

**8. Responsiveness to the Community** -- *The ability to assess, understand and target select ministries in the local community as a tool for building the Church.*

- Understanding the culture of the community
- Identifying and assessing community needs
- Responding to community needs such that resources are most efficiently used
- Determining successes and failures of other organised religious attempts to respond to community needs
- Not confusing what the community needs with what the church wants to offer
- Acquiring an understanding of the character and “pulse” of the community
- Adapting the philosophy of ministry to the character of the community

**9. Utilises Giftedness of Others** – *The ability to evaluate, develop and deploy spiritual gifts and talents within the body.*

- Releasing and equipping people to do the task of ministry
- Discerning of spiritual gifts in others
- Matching the gifts of people with ministry needs and opportunities
- Delegating effectively in areas of personal limitation
- Avoiding personal overload by delegating effectively
- Not prematurely assigning assignments before people are adequately equipped
- Not placing unwarranted restrictions on others' spiritual giftedness

**10. Flexibility and Adaptability** -- *The ability to adjust to the many challenges and changes inherent in church planting and re-assigning priorities as necessary.*

- Coping effectively with ambiguity
- Coping effectively with constant and abrupt change
- Adapting oneself and one's methods to the uniqueness of a particular ministry
- Shifting priorities and emphases during various stages of church growth
- Doing *whatever* is necessary *whenever* necessary

**11. Building Group Cohesiveness** – *The ability to orchestrate individuals with divergent personalities, backgrounds and expectations into working as a unified body.*

Developing a nucleus group or groups as a foundation  
Quickly incorporating newcomers into a network of relationships  
Engaging others in meaningful church activity  
Monitoring the morale of your people  
Utilising groups effectively  
Dealing with conflict assertively, constructively and tactfully

**12. Resilience** -- The ability to stay the course in the face of major setbacks, disappointments and opposition.

Experiencing setbacks without defeat ; Riding ups and downs (e.g., attendance)  
Expecting the unexpected; Rebounding from loss, disappointments and failure

**13. Exercising of Faith** – Taking personal steps of faith and following hunches that reflect one’s belief in God’s capacity to do great and wondrous things.

Possessing a conviction regarding one’s call to ministry  
Believing that God can and will do it  
Having expectation and hope  
Having a willingness to wait for answers to specific prayer requests

*For more information, see How to Select Church Planters by Charles Ridley  
or “The Church Planter Assessment Guide”*

### **3.2.3 Planter Assessment**

Church planter assessment involves an interview of a prospective launch team leader to confirm whether church planting is the best ministry placement for them. It involves a four to five hour interview where the candidate and their spouse respond to questions from an outside assessment team about their past experiences related to the 13 characteristics listed above. The interview team rates the candidate in these areas and makes a recommendation about whether they are likely to be successful in planting based on their past patterns of behaviour. A summary report is provided by the assessment team to the candidate’s regional director who shares the results with the candidate. It is the policy of the Diocese of Toronto to conduct a planter assessment prior to approving a church planting assignment.

### **3.2.4 Planter Training**

There is a specific set of learning needed to master the basics of how to plant a church. Such training can be obtained by one or more methods including:

1. Taking a church planting course or program at a recognized seminary, college or church institute.
2. Attending a course or seminar offered by a recognized church planting trainer.

3. Participating in denominationally sponsored or approved conferences or events that offer church planter training.
4. Apprenticing under an experienced church planter planting a new church.
5. Becoming involved in the training program of a parent church that is multiplication minded.
6. Studying current church planting books and resource materials available.
7. Enrolling in a “Church Planting Summit” experience as part of preparing a church planting launch plan.

*For more information about church planter training opportunities, contact the Church Plant Working Group of the Diocese of Toronto 416-363-6021. Also check the “Church Planting Canada” web-site at <http://www.outreach.ca>.*

## **4. Stages of Church Planting**

Like all living organisms, churches exhibit “life cycle” stages that include “conception”, “pre-natal development”, “birth”, “growth to maturity”, and “reproduction”. This description uses the “life stages” metaphor as a way to describe the many developmental tasks and responsibilities in planting new congregations that ultimately reproduce.

### **4.1 Conception**

Any new congregation that comes into being starts as a result of a process of a visionary “spark”. This first stage, like conception, ultimately determines the future development of the church. It usually begins in a climate of prayer and listening to God out of which comes a “vision” for a new church where one does not exist. As the vision is shared with a group of key people, it attracts those who will become essential to its development. As the vision is clarified, a sense of agreement develops about what are the underlying values or convictions upon which this new church will grow as well as what unique mission or purpose it will fulfill, who it will serve, and how the new church will go about mission fulfillment. Failure to give adequate attention to this stage sometimes leads to a problems as the church develops later.

#### **4.1.1 Pray About Church Planting**

Prayer is the environment in which a healthy new church is conceived and developed. It is not only the personal activity of a church planter, but the commitment of those that are around them in the formative stages. Prayer ministry formation is one of the first tasks in an church plant. The formation of a prayer team is an important first step.

Mobilizing a prayer team may involve any or all of the following steps:

1. Prayer to God to raise a group of intercessors to support the planter, their family, and the new church plant.

2. Making a list of prospective prayer team members – people who already pray for you, people you know to be active in the ministry of intercession, people who are open to your vision.
3. Inviting them personally to join your intercession team.
4. Clarifying their prayer involvement including what is confidential, how you communicate with them, and how often you will connect with them.
5. Developing your communication strategy – monthly prayer lists, answers to prayer, special needs.
6. Creating specific lists of prayer needs to communicate to them.
7. Continuing to pray for your prayer partners.

*For more on mobilizing your prayer team, see Prayer Shield by C. Peter Wagner among other works*

#### **4.1.2 Vision for Church Planting**

Vision for church planting involves a clear mental picture of the future that includes what God has called you to do, who God has called you to serve, and how He wants you to do it. It is typically a set of “mental images” that could be collected and made into a photo album. It describes “where we are going and how we are going to get there.”

Higher level church planting vision includes the following qualities:

1. It is rooted in the biblical concepts about the church and its role in fulfilling the Great Commission (principles).
2. It expresses the unique calling and core convictions of this new church (values).
3. It shows the new church fulfilling its purpose (mission).
4. It illustrates the primary strategies of the new church in action (ministries).
5. It is stated in terms of the people the new church is called to serve (target).
6. It describes the outcomes for which the new church is labouring (fruit).

Well articulated, the church planting vision is what inspires launch team members to join the effort and motivates them to labour and sacrifice to see the new church come into being. How the vision is obtained varies from one situation to another. Sometimes it comes spontaneously as a clear picture to one person and captures the hearts of a growing number of people. Other times it is assembled over time like a jigsaw puzzle. The important thing is that it is embraced wholeheartedly and “owned” by the launch team and not just accepted passively and compliantly.

*For more on developing vision, see Developing Vision for Ministry in the 21<sup>st</sup> Century by Aubrey Malphurs, or The Fifth Discipline by Peter Senge.*

## **8 ESSENTIAL CHARACTERISTICS OF A FEASIBLE CHURCH PLANT**

The Rev. Duke Vipperman, chair of the Church Plant Group of the Diocese of Toronto, has discerned eight key elements to any successful church plant. The resources that follow will help a planter and team to build up strengths in each of the areas. A Self-Assessment inventory for planters of teams to take to test their preparedness is available at the end of this Start-up kit.

### **1. VISIONARY PLANTER**

### **2. UNITED TEAM**

### **3. NEED-ORIENTED EVANGELISM**

### **4. INCARNATIONAL CONTEXTUALIZATION**

### **5. DECISIVE PLANNING**

### **6. MISSIONAL SPIRITUALITY**

### **7. APPROPRIATE FACILITIES / RESOURCES**

### **8. EMPOWERING LEADERSHIP**

#### **4.1.3 Church Interest In Launching A Plant.**

If an individual, parish, deanery, or group is interested in planting, the idea should be discussed with the Area Bishop at the earliest opportunity. The Area Bishop will work with them, the College of Bishops and the Church Plant Working Group for advice and resourcing. A written proposal which reflects a working knowledge of this Starter's kit will be sought and evaluated. Key in our deliberations will be the personnel the individual, parish, deanery, or group is able and willing to commit "on the ground" to the proposal and also their financial commitment to it. Without a planter, there is little likelihood of a plant succeeding. Sometimes the diocese can be helpful in locating a planter but there are other sources. The diocese will be more eager to release resources if we have some assurance that the launching church is healthy. A standard tool which we accept for this purpose is a Natural Church Development Study. A healthy church is more likely to launch a healthy plant than one with critical unresolved issues. Planting itself is unlikely to cure a conflicted parish. In every case, the best way for a church to start working on church planting is to hold itself accountable to becoming as healthy as it can be.

#### 4.1.4 WHAT DO WE HAVE TO DO?

The following outline has proven to be a good guide in planting Anglican churches in the USA and is provided by The Rt. Rev. David Colin Jones, Bishop Suffragan of Virginia.

##### **CONCEPTION** - 48 Months Out

- Leader calls for new church
- Visionary mission minded group forms long range action plan
- Education / publicity
- Diocese searches for land / site
- Training of assessors

##### 42 Months Out

- Communication of prime area to clergy and lay leaders in particular area
  - Cast a bold vision and wait for openings
- Assignment of staff person to coordinate effort
- Education and inspiration of judicatory leaders
- Share vision to potential donors

##### 36 Months Out

- Assessment of potential planters
- Placement of future planter in mission minded congregation
- Meetings with regional (deanery) groups on possibilities for Church Planting

##### 30 Months Out

- Bishop initiates feasibility study in target area
  - Study of demographics
  - Survey of other denominational efforts

##### 24 Months Out

- Decision to plant
- Sign goes up on property if any
- Search begins for planter
- Dioceses budgets money

##### **PRENATAL** - 20 Months Out

- Planter arrives
- Planter begins to gather core group
- Appoint local task force to assist planter

##### 19 Months Out

- Planter begins to gather founding group
- Planter and family visit area churches
- Planter meets local pastors
- Planter "joins" community
  - Attends community functions
  - Goes to swimming pool
  - Sets up booth at fair
  - Writes articles for community paper

- Leads Bible study
- Preaches at neighboring congregations
- Planter initiates Bible study in home
- Planter begins process of preparing grant request

#### 18 Months Out

- Searching for core group
- 4 months in held first dessert to “meet and greet” the founding group
- What is God birthing for me?
- What kind of church will this be?
- Develop 2 minute presentation
- This is what we are thinking about
- Look for kind of music it will be
- Be clear about kind of music
- Get to know launch team

#### 16 Months Out

- First dessert
- Planter ponders
  - “What is God birthing for me?”
  - “What kind of church will this be?”
- Planter develops 2 minute presentation
  - “This is what we are thinking about.”
- Planter discovers what kind of music it will be
- Planter gets to know launch team

#### 10 Months Out

- Planter
  - Gathers new members
  - Continues Bible study
  - Plans a Christian basics course (Alpha, etc.)
  - Reserves space for worship
  - Begins to plan for grand opening
  - Speaks at local churches
  - Buys equipment
  - Plans advertising
  - Consults with other planters

#### 8 Months Out

- Planter
  - Invites two or three couples and/or individuals to share in leadership as members of core group
  - Works with core team on vision and values
  - Sets aside time to train and equip core team
  - Seeks assistance from core team on budget
  - Consults with other planters on budget

6 Months Out

- Planter
  - Starts Christian basics course (Alpha, etc.)
  - Seeks musicians and other worship leaders
  - Articulates vision and values in writing
  - Completes draft of budget for three years.
  - Sets date to present proposal for grant
  - Completes proposal for grant

4 Months Out

- Planter
  - Presents proposal for grant
  - Congregation is named by bishop
  - Grand opening date set
  - Massive publicity begins
  - Announces Grand Opening
  - Plans Music
  - Writes publicity
  - Welcomes newcomers

2 Months Out

- Planter
  - Articulates vision
  - Prepares launch team for Grand opening
  - Inspires Core group

**BIRTH** - Grand Opening – Church Launch

- Dignitaries Invites
- Reception Planned
- Massive Publicity

God Willing, **GROWTH TO MATURITY** and **REPRODUCTION** follow.

*Some suggest that a church plant should be self-governing, self-financing and self-propagating in five years. Experience has shown that new ethnically based congregations in urban Toronto tend to take twice or three times as long to establish themselves in their own church buildings.*

## 4.1.5 Launch Team Development

Your launch team includes the church planter who leads the team, team members who direct the primary ministries, and people who have agreed to be ministry partners from other places who assist and support in the development of the new church. See section 3.1 for further description of some of the key launch team roles in planting a new church.

### 4.1.3.1 Identifying Team Members

The *church planter* should be properly assessed for their assignment to lead in the launch of the new congregation. Their capability as a spiritual leader and as a “vision caster” for the new church is key. They need to be able to build a team and keep it functioning. They must be able to be spiritual care givers and evangelistic in their outlook. Being able to communicate biblical principles is a must.

*Team members* must fit profile described in section 3.1. Team members need to fully embrace the vision and the core values of the church plant to ensure “agenda harmony” within the leadership as the new church develops. The church planter should confirm that team members are committed to and supportive of their leadership. Team member commitment to their role needs to be as strong as that of the church planter.

The *coach* must fit the profile described in section 5.2

### 4.1.3.2 Clarifying Team Roles

Clarifying team roles involves:

1. Identifying the list of launch team members.
2. Spelling out their specific responsibilities (a brief written role or job description is helpful).
3. Describing how the team relationships mesh (a flow chart or organization chart is suggested).

Once these three tasks have been completed, the team should evaluate whether there are gaps in their team and seek to identify any additional launch team members needed to complete their group.

### 4.1.3.3 Coach/Mentor Selection

Coach and/or mentor selection should be done during the conception stage of church planting to support and guide the conception and pre-natal stages of development.

## 4.1.6 Target Audience

Identifying the “target audience” of the new church is an important part of the conception stage in church planting. Learning as much as possible about the people whom God is calling you to reach is very important to effective ministry strategizing in the pre-natal stage. Focusing on the “target audience” involves examining both the community in mind and the unique sense of calling that the Lord is giving you as a launch team.

### 4.1.4.1 Community Demographics

The following steps should be considered in understanding who lives in the community you are considering for church planting:

1. Define the target community you are studying.
2. Contact the municipality (planning or economic development office) for information about your target.
3. Obtain the Statistics Canada information from the most recent census available.
4. Contact other agencies in the community (school board, chamber of commerce, social services, public library, etc.) for additional information.
5. Summary your findings into a “typical person” profile (like Rick Warren’s “Saddleback Sam” profile or Bill Hybel’s “Unchurched Harry and Mary”).

*For a community profile based on the recent Statistics Canada data, contact the Diocese. As an alternative you might try Lorne Hunter at Outreach Canada at [lhunter@outreach.ca](mailto:lhunter@outreach.ca) or go to <http://www.outreach.ca> .*

### 4.1.6.2 Ministry Focus

In the conception stage, establishing the ministry focus of the new church is essential. This involves identifying a list of needs that will serve as the starting points for connection with the “target audience” and lead to significant involvement with and ministry to people as a result. For example, if your community demographics indicate a high number of parents with small children, you may discover that your starting points may include parenting programming and children’s ministry. Or if you are focusing on an area with newcomers to Canada from a particular region (East Africa), your ministry focus may need to include hospitality ministries, immigration or employment counseling, or English as a second language (ESL) classes. It is difficult to have more than one or two “focus” groups in planting a new congregation. List four to six ministries that you might launch to meet those needs.

### 4.1.7 Core Values Clarification

Core values are the basic convictions that underlie the vision you have for your new church. They express the uniqueness of what God is calling to do. They establish your priorities, influence your decisions, and drive your ministries. They are the “iron ore” out of which you fashion a compass which helps you maintain your direction in the formative stages.

Core values are:

1. Constants in your church’s life – they are unchanging convictions.
2. Expressions of passion – they are the “to die for” issues.
3. Biblical – they are rooted in the teachings of the Word.
4. Unique to us – they reflect our specific mission as a church.
5. Priorities – they determine how we spend our time, money, and energy.
6. Directive – they limit and focus what we do.

They are not:

1. Our doctrinal statement.
2. Our mission statement.
3. Our program menu.

The clarification process involves:

1. Brainstorming the “things that are important to us”.
2. State them in an action oriented way (i.e. “We value people discovering and using their spiritual gifts”).
3. Cluster similar statements into a bigger one that summarizes them.
4. Check for gaps in the list.
5. Reduce them to 5 to 10 memorable phrases.
6. List the specific behaviours that you will see when they are in action.

*For more on core values clarification,  
see Values Driven Leadership by Aubrey Malphurs*

### **4.1.8 Mission Statement Development**

Your mission or purpose statement will reflect the vision and values statements that you have already developed. Your mission statement should address the following questions:

1. Who is the focus of our ministry?
2. What specific needs are we seeking to meet?
3. What overall strategy are we using to meet those needs?

Here are some steps to take in developing your mission statement:

1. Reflect on your present statement of values and vision.
2. Write some statements about what is unique about the church you are planting.
3. Write some statements about your “target audience” including their needs and the ministries that you might start to meet those needs.
4. Combine those statements into a first draft “mission statement”.
5. Evaluate it against the following questions – Can I see the “target audience” and their needs in it? Can I see our ministry strategy in it? Does it communicate to us in an accurate and energizing way?
6. Summarize it into a “slogan” or memorable phrase.

*For more on “mission statement”, consult the Diocesan Website [www.toronto.anglican.ca](http://www.toronto.anglican.ca) or [The Purpose Driven Church](#) by Rick Warren.*

## **4.2 Pre-Natal Development**

Once your vision and launch team have been assembled, the conception stage of church planting is complete. The direction of the church has largely been set. The pre-natal stage is an important period of development prior to “going public” (birth) where significant preparation is completed based on the “DNA” established earlier. Because of the large number of decisions and activities involved in this stage, it is advised not to rush toward launching public ministry too quickly lest it produce a ‘still born’ or weak congregation.

### **4.2.1 Name Selection**

Selecting your church’s name is an important decision. The “Church Planter’s Toolkit” by Logan and Ogne recommends the following criteria for name selection:

1. Is it distinctive?
2. Is it relevant?

3. Is it memorable?
4. Is it flexible?

Consider taking the following steps in selecting a church name:

1. Brainstorm a list of possibilities with your launch team.
2. Evaluate them against the four criteria listed above.
3. Ask for feedback on leading options from people within your ministry focus group.
4. Work with a graphic artist to design a logo that fits the vision, values, mission statement, and target audience of the new church.

*For more on name selection, see section 4 in The Church Planters Toolkit by Logan and Ogne.*

#### **4.2.2 Planting Method Selection**

Selecting a planting method is a matter of deciding how you are going to connect with a sponsoring group. See section 2 of this manual.

#### **4.2.3 Style Selection**

Selecting a ministry style involves making basic decisions about a number of key areas of ministry. How the launch decides these questions shapes the atmosphere and “feel” of the new church. Failure to address these matters and to develop clear understandings about these issues, sets up a new church for conflict within the first two years of their public ministry launch. Style issues include things such as:

1. Worship Format.
2. Music Style.
3. Preaching Style.
4. Use of Spiritual Gifts in Services.
5. Outreach Strategy.
6. Style of Dress.
7. Building Décor.
8. Approach to Small Groups.
9. Dealing with Ethnical Issues.

*For a more details work sheet on style issues, See section 4 of The Church Planters Toolkit by Logan and Ogne.*

#### **4.2.4 Ministry Plan Writing**

*Why Write One?* Proverbs 29:18 says; “Where there is no vision, the people perish.” Without a plan to accomplish that vision, you will perish. Many churches barely survive because they have either lost sight of the vision they once had, or they never had an effective and realistic vision to begin with.

*Start with the “Why” Question.* That is the first question you must ask yourself when starting a new church. Why? Why does this town or city need another church? If you do not have a clearly defined reason for starting your church, you will be without an effective vision.

*Identify “Who” the New Church Is For.* Starting a church because no one else is doing it right may produce a spiritual handicapped church. Starting a church because God has shown you an area that is not being reached will set you free to begin to dream about how it can be reached.

*List Your Launch Team Members and Your Strategy.* When writing a ministry plan, it helps to know what you have to work with and what you need to make it happen. Desiring to have a dynamic and high energy music ministry, but not being able to play anything but a CD will require recruiting the right people for your team.

*Present Your Schedule and Budget.* Successfully reaching your goals requires starting with the end result in view and then working back to the present. If you know where you want your new church to be in six months, a year, or five years, it requires figuring out what to do today to get it there. What you do today determines what you can do tomorrow.

*Tell Them How They Can Be Involved.* Don't be afraid to ask. Tell what you need in the way of prayer support, volunteer help, contact names, equipment needs, and financial assistance.

#### **4.2.5 Sponsorship Approval**

A large part of gaining sponsorship is actually knowing what is available. To gain approval for sponsorship it is imperative that you know what you are asking for. You need to have a clearly defined purpose for the proposed location, which must also fall in line with the overall vision and direction of the Diocese.

If your church plant does not as of yet involve any churches in that area, you may also discover that some of the churches within close proximity may be willing to assist in this new work. It is important that you sit down with each individual pastor to make a presentation of your vision. The opportunity may arise that your could share your financial needs to get this off the ground. I would advise that you not limit yourself to financial support only. There are many churches that may also be able to assist your work with needed items such as overhead projectors, computers, musical instruments, coffee machines, signs, etc.

### **4.2.5.1 Writing the Proposal**

Anything that is written down can be misunderstood, therefore you must be very clear in your intentions. It takes a considerable amount of time to put something on paper so what you write should be what you mean. This accomplishes several things:

1. It allows you to refer back to it as many times as needed.
2. It allows you to work through in your mind exactly what you want to communicate so that you do not get distracted.
3. It allows the person or group the opportunity to absorb all that you have said.

A written proposal should include:

1. Why this church is being planted (purpose or mission)?
2. What type of church you intend to plant (ministry style)?
3. Who you are targeting with this church (investigate needs within the community, demographic study)?
4. Where the church is to be planted (location)?
5. Who are the people involved in this church plant (launch team, core group)? describe the leadership team
6. How this church will be planted (launch plan, gathering strategy)?
7. When this church will be planted (time line or planting schedule)?

All of the above needs to be well thought out and as specific as can be. If you can anticipate and answer many of the potential questions ahead of time, there will be fewer delays and the support will be greater because the sponsors will be confident they know what they are investing in.

### **4.2.5.2 Presenting the Proposal**

The presentation of your proposal is of utmost importance. This is your opportunity to share, in person, what you feel God is sending you to do. It is important that those your presentation is being made to understand not only the “how’s”, but also the “why’s”. They need to see and hear your heart. It is up to you to show them that you have thought out as much as this as can possibly be expected, yet there must also be room for flexibility.

You must pay attention to details, being sure to communicate why you feel this church needs to be planted, what kind of ministry will this church be involved in, and where you plan on planting. Be honest about your abilities and concerns. If at all possible at this point, be sure to have people working with you who have different strengths and abilities than you do.

Be sure to include in your presentation any demographic studies you may have access to, as well as strategies you might use to reach the needs of the people within your community. These strategies would include ministries such as: Youth and Children, Men’s ministries, Women’s ministries, Cell group ministries, etc. If you are comfortable working with charts and graphs, these can act as valuable tools to assist in your presentation.

*Examples of Church Plant Proposals are available through the Church Plant Working Group.*

## 4.2.6 Evangelism Strategy Selection

Selecting your primary strategies for evangelism is an important task during the pre-natal period. Your evangelism strategy and your approach to core group development are both part of the “people gathering” task before “going public” with your new church. The goal of both efforts is to provide contacts. Your evangelism strategy includes the primary ways you are planning to present the Gospel to those contacts. Receiving clear presentations about God’s reconciling love, justice, compassion and liberation through Jesus Christ is one of key steps along the “assimilation” path that a newcomer encounters in becoming a part of the life of your new church. See section 4.2.7 for some contact strategy ideas.

Evangelism strategy options from which to choose include:

1. Personal relationship building.
2. “Fishing pool” events (to look for people for your church)
3. Sunday worship services.
4. Support and small group ministries.
5. Visitation evangelism (in homes with a view to proclaiming the gospel).
6. Seasonal and special outreach events.
7. Counseling sessions and seminars.

Identifying people in your launch team and core group with evangelistic gifts is part of thinking through this area. You should decide on and begin developing an evangelism training process at this point of the pre-natal period.

## 4.2.7 Core Group Development

Developing the core group of a new church’s first members who will work most closely with you are – along with evangelism - primary activities that should take about 50% of the church planter’s time during the pre-natal stage of church planting.

Strategies for gathering core group members include:

1. “Farming” a residential area (a concept adapted from the real estate industry; see [http://realtymtimes.com/rtapages/20010521\\_tips.htm](http://realtymtimes.com/rtapages/20010521_tips.htm))
2. Telemarketing.
3. Networking through information meetings, parties, and events.
4. Obtaining a “fishing license” (permission to start working an area) from a parent church or cluster of parent churches.

5. Direct mail.
6. Media advertising (newspaper, radio, cable TV).
7. Joining a community association.
8. Personal networking (developing of list of prior personal contacts and meeting others through them).
9. Pre-view events and exhibition services.

Thinking through your recruitment strategy with prospective core group members involves:

1. Assessing their level of openness to your presentation.
2. Cultivating the relationship in a series of steps.
3. Have a short inspiring, but realistic presentation ready to share at the right time.
4. Being prepared to ask for commitment.
5. Understanding “no” is not personal and sometimes means “not yet”.

#### **4.2.8 Facilities Selection**

One of the major tasks in the pre-natal stage is the location of appropriate facilities for your services.

Some of the key selection criteria include:

1. Near to your “target audience”.
2. Easy to find.
3. Adequate for your program (worship, nursery, children’s ministries, parking).
4. Well lighted and ventilated.
5. With a workable storage solution for your equipment.
6. Within your budget.

Steps to locating facilities for your church plant:

1. Mobilize your prayer team to pray for this special need.

2. Generate a complete list of options within your target area (a real estate agent or local business person may help you with this task).
3. Eliminate the obviously inadequate ones.
4. Evaluate and prioritize the possibilities using the selection criteria listed above.
5. Contact your top options about availability.
6. Negotiate and secure an acceptable user agreement.

*See section 6 of the Church Planters Toolkit by Logan and Ogne.*

## **4.2.9 Finances**

Establishing effective systems of financial support and management is a very important task during the pre-natal period of planting a new church. This including the development of a strategy for fundraising, budgeting, accounting, and receipting. Obtaining adequate insurance coverage is also included in this area.

*See The Church Planter's Toolkit by Logan and Ogne for an overview of this area of pre-natal planning.*

### **4.2.9.1 Fund Raising**

It takes money to plant a new church. Finding the resources to accomplish your plans involves “fund raising”. Sources of funding for church planting include:

1. A grant from the Diocese.
2. A grant from (a) parent church(es).
3. Offerings from your launch team and core group.
4. Offerings from interested partners in the networks of the launch team.

In the absence of sufficient funding to pay for your start-up costs and provide support for the church planter, the following strategies should be considered:

1. Bi-vocational church planting (the planter works at another job while starting the new church).
2. Donated equipment and labour.
3. Shopping for equipment and supplies when they are on sale.
4. Praying in faith.

### **4.2.9.2 Budget Planning**

A budget is not only a spending plan. It is a statement of values, priorities, and faith. Consider developing a detailed operating budget for the first two years. List your “one time” start-up expenses separately from your regular operating budget. Think through your “cash flow” for the first year, scheduling your expenses so that there is money available at the time you need to spend it.

### **4.2.9.3 Accounting**

The pre-natal stage is the period during which you will be establishing your accounting policies and bookkeeping systems. It is important to build in safeguards into these systems to protect those who care for your funds. It is normally wise to separate donation collecting and receipting system from the bookkeeping system. It is good, however, to “cross train” your workers – nobody is indispensable. Set-up of these systems should include the following:

1. Opening a bank account or arranging for banking to be done through the parent church (including deciding who will sign cheques).
2. Setting up your system of collecting and counting your offerings (with at least two people working on this at all times).
3. Establishing procedures for depositing your offerings.
4. Establishing your method of issuing receipts.
5. Obtaining and installing your bookkeeping system.
6. Determining budget & ledger categories (tracking income / expenses).
7. Establishing policies for approval of expenses & check requisition.
8. Developing a monthly financial reporting process.
9. Selecting an auditor.

### **4.2.9.4 Receipting**

In the early stages, receipting donations should be arranged either through a parent church or the Diocesan office. Application for a registration number with Revenue Canada should be made at the earliest possible convenience.

#### *4.2.9.5 Insurance*

It is important to secure insurance to cover the items of equipment that the new church is purchasing or building during the pre-natal stage. Attention should also be given to obtaining liability insurance to cover all official church meetings and activities.

#### *4.2.9.6 Salaries*

Where the budget includes support for the church planter and/or other staff members, compensation should be realistic in light of the time investment made, their ministry experience, and the local cost of living. Employer deductions should be made and remitted regularly to the Receiver General on all salaries paid. Where contract fees are paid rather than salary, team members are responsible to report it as 'self-employed' income.

#### **4.2.10 Organization**

There are several organization matters to begin considering during the pre-natal stage of church planting. They include:

1. Obtaining Diocesan recognition and affiliation.
2. Whether (or when) to incorporate your new church.
3. Establishing your bylaws which should be simple, but include such matters as how you receive, discipline, and dismiss members, how you hire and fire staff, how you select and remove your governing board, how you approve your budget, how you buy and sell property, how you change your bylaws, and how the church would be dissolved.

#### **4.2.11 Ministry Development**

During the pre-natal period, a primary focus is the development of the ministries by which the new church will attract, assimilate, and disciple the people of the "target audience". During this period, your launch team members will be assuming responsibility for developing these areas. Ministry development is a key part of launch team meeting during this period. Attention should be given to two primary issues:

1. How do the various ministries we are developing link together to form a "people path" for newcomers?
2. How are the individual team members doing in the completion of their ministry development assignments prior to the "grand opening"?

##### *4.2.11.1 Newcomer Ministries*

The development of newcomer ministries may include any or all of the following areas:

1. The "welcome" experience that newcomers have the first time they attend an event or meeting at the new church.
2. How we obtain contact information from newcomers.
3. Our follow-up contact strategy following the first contacts by newcomers.

4. Production of publications that communicate about our new church to newcomers.
5. How we link newcomers to launch and core team members.
6. Development of classes or sessions that orient newcomers to the new church.

#### *4.2.11.2 Outreach Ministries*

The development of the outreach ministries area involves:

1. Creating a system to identify people with evangelism gifts in the launch team and core group.
2. Selecting or designing a training process for evangelism in the new church.
3. Designing events and strategies that make contact with people within the “target audience”.
4. Suggesting ways that the church together can present the Gospel to receptive people in the target audience and respond to an invitation to receive Christ.
5. Devising a system for providing “new believer” training for those who respond to the Gospel.

#### *4.2.11.3 Membership Mobilization Ministries*

The development of membership mobilization ministries includes:

1. Preparing new believers and making arrangements for their baptism.
2. Creating a membership application and preparation process.
3. Developing spiritual gift assessment, membership data base, ministry training, and placement for service systems.
4. Providing a leadership identification and training process.

#### *4.2.11.4 Youth Ministries*

The development of youth ministries is essentially important where your “target audience” is parents with teenagers.

Developing your youth ministry includes:

1. Creating an approved philosophy of youth ministry.
2. Developing a safe and caring place for healthy peer interaction.

3. Providing opportunities for enjoyable social involvement.
4. Spiritual stimulation, mentoring, & personal growth opportunities.
5. Significant inter-generational relationships and spiritual gift based service.
6. Open lines for dialogue between ministry staff, parents, and youth.

#### *4.2.11.5 Children's Ministries*

The pre-natal stage of church planting is the time to develop your children's ministries where your target audience includes parents with small children. This task involves:

1. Preparation of the facility space where the nursery and children's ministries will be held.
2. Establishment of worker standards and training systems.
3. Selection and training of "certified" (police checked and church trained) staff to direct the program and care for the children.
4. Development of a child security system (wrist bands and claim checking).
5. Planning of medical emergency and evacuation procedures.
6. Purchase of equipment, supplies and resources.

#### *4.2.11.6 Worship Ministries*

Developing your worship ministries is a highly significant task in the pre-natal stage of church planting. The worship service is often the first point of contact between the church and newcomers from the "target audience". As a result, in many churches, worship is one of the "signature" ministries of the church. Special care should be given to the questions of "style selection" (see section 4.2.3) and should be in tune with the values of the church and understandable by newcomers from the target audience.

##### *4.2.11.6.1 Team Formation*

Selection of team members is a matter of prayerful consideration. Because of their high visibility, team members must:

1. Have an excellent testimony,
2. Understand and be committed to the worship "style" selected by the launch team.
3. Have an adequate level of musical competence for your ministry situation.

4. Be worshippers who are spiritually motivated in their service.
5. Be able to follow the worship leader's direction.
6. Be available to attend services and practices.

The worship team should meet & begin rehearsals in advance of the “exhibition” series of services or “grand opening” to be familiar with each other and the music they will be playing. A full rehearsal of the grand opening service is suggested.

#### *4.2.11.6.2 Equipment Selection*

Purchase of musical instruments (unless provided by the worship team members) as well as sound and lighting systems are a key part of developing the worship ministries. A careful assessment of the start-up and future needs of the ministry should be conducted prior to shopping for equipment. A realistic and open discussion of the economic, technical, and ministry factors in deciding what to purchase should be an item on the agenda of a launch team meeting in the pre-natal stage.

#### *4.2.11.6.3 Preaching Planning*

Because the ‘birth’ stage of church planting is such a demanding period of activity for the church planter and because your “grand opening” and “post launch” promotional materials will be produced during the pre-natal period, it is recommended that church planters map out their preaching calendar several months in advance of the public launch of ministry. Attention should be given to subjects relevant to both the core group and the target audience and special effort should be made in preparing and advertising sermon or topic titles that appeal to those you are trying to attract. Remember they have honoured you and the Lord by choosing to come but you can never be sure in the early stages that they will find the worship experience relevant to their needs. This is to be expected in people who have yet to make a commitment to Christ or the church.

This may mean that the preacher must be creative in the selection of which lectionary passage to select and how to exposit it, or he/she has the lectionary lessons read but expository lessons other than the lectionary or he / she seeks permission from the Bishop to tailor make scripture readings which address the concerns deemed most relevant to the people one is trying to reach.

#### *4.2.11.7 Small Group Ministries*

The various ministry teams in the process of formation during the pre-natal stage fulfill many of the functions of small groups for launch team and core group members. As a result, it is tempting to postpone the selection of a small groups coordinator and the launch of your small group network until sometime after the “birth” stage of planting the church. The pre-natal stage is the best time to begin development of small groups as part of creating the “people path” for newcomers into the church.

The development of your small group ministries in the pre-natal stage involves the following tasks:

1. Selection or identification of a small groups coordinator.
2. Preparing a philosophy statement and policies regarding the role, start-up, and operation of small groups.
3. Development of a staff of small group leaders.
4. Formation of (at least two to start) small groups.
5. Creation of your small groups promotional materials for your grand opening.

## Communications

The most powerful form of communication about the launch of a new congregation is always an authentic and enthusiastic “face to face” conversation between a core group person and a person in the target community where the exchange concludes with an invitation to attend! During the period prior to and during the launch of your church, significant effort should be expended to ensure that as many people as possible know about your new church and have been invited to “come and see”. There are many ways in which the information and the invitation can be extended to the people resulting in their participation in your new church.

### 4.2.12.5 *Communication Strategy*

In the advertising industry, the motto, “it takes six to stick,” emphasizes that people generally need to hear about something new in a variety of ways before it really grabs their attention. You need to tell your target community many times and in different ways about your church launch. It is not uncommon for new churches to use a “shotgun” (a broad scattering of disconnected messages) approach to “getting the word out” to their target community. However, linking your communications to a central theme and idea using a common graphic image helps to increase the overall impact of your communications. Developing more of a “rifle” or “laser” communications approach involves coming up with an overall communications strategy. To establish your strategy for communicating with your target community, there are several steps your launch team will take including:

1. selecting a theme or slogan that communicates the essence of what your church is all about – look at your target audience, core values, mission, and vision statements for clues in developing your theme (see section 4.1.4, 4.1.5, and 4.1.6 of this manual),
2. deciding how much money you will spend to communicate about your new congregational launch – this should be in your launch budget,

3. selecting your communication “media” (see section 4.2.12.7 on “Advertising”),
4. assigning responsibility to members of your team and core group for designing and delivering the various communications projects involved in broadcasting the news about your new church and its ministry.

#### 4.2.12.6 *Congregational Identity*

Communicating with your target community involves the creation of a “corporate image” presented through:

A “Look”.

This is a graphic style that signals to your target community what type of church you are and aims to establish a connection between you and them. For example, if your target group is professional, suburban, multi-cultural families, your “look” should depict those qualities in all your communications. Successful development of this aspect of your congregational identity helps your target community to get a sense that your church is for people like them.

A “Logo”.

This is a graphic symbol that communicates the essence of what your new church is all about. Good logos have the following characteristics:

1. one or two basic ideas connected with the central theme or slogan of the new church (don’t clutter it with too many symbols),
2. visually attractive and memorable to target community members,
3. fits with the “look” you want to communicate.
4. reproduces well in both a one colour and multi-coloured print format.

#### 4.2.12.7 *Advertising*

Once you have established your “look” and “logo”, you will want to select a number of “media” by which to broadcast the news about your new church plant and, especially, concerning our upcoming grand opening. Selection of your advertising media should be made with an awareness of whether your target audience has developed “fatigue” toward that media. Some of the general strategies may include:

1. Direct mail – a series of mailings or flyers sent to a specific mailing area within your target community.
2. Telemarketing – calling to people within a particular area of your target community (this can sometimes be used effectively with direct mail).

3. “Farming” – adapted from real estate, mailing or delivering a variety of novelty items (calendars, fridge magnets, 911 emergency numbers lists, etc.) to a particular area over an extended period of time.
4. Local News Coverage – providing stories or editorials to local newspaper, magazine, radio, and TV journalists that communicate about some unique activity, person, or perspective connected with the launch of your new congregation (these are usually free!).
5. Community Events – participating in (or sponsoring) a target community event or festival as a way of serving the community, meeting people and connecting them with your new church.
6. “Servant Evangelism” Activities – new church sponsored public acts of kindness such as a free car wash, hot chocolate (cold day) or bottled water (hot day) give-aways, or free sidewalk shoveling snow shoveling (this can sometimes be used effectively with news media advertising).
7. “Door to Door” – visiting the households in your target community to make a brief personal introduction and/or leave print information about your new church and its grand opening.
8. Sign Ads – see section 4.2.12.8 of this manual.
9. Web-Site Publication – launching an inter-net web-site that communicates regular updates about your new church (this can be used effectively as a second contact strategy in connection with your other advertising media).
10. Info Line – establishing a phone number with a pre-recorded update that informs people about the various ministries, services, and events of your new congregation (like your web-site, it is a second contact strategy).
11. Print Materials – see section 4.2.12.9 of this manual.
12. Purchased Ads – buying ad space in local newspapers, magazines, radio, and TV outlets to inform the target community about your new church (see section 4.2.12.9 of this manual for more about producing good ads).

#### 4.2.12.8 Signs

Part of your communication strategy as well as your grand opening preparations will include the preparation of suitable signage to announce your church launch as well as direct people to the events and services that you have planned. Types of signs to consider in announcing and directing include:

1. Billboard Signs – purchasing the use of a community billboard to communicate about your new church or grand opening (make sure that it communicates your congregational identity and connections to your other communications such as your web-site, info line, etc.).

2. Exterior Direction Signs – if you are in temporary public facilities, you may want to produce portable directional signs for key intersections that can be dropped off before and picked up after congregational services and events (make sure that they conform to local sign bylaws).
3. Welcome Signs – a (series of) sign(s) that communicate a welcome to newcomers at your pre-view and grand opening events as well as after the launch of the new church.
4. Interior Direction Signs – a series of signs or a site map that communicates a variety of instructions to newcomers including
  - a. How to find the washrooms.
  - b. How to find the worship area or sanctuary (if it's not obvious).
  - c. How to find the child care area.
  - d. How to find group meeting room.
5. Worship Signs – banners or theme signs in the worship area that help to communicate what your church is all about.

#### 4.2.12.9 *Print Materials*

A key part of your communication strategy includes use of a variety of print materials. Uniform use of your selected “look” and “logo” will help to make them work together for greater overall impact. Types of print materials to prepare in the pre-natal stage include:

1. Introductory Brochure – an “image and information” piece that announces and introduces the new church to the person in the target community and communicates your congregation’s vision, core values, and mission as well as lists just very basic information like the meeting place(s), “ministry menu”, leadership team, denominational connection, and contact information (how to find out more) – see section 4.2.12.7 of this manual.
2. Newcomer Packet – a more detailed information package that welcomes the person who attends for the first time, provides details about the church’s program of ministry, and tells them some next steps to getting involved.
3. Weekly Handout (Bulletin) – a brochure or folder that provides information to those who attend congregational events or worship services to assist them in participating and that invites them to be involved in activities during the coming weeks.

See the [Church Communications Handbook](#) by Wanda Vassalo for help on developing your communications in church planting.

## 4.3 Birth

As with the arrival of any newborn, going public with your church is a crucial transition. Like birth, it is an exciting, but stressful time. It is a period for which adequate preparation needs to be made. The “birth” stage really begins about six weeks prior to your “grand opening” and extends through the first month of your public ministry phase. It involves thinking through the programming of your “grand opening”, strategizing how to maintain your momentum afterward, and finalizing your systems of follow-up and newcomer assimilation.

### 4.3.1 Your “Grand Opening”

**Six Weeks Before the Grand Opening.** You need to saturate the area that you are planning to reach with advertising and with information. The use of billboards, radio spots, and direct mail can help to promote your first service. The first wave of marketing will be general and introductory. The second wave of marketing will occur through direct mail or radio spots highlighting the grand opening service and an upcoming series of sermons or seminars. The second wave should occur three weeks prior to the grand opening.

**Exhibition Services.** This is based on the grand opening strategy of many retailers who are open for weeks if not months before they actually go public. This also allows the ministry teams on Sunday to work out any kinks in the area of ministry. You could begin your exhibition services a few weeks before your grand opening. This gives you an opportunity to test the market and also to establish an excellence about your ministry.

**Grand Opening.** This is the huge event that the community has been hearing about for over a month. All ministry teams should be in place and ready to provide excellent ministry for your visitors. You should invite the Mayor or local Alderman to attend the service. You could perhaps invite a local Christian athlete or someone of prominence to share a testimony and be a part of your Grand Opening Day. The launch of the Grand Opening is similar to the launch of the space shuttle. Once you get it in the air you can't bring it back to do it all over again! Your first day is your first impression. Regardless of what most people say, first impressions are lasting. You want to be prepared spiritually and organizationally so that there can be a powerful, effective launch of the public celebration of your church. You also need to communicate your service to neighbouring churches so that they can be in prayer for you on that Sunday. You will also want to communicate with your Bishop so that he /she is aware of the church beginning and can lend their moral and prayerful support.

**Facilities Preparation.** The place where your will hold services needs to be totally prepared for the Grand Opening. You need to have the place ready for company. This is very important because you will only have one opportunity to make a great impression. No matter what the location, it can be ready with some hard work and planning. Wherever your service will be held it needs to be a place that is clean, tidy and accommodating to visitors. Make sure that you are ready for visitors to come and have prepared yourself so that you are able to minister comfortably and personally to those who attend this service. Though there will be many last minute things to take care of, you need to endeavor to appear relaxed and caring.

### 4.3.2 Maintaining Your Momentum

**Future Events.** In the first service that you conduct you need to have a schedule of upcoming events that will excite and enthuse those who are present. You need to do some pre-planning so that you have a church calendar ready to go with some exciting news for each person that attends the service. It may be that you will present ongoing series of sermons that will catch their eye and touch their hearts. You may have some fellowship times arranged that they can avail themselves of. You may have some small group ministry that they can immediately become a part of such as an Alpha course, etc. You do need to build inroads with those who attend so that they can get excited with you about the future.

**Evaluation.** Following your first service you need to take time with the core group of leadership and evaluate the first service. You need to talk about things that you could do better in the future and ways that you can increase your effectiveness. You need to rejoice also in how the first service went and the good things that were accomplished. You need to project into the future and begin to prepare yourself for the upcoming weeks. As much work as it has been to launch, you need to continue your effectiveness to keep the momentum going in the right direction.

### 4.3.3 Follow-Up Ministry

**Getting Names and Addresses.** During your information events and exhibition services as well as your grand opening, it is important to obtain for follow-up good contact information from those who attend the events and services.

This can be accomplished through some of the following methods:

1. Event or seminar registrations/sign-ups.
2. Your greeters or host couples.
3. An interview at your Welcome Centre.
4. A feedback or follow-up form.
5. Calling friends or acquaintances who brought them.

Maintaining good records is vital through a card file, contact directory, or data base.

Strategies for initial follow-up contact can include:

1. (A) Mailing(s) from the church providing welcome greetings and introductory information about the new church.
2. A phone call from your follow-up coordinator.
3. A cookie or muffin drop-off at their door.

### **4.3.4 Assimilation of Newcomers**

Assimilation of newcomers involves developing a path for inclusion and involvement by people new to your church. It helps to think of assimilation as a series of doorways with clearly marked signs with doorkeepers who lead a guest from the front porch of the house into the family room. The ultimate goal of assimilation is attending (and eventually giving) on a regular basis, connecting with 5 to 10 friends, participating in a church group or ministry, finding a role or task within the church, and a deep sense of belonging.

Effective assimilation involves:

1. A positive and safe atmosphere of inclusion.
2. An orientation to what the new church is all about.
3. Connecting personally with others.
4. An invitation to participate in other groups and events.

Strategies for assimilation include:

1. Classes for newcomers.
2. Social activities to meet people such as a Newcomers Luncheon or a “Guess Who’s Coming to Dinner?” type event.
3. “Adoption” by launch team or core group people.
4. Felt need ministries such as 12 step programs, “moms with tots”, and seminars.

## **4.4 Growth to Maturity**

Birth is only the beginning of a lifetime of growth and development. Babies do not grow into healthy productive (and reproductive) adults by accident. In the same way, new churches become effective disciple-making communities by the diligence of their members and other supporting people in seeing that the church grows both numerically and spiritually in the years that follow. Where the church develops healthy patterns of living and serving, both numerical and spiritual growth occurs over time.

The Diocese of Toronto heartily recommends the Natural Church Development process by Christian Schwarz in his book, Natural Church Development, lists the following eight quality characteristics as a means of measuring the healthy development of a church:

1. Empowering Leadership – who invest significant time in discipling, delegating, and multiplying other leaders within the church.
2. Gift-Oriented Ministry – a focus on helping the members to identify their gifts and integrate them into areas of appropriate ministry.

3. Passionate Spirituality – an “on fire” quality of spiritual life that is expressed in prayer and zeal for God.
4. Functional Structures – adequate, but not excessive organization that facilitates the development of the church and its ministries.
5. Inspiring Worship Service – services where people connect personally and authentically with God in a fashion that motivates them to love and serve Him from the heart.
6. Holistic Small Groups – gathers where people go beyond Bible discussion to life application and personal transformation.
7. Need-Oriented Evangelism – structure and spontaneous efforts to share the Gospel in ways that relate to the needs of non-Christians in a non-manipulative fashion.
8. Loving Relationships – caring involvement by members in each other’s lives expressed in time together, mutual hospitality, and laughter.

Resources to evaluate and address what is involved the healthy development of the new congregation include resources such as “Natural Church Development” (International Centre of Leadership Development) or “Ministry Fitness Check” (Outreach Canada).

*For more information on church health resources, visit [www.GrowingLeadership.com](http://www.GrowingLeadership.com) or [www.outreach.ca](http://www.outreach.ca)*

#### **4.4.1 Ministry Mobilization**

The comparison has been made between some churches and a professional football game. In both cases, you observe “a small group of participants badly in need of a rest watched by a large group of spectators badly in need of exercise.” Of course, this is not the biblical picture of how the church is meant to be. Instead, the New Testament presents the image of the church fully mobilized to minister, each member serving Christ according to the gifts they have received from the Holy Spirit.

The mobilization of the whole church in ministry is a primary issue in “growth to maturity”. This process begins with the care of new believers and extends through a series of stages to where the believer is serving effectively according to the gifts they have received from God. Some of these mobilization stages can be done on an individual basis at the beginning. However, a process that has the capacity for mobilizing a growing number of new converts should be developed quickly to avoid creating “spectator” believers. Being ready to begin with a new Christian in the first week or two after they choose to follow Christ is key.

##### *4.4.1.1 New Christian Discipleship*

Receiving new Christians is one of the joys of church planting. A new church that has not thought through its strategy for caring for new converts is not in touch with the primary reason why it is planting a church! One or both of two options can be implemented to care initiate new convert discipleship:

1. “One to One” Discipleship – involves the strategic pairing of a new believer with someone who can mentor them in the basics of their new life with Christ by answering basic questions and showing them how to read the Bible, pray, and walk with Jesus.
2. New Christian Class or Group – bringing new believers together in a weekly class or small group to help them learn the basics of starting out with Jesus Christ.

#### 4.4.1.2 *Spiritual Gift Identification*

“Spiritual gifts” are a foundational principle of membership mobilization. It is God’s will that the members of His church serve as ministers according to the gifts released to them by the Spirit. This involves:

1. learning the biblical concepts of “gift based ministry”,
2. discovering the patterns of how the Spirit seems to be working through our life, and
3. then finding appropriate places of serving according to those within the life of the church and/or within the church’s target community on behalf of the church.

This can be done on “one to one” or through a series of classes, group meetings, or seminars. Methods for spiritual gift assessment can include personal observation as well as survey forms such as the Houts Inventory of Spiritual Gifts, the Wagner Modified Houts Questionnaire, the Wesley Spiritual Gifts Questionnaire, the Trenton Spiritual Gifts Analysis, and Larry Gilbert’s Spiritual Gifts Inventories for Youth and Adults. A key resource for developing an overall spiritual gift identification strategy is “Network” by Hybels, Bugbee, and Cousins.

*For more information on Spiritual Gift Identification, visit*  
[www.toronto.anglican.ca/index.asp?navid=480&fid2=2000-01-01&fid3=-999](http://www.toronto.anglican.ca/index.asp?navid=480&fid2=2000-01-01&fid3=-999)  
[www.theRez.on.ca](http://www.theRez.on.ca) (see “Spiritual Gifts Inventory” on the column on the left)  
<http://www.GrowingLeadership.com>.

#### 4.4.1.3 *Membership Preparation*

One of the many highlights of the “Growth to Maturity” stage of church planting is your first reception of new members. Those who are part of the first group of members are truly the “Founders”! Preparing candidates for membership is part of ensuring that they will be active participants within the congregation. A reason in many churches for the devaluation of membership is a lack of preparation for this public expression of commitment to the local body of believers.

Topics for inclusion in membership preparation might be:

1. Things you could expect from our church.
2. Things our church would expect from our members.
3. Our Denominational Family.
4. How our church works.
5. What our church believes.
6. What our church values.

7. What our church dreams about.
8. How to connect and stay connected.

Strategies to consider for preparing people for membership include:

- i. A Membership Class Series.
- ii. A Series of Learning Modules (eg. New Believers Group, Discover Your Gifts, Finding Your Place of Ministry, Understanding Our Mission ...)
- iii. A One Day (or Two Half Day) Seminars.
- iv. A Self-Study or Guided Study Course.

#### *4.4.1.4 Worker Training and Placement*

Mobilizing new church members for ministry involves investing in them beyond assisting them in recognizing their spiritual gifts. Most Christian workers in a new church also need some training and guidance in finding the right place in which to do their ministry. Worker training can be provided through:

1. Apprenticing them to an experienced worker in a ministry area matching their gifts.
2. Providing a training session for a group of workers in the ministry department or program where they are serving.
3. Arranging for them to attend a conference or seminar focusing on their area of ministry giftedness.

In matters of ministry placement, new churches often assign one or more of the launch team to meet with new workers individually to counsel them concerning their best place to serve. Rick Warren recommends using the following five factors (based on the acronym **SHAPE**) in assessing the best places to serve:

- S** Spiritual Gifts (how does the Holy Spirit best use them?)
- H** Heart (what is their heart attracted to?)
- A** Abilities (what natural aptitudes do they have?)
- P** Personality (what type of work is their temperament suited for?)
- E** Experiences (what have they done previously with effectiveness?)

*For more on Training and Placement See Rick Warren's book, The Purpose Driven Church or Network by Hybels, Bugbee, and Cousins.*

#### 4.4.1.5 Worker Coaching

Once a worker has been assigned to a specific area of responsibility for which they are gifted and trained, their effectiveness is raised, not only by being given the necessary authority for their area of ministry, but by regular contact from the leader under whom they serve. Typically, an effective coaching conversation covers four main areas (based on the acronym “**GROW**”):

**G** GOAL “What would you like to see happen in your area at this time?”

**R** REALITY “What are you facing right now?”

**O** OPTIONS “What options or possibilities are there to get to the goal?”

**W** WILL “What will you do about it? What is your plan?”

*For more on “Worker Coaching” See Coaching for Performance by John Whitmore.*

### 4.4.2 Leadership Development and Empowerment

Essential to the continued development of a new congregation is the expansion of its leadership base as the congregation grows numerically. An increase in the size of the leader group within your church is often a result of a strategic investment of the planting team leader’s time in the following three activities:

#### 4.4.2.1 Coaching Leaders

Coaching leaders involves regular connection with your team on both a personal level and also together to focus on leadership goals and challenges to plan how to get to our overall church as well as departmental or area goals. See section 4.4.1.5 of this manual for more on coaching.

#### 4.4.2.2. Recruiting Leaders

In any growing church, there should be new leaders emerging from the ranks to assume responsibility for established ministries from leaders reassigned to launch new ministries or to launch those new ministries themselves. Effective leader recruitment requires:

1. A strategy that regularly reviews the congregation as well as other “prospect pools” (Theological Schools, parachurch groups, camps) for signs of new emerging leaders – e.g. Creating a scouting system? Conducting a semi-annual leadership survey? Appointing a recruiter?
2. Creating new opportunities for leaders to serve.
3. Arranging to get to know emerging leadership prospects.
4. Making leadership recruitment presentations in personal & group settings.

#### 4.4.2.3 Leaders Training.

Once leadership prospects are identified, a training strategy is needed to develop and prepare them for leadership appropriate to their gifts and experience. See section 3.2.4 of this manual for sample training strategies for new leaders.

*For more on “Leader Training”, See Bob Logan & Neil Cole’s, [Raising Leaders for the Harvest](#).*

### 4.4.3 Organizational Matters

In the period following the grand opening of your new congregation, two significant “milestones” will loom up in time on the road to congregational maturity. The point at which these appear depends upon factors unique to every new church.

#### 4.4.3.2 Facilities for Expansion

Growth often creates the wonderful problem of needing additional or larger facilities to house the ministries that have developed within our maturing new congregation. Section 4.2.8 of this manual provides some basic principles about facilities selection that are also useful in making decisions about selecting additional or larger facilities. A delicate balance should be struck between making new commitments that will make continued growth possible and remaining financially free enough to staff for that continued growth as well. Beware of the strangling effect of too much building for your budget.

## 4.5 Reproduction

God has so structured creation in such a way that healthy organisms tend to reproduce themselves. Unless a species is like the mule that is strong and valuable, but unable to produce its own offspring, the normal expectation is reproduction. What is true of plants, animals, and humans is also true of churches. Most healthy churches are not sterile like the mule. It should be natural for a church that reaches maturity to think in terms of planting daughter congregations. See section 2.1 of this manual concerning strategies for ‘local church sponsored church planting.’

### 4.5.1 Planting with Plans to Plant

Given the tendency of many church planting team leaders to possess higher levels of “visionizing capacity” (see section 3.2.2), it is not uncommon for a planting team to launch a new congregation with plans to plant a second church once the first one is healthy and strong. Some teams even express this in the founding core values, vision, and mission statements they develop in the pre-natal stage of planting their first church. It is important to remember God’s principle of “generational order” – children come before grandchildren. Successfully planting the first church is the first priority. The next generation of churches will only be a vision if the first church does not “grow to maturity”.

*For more on “Parent Church Planting”, [The Dynamic Daughter Church Planting Handbook](http://www.dcp.org/Resources/Dynamic+Daughter/default.aspx) by Becker and Williams <http://www.dcp.org/Resources/Dynamic+Daughter/default.aspx>*

### **4.5.2 Small Group Multiplication**

One of the key developments that will often serve as a first sign that a church should consider planting a daughter congregation is “small group multiplication”. Internal reproduction is usually a common occurrence before a local church begins to lay the groundwork for birthing a daughter congregation. When rapid proliferation of small groups happens and almost develops a life of its own, local church leaders should begin to talk and pray about the possibility of church reproduction.

Other factors to consider along with small group multiplication are:

1. Significant population growth or major changes of ethnicity in your area.
2. A low number of healthy churches in your region (less than 1:2,000 residents).
3. Running out of facilities space (worship seating, meeting rooms, parking).
4. Visionary stirrings in the hearts of key leaders.

### **4.5.3 Preparing Your Congregation to Plant**

Preparing your congregation to plant a daughter congregation typically (lots of exceptions) follows the following birthing stages:

1. Casting the vision (6 months).
2. Owning the decision.
3. Developing a launch plan (2 months).
4. Identifying leaders (6 months).
5. Training workers (6 months).
6. Preparing to launch (6 months).
7. Public Ministry Launch.
8. Recovery Period (1.5 to 3 years) – the time it takes for the congregation’s attendance to reach on average the size it was on its first day of being launch

Creating strong congregational ownership for this step is essential.

### **4.5.4 Leadership Mentoring and Multiplication**

The greatest sacrifice that a parent church makes in planting a daughter congregation is to give up some of its best and most beloved leaders to go with the new church planting team. Preparing to plant a daughter church includes an aggressive commitment to mentor and multiply the leadership of the mother church. There is always a sense that the mother church will not be able to do without those leaders who go. However, where the mother is healthy and attention has been given to leadership multiplication, the act of giving up some key leaders has the effect of creating opportunities for emerging leaders to step forward and develop their leadership gifts. It is common for a whole new crop of emerging leaders to begin developing behind them. The common story from parent church pastors is “within a year, we were right back to where we were before we planted the daughter church!”

## A Church Planting Process (ECUSA)

- Stage One – Conception, Planning and Sending a Missioner
- Stage Two – Pre-natal - Gathering and Reaching a People
- Stage Three – Birth - Forming a Faith Community
- Stage Four – Growth to Maturity - The Church Plant is Given Canonical Status
- Stage Five – The Construction of a Permanent Building (if appropriate)  
[http://www.episcopalchurch.org/newchurch\\_4327\\_ENG\\_HTM.htm](http://www.episcopalchurch.org/newchurch_4327_ENG_HTM.htm)

*Note that missing in ECUSA's recommended strategy is "Reproduction." Much church planting material including this Start-Up Kit emphasizes that church planting in one form or another should be in the DNA of every church from the moment it is conceived. Some new churches set up a savings account for this purpose from the very moment they are launched.*

## 5. Church Planting Support Systems

The Diocese of Toronto provides direct care and assistance to church planters and new churches through the Bishops, the Church Plant Working Group and through referral to others.

### 5.1 Church Planting Summit

Church Planting Summits are typically a four day “bootcamp” type experience in which a church planting team leader couple (with team members, where possible) works through a guided process of learning and planning under the direction of their planting coach/mentor. The result is a full church planting launch plan that includes the following components:

1. a “target community” profile (or a plans to develop one if the research has not been done previously),
2. a statement of core values, vision, and mission for the new congregation,
3. a new church model including a “people flow chart”, style selections, and organization plan,
4. strategies to mobilize prayer partners, launch team, and financial supporters,
5. a vision communication plan,
6. a detailed launch time line.

*For more information on Church Planting Summits, visit the Church Planting Canada web-site at <http://www.outreach.ca/planting>*

### 5.2 Coaching/Mentoring

The terms, “mentoring” and “coaching”, are often used interchangeably in referring to the influence of a person who comes along side a church planter in their personal development as a church planter or in the development of their new congregation. Although both types of resourcing often happen within the same context, the terms are distinguished in order to describe with clarity two different types of resourcing.

“**Mentoring**” is usually the work of an experienced church planter or leader who comes along side a new church planter or planter candidate and assists in their personal development as a planter. Mentoring often includes personal modeling by the experienced planter who includes the developing planter in their activities, sharing their personal experiences and insights, and guiding the planter into useful learning experiences about planting.

“**Coaching**” is usually involves the work of a church planting specialist who comes along side a planter in an assignment and provides insights, resources, and focus so that they are able to reach their ministry goals. Coaching typically assists the planter in identifying the next major step in the successful launch and development of their new church, picking up on the major obstacles in the way of getting there, spotting potential options and opportunities, and planning their activities to “hit the target.”

Mentoring and coaching are best experienced in a relationship that includes regular “face to face” contact between the planter and their coach/mentor. However, effective coach/mentoring can also be done through creative use of the telephone and e-mail.

It is the policy of the Diocese of Toronto to request that its planters seek to identify and work with a “coach/mentor”.

### **5.3 Planter Peer Groups**

Church planters find special benefit in regular meetings with other planters for support, encouraging, and problem solving. Under the leadership of a church planting “coach” or “mentor”, a regular planter group gathering can be a significant part of the care and resourcing strategy for a church planter. Planter peer groups can also be organized through internet “chat” arrangements. “Face to face” planter peer group meetings typically include the following four components:

1. What’s Going On? (In the church and community? In the planter’s family? In the planter’s life?)
2. Prayer.
3. Teaching. (On some aspect of church leadership such as “The Character of a Leader”, “Reaching People”, “Handling Conflict,” or “Team Building”)
4. Accountability. (What’s happened with that situation we discussed last time?)

. The Church Planting Canada movement provides planter peer group opportunities.

*For more information on “planter peer groups” participation, contact the Church Plant Working Group. visit the Church Planting Canada web-site at <http://www.outreach.ca/planting..>*

### **5.4 Planter Training and Enrichment**

For information on how to obtain the basics in how to plant a church, see section 3.2.4

*Church planting training and enrichment opportunities are also posted on the “Church Planting Canada” web-site at <http://www.outreach.ca/planting>.*

### **5.5 Planting Resource Specialists**

*For information about additional planting resource specialists, Visit the “Church Planting Canada” web-site at <http://www.outreach.ca/planting>.*

## **5.6 Planter Renewal and Recovery Issues**

Church planters can become amazing channels of God's divine power. How He does this is a mystery and a glory for this type of service. But, at the same time, they are also human – needy and dependent on God and other people. Church planting ministry is both invigorating and demanding. It promises great rewards, but contains elements of risk that require steps of faith that must be based on a clear sense of God's leading and protection. There are times of peak activity that can leave a planter and their team depleted and discouraged. The adrenalin generated by those peak periods can be addictive and lead to burn-out. There are also periods during which there are not imminent deadlines, but where failure to work ahead can leave the team scrambling at the last minute. Successfully planting a church is more like running a marathon race than sprinting to your grand opening. Allowing time for personal and team renewal as well as recovery from times of intense ministry activity must be scheduled.

A number of planter renewal/recovery strategies have been effectively used including:

1. Daily time with God.
2. Weekly "day off" scheduling (the Sabbath principle).
3. Recreational activity – it re-creates you.
4. Personal and team retreat time (getting away to play, plan, and pray).
5. Vacation time – a complete break away to rest, relax, and recover.
6. Conference, seminar, or peer group participation – learning on the "cutting edge" as well as networking with others.
7. Meeting monthly with a planting "coach/mentor".

Pay attention to the following periods when depletion tends to occur:

1. The weeks immediately after your grand opening.
2. When an event or activity fails to reach its intended goal.
3. During January and February (after Christmas and the coldest part of the winter).
4. Following a relationship breakdown or congregational care crisis
5. After making errors in judgment personally or as a leader.

## 6. Glossary of Terms

“Apprenticing” refers to the pairing of prospective workers and leaders with experienced workers within a new church to develop the candidate as well as that area of ministry within a new church.

“Assessment” refers to the process of evaluating the suitability of church planting team leaders, members, and workers for specific types of ministry and leadership and providing feedback in a positive manner in placing them within a planting team or new church ministry setting.

“Assimilation” is the inclusion of newcomers into the life of the new congregation through personal relationships and participation in church activities.

“Birth Stage” is the public ministry launch of a new church focusing on the “grand opening” of the ministry within the target community.

“Church Planter” is the leader of a team of leaders and workers who launch a new congregation. He or she is usually the pastor of the new church.

“Coaching” refers to efforts to assist the church planter, launch team, and workers in reaching their goals in performing their ministry in the launch of a new church.

“Conception Stage” is the initial period of planting a church in which the vision for the new church is developed and effort begins to strategically plan as well as gather resources for its public ministry launch at a later time.

“Core Group” are the individuals and families that are gathered during the period prior to the public launch of the new church, provide volunteer labour as well as financial and prayer support, and are participants when the new church commences its public ministry.

“Core Values” are the basic convictions that underlie the design and strategy of the new congregation. Based on a knowledge of the “target audience” and godly vision, they express and explain the unique characteristics of the new church that is being planted.

“Demographics” refer to research information about the target audience of the new church that is published and available through a variety of sources.

“Exhibition Events” are activities and services prior to the grand opening designed for members of the target audience to develop the core group and community contacts.

“Fishing Pools” are socially oriented outreach events designed primarily to enable church planting team member and workers to establish personal relationships of witness with target audience members rather than present the Gospel message.

“Grand Opening” is a special event promoted within the target community which announces the official commencement of public ministry by the new congregation. It invites the target audience to “drop in” and find out more with a view toward regular involvement.

“Growth To Maturity Stage” is the period of new church development that follows the public launch of ministry in which the church planting team develops the congregation to the point at which preparations could begin to launch a daughter congregation from a mature church.

“Guess Who’s Coming to Dinner?” is a hospitality event where newcomers are invited to the home of core group members for a ‘get acquainted’ meal.

“Launch Team” is the group of key workers who give primary leadership under the direction of a church planter to the various activities involved in starting a new church.

“Mentoring” refers to the development of church planters, launch team members, and workers in a new church through personal modeling and intentional interaction with an experienced leader or worker.

“Mission Statement” is a concise statement of the new church’s reason for existence. Using a few brief statements of general strategy, it states who the new church serves, what needs it is seeking to meet, and how it approaches the task.

“Mobilizing” is the enlistment of others to assist in some aspect of launching and developing the new church.

“Modality Models” are methods of sponsoring the planting of new churches by local churches.

“Moms with Tots” is a daytime program for target community mothers with small children to have a daytime outing and where the new church establishes contact with their family.

“Multiplication” refers to the reproduction of workers, leaders, and ministries from the group or ministry in which you are presently involved.

“Newcomers Luncheon” is a meal activity to which newcomers are invited for the purpose of forming personal relationships between newcomers and core group members and for communication of opportunities for involvement to newcomers.

“Partners” are individuals and groups outside the immediate launch team and core group who are assisting in the launch of the new church through prayer, financial support, or periodical volunteer labour.

“Pre-Natal Development Stage” is the period following the formation of the strategic launch plan in which the church planting team develops a core group, implements its plans for form its core ministries, and prepares itself and the community for the public launch of ministry.

“Sodality Models” are methods of sponsoring the planting of new churches by individuals or groups other than local churches.

“Sponsorship” refers to local churches, groups of churches, or denominational bodies who provide permission and/or resources to plant a new church.

“Style” is used to describe different but equally valuable ministry methods selected for use in planting a new church in order to attract and establish a connection with people within the new church’s target audience.

“Support Systems” are outside resources or organizations that assist church planters and their team in planting new churches.

“Target Audience/Community” refers to people sharing a common geographic, cultural, social, and ethnic/language tie for who a new church is being planned.

“Twelve Steps Programs” are various type of support group programs that assist newcomers with felt need issues and where the new church works to assimilate them into the life of the church.

“Vision Statement” expresses in the form of a clear mental picture a major ministry “target” or “milestone” in the future of a new church in such a way that prospective team members, core group members, and partners are inspired to become part of the effort of launching the new congregation.

“Visionising” refers to the activity of conceptualizing and then communicating plans to start a new church to prospective launch team members, prayer and financial partners, core group members, and participants from the target community.

“Welcome Centre” is a place of greeting and newcomer information placed strategically in a high traffic area at congregational activities that open to the target community.

## Programs and Resources

*The Dynamic Daughter Church Planting Handbook*, by Paul Becker and Mark Williams. Oceanside: Dynamic Church Planting International, 1999.

<http://www.dcp.org/Resources/Dynamic+Daughter/default.aspx>

A book for potential mother-church pastors and leaders interested in starting churches, and those looking to sharpen their skills. It gives a biblical basis for planting a daughter church with answers to common questions, a six-step process for planting a daughter congregation with timeline for the new church, strategies for recruit a church planter, and strategies to avoiding the common problems and barriers. It has an extensive appendix of checklists and forms.

*Planting Churches Cross-Culturally: North America and Beyond*, by David Hesselgrave (Grand Rapids: Baker Books; 2000, 2nd ed. ISBN 0801022223).

<http://bookcomplex.net/0801022223.html>

A standard textbook on planting churches cross-culturally that is critical of great evangelism campaigns of the nineteenth century that resulted in “decisions” without discipleship. The book covers the theology of how Paul did missions and evangelism that consists of a cycle of 10 movements that Paul went through to proclaim the gospel and to establish churches in all the areas he preached in.

*Planting Growing Churches for the 21st Century: A Comprehensive Guide for New Churches and Those Desiring Renewal*, by Aubrey Malphurs (Grand Rapids: Baker Books, 1998. ISBN: 0801090539) <http://www.umn-nab.org/templates/con12bl/Details.asp?id=26940&PID=259586>

This is the best church planting textbook on the market. It covers the essentials including the preparation, personnel, principles, and process of church planting. This is a must read for anyone desiring to be an effective church planter or church planting leader.

*Transforming Our Nation: Empowering the Canadian Church for a Greater Harvest*, by Murray Moerman (ed). (Richmond, BC: Church Leadership Library, 1998. ISBN 0-9694564-2-5)

<http://www.outreach.ca/OC6-Resources/download/TON/TON.htm>

<http://www.outreach.ca/>

A non-Anglican evangelical perspective.

*Mission-Shaped Church* (London: Church House Publishing, 2003. ISBN 0715140132)

A vision for the UK with a foreword by the Archbishop of Canterbury, Dr Rowan Williams, “a crucial tool for all who care about God's mission today.”

<http://www.chpublishing.co.uk/product.asp?id=68225>

This detailed, practical and well-researched book gives an overview of recent developments in church planting, describes varied and exciting 'fresh expressions' of church, offers practical help and advice, looks candidly at where lessons can be learned, proposes a framework and methodology for good, effective church planting, includes recommendations to make possible the visions of a vibrant future Church. Each chapter has a set of questions and challenges to help local parish churches engage with the issues. With a foreword by the Archbishop of Canterbury, Dr Rowan Williams, *Mission-Shaped Church* is a crucial tool for all who care about God's mission today.

*Hope from the Margins: New Ways of Being Church*, by Stuart Murray and Anne Wilkinson-Hayes (2000, Cambridge: Grove Books Ltd.) This is a more focused look at a number of models of “new forms of church” in the United Kingdom with a reflection on the lessons learnt from each. <http://www.grovebooks.co.uk/frame.htm>

### **Further Contacts for Church Planting in Canada, the USA and England**

Dr. John Bowen, Wycliffe Institute of Evangelism, Toronto (416) 946-3535.

Capt. Reed Fleming, Church Army Canada, Saint John, New Brunswick (506) 693-8975.

Glenn Gibson, Outreach Canada: <http://www.outreach.ca/> (519) 576-1659.

Richard Priestley, Church Army USA and Diocese of Pittsburgh (assessment and coaching).  
<http://www.churcharmyusa.org/>

The Rev. Kevin Martin (Diocese of Texas) Vital Church Ministries.  
<http://www.vitalchurchministries.org>

The Rev. Bob Logan (Baptist), an acknowledged authority in the field. See  
<http://www.churchsmart.com>

Church Planting Resources Website <http://www.umr-nab.org/templates/con12bl/Details.asp?id=26940&PID=259586>

The Church of England has done extensive work on “new forms of church”, particularly in a post-modern and post-Christian context.

<http://cofe.anglican.org/faith/mission/missionevangeliism.html>

### **Other Internet Resources**

<http://www.coachnet.org/> <http://www.outreach.ca/>

<http://www.london.anglican.org/Regulations/church-planting>  
<http://cofe.anglican.org/faith/mission/missionevangeliism.html>

<http://www.churchsmart.com> [www.episcopalchurch.org/newchurch](http://www.episcopalchurch.org/newchurch)

**Church Planting Conference** [www.thecongress.ca](http://www.thecongress.ca)

## 8. CHURCH PLANT SELF-ASSESSMENT TOOL

**By Pastor Duke Vipperman+  
Chair, Church Plant Working Group, Diocese of Toronto**

*This self-assessment tool is a compilation and summary of my research into church planting, including many texts, hours of conversations and conferences and innumerable articles read. The reader will not see some similarity to some of the categories of the Natural Church Development process, in which I am indebted, not just for some of the categories but for the biotic (organic) model of the church which sees all these qualities as interrelated.*

*Taking the inventory is a quick way to review some of the most important concepts in the complex task of planting a church. It can also be used to evaluate the progress of the plans for planting. It may even suggest ways to improve the feasibility of a church plant.*

*May God reveal God's vision for you and give your plant growth in God's Kingdom! (1 Cor. 3:7)*

### 8 ESSENTIAL CHARACTERISTICS OF A FEASIBLE CHURCH PLANT

#### 1. VISIONARY PLANTER

#### 2. UNITED TEAM

#### 3. NEED-ORIENTED EVANGELISM

#### 4. INCARNATIONAL CONTEXTUALIZATION

#### 5. DECISIVE PLANNING

#### 6. MISSIONAL SPIRITUALITY

#### 7. APPROPRIATE FACILITIES / RESOURCES

#### 8. EMPOWERING LEADERSHIP

<sup>6</sup> I planted the seed, Apollos watered it, but God has been making it grow.<sup>7</sup> So neither the one who plants nor the one who waters is anything, but only God, who makes things grow.<sup>8</sup> The one who plants and the one who waters have one purpose, and they will each be rewarded according to their own labor.<sup>9</sup> For we are God's co-workers; you are God's field, God's building.<sup>10</sup> By the grace God has given me, I laid a foundation as a wise builder, and someone else is building on it. But each one should build with care.<sup>11</sup> For no one can lay any foundation other than the one already laid, which is Jesus Christ.<sup>12</sup> If anyone builds on this foundation using gold, silver, costly stones, wood, hay or straw,<sup>13</sup> their work will be shown for what it is, because the Day will bring it to light. It will be revealed with fire, and the fire will test the quality of each person's work.<sup>14</sup> If what has been built survives, the builder will receive a reward.<sup>15</sup> If it is burned up, the builder will suffer loss but yet will be saved—even though only as one escaping through the flames.<sup>16</sup> Don't you know that you yourselves are God's temple and that God's Spirit dwells in your midst?<sup>17</sup> If anyone destroys God's temple, God will destroy that person; for God's temple is sacred, and you together are that temple. 1 Corinthians 3:6-17 (TNIV)

1 Strongly Disagree	2 Disagree	3 Undecided	4 Agree	5 Strongly Agree
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**SECTION 1: VISIONARY CHURCH PLANTER**

- 1. We have someone who will be our “church planter” (leader, visionary). 1 2 3 4 5
- Our Church Planter...*
- 2. ...has a strong, vital relationship with God 1 2 3 4 5
- 3. ...is enthusiastic about God sending him /her to plant this church. 1 2 3 4 5
- 4. ... 's spouse is entirely supportive of this planting vision. 1 2 3 4 5
- 5. ...has been assessed as having the core competencies of a church planter. 1 2 3 4 5
- 6. ...is a self-starter who takes the initiative. 1 2 3 4 5
- 7. ...is a visionary who plans projects from the floor up. 1 2 3 4 5
- 8. ...has started other “successful” ministries, groups, and/or businesses. 1 2 3 4 5
- 9. ...is flexible and adaptable. 1 2 3 4 5
- 10. ...is able to juggle many demanding tasks with great energy 1 2 3 4 5
- 11. ... is resilient, bouncing back when hitting a wall of setbacks and opposition. 1 2 3 4 5
- 12. ...maintains his/her integrity even if tempted to stray or things sour. 1 2 3 4 5
- 13. ...has been trained in Church Planting principles 1 2 3 4 5
- 14. ...implements principles for numerical and spiritual Church growth effectively 1 2 3 4 5
- 15. ...is willing to take risks in faith. 1 2 3 4 5
- 16. ... can control his/her impulsiveness. 1 2 3 4 5
- 17. ...is a team player. 1 2 3 4 5
- 18 ... has a gift for gathering people to pursue his /her vision. 1 2 3 4 5
- 19. ...enables others to serve in areas of their giftedness and in leadership. 1 2 3 4 5
- 20. ... inspires mutual ownership in projects 1 2 3 4 5
- 21. ...'s spouse has a vision for how he / she will be involved. 1 2 3 4 5
- 22. ... relates well to unchurched people. 1 2 3 4 5
- 23... seeks to understand our community to implement culturally responsive ministries. 1 2 3 4 5

A Work in Progress

1 Strongly Disagree	2 Disagree	3 Undecided	4 Agree	5 Strongly Agree
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24. ...spends one quarter or more of his / her time with the unchurched people. 1 2 3 4 5

25. ... speaks the language of the people we are trying to reach. 1 2 3 4 5

*Our Church Planter...*

26. ... enjoys recreational activities enjoyed by our target group. 1 2 3 4 5

27.... is more concerned with reaching new people than those currently coming. 1 2 3 4 5

28. ... knows both his / her vision and what is needed practically to achieve it. 1 2 3 4 5

29. ... has a trained Church planting coach who understands planting principles. 1 2 3 4 5

30. We know the population density that our church planter  
(and his or her family, if applicable) is most comfortable living in. 1 2 3 4 5

**VISIONARY PLANTER'S SCORE** \_\_\_\_\_

*We strongly urge that, regardless of the score above, you seek an independent assessment of your church planter by trained professionals using some such tool as The Church Planter's Assessment Guide (Church Smart Resources).*

**NOTE: without a gifted and capable Visionary Church Planter appropriate for your target population, your church plant is unlikely to succeed.**

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**SECTION 2: UNITED TEAM**

1 Strongly Disagree	2 Disagree	3 Undecided	4 Agree	5 Strongly Agree
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1. Our church planter has gathered a core group to be the planting team. 1 2 3 4 5
2. The planting team did not begin meeting until our church planter was selected. 1 2 3 4 5
3. Our vision is “owned” by members of the planting team. 1 2 3 4 5
4. Our team already worships together (at a mother church or some other place). 1 2 3 4 5
5. Each of our team is growing in discipleship to Jesus & God’s Kingdom of God 1 2 3 4 5
6. Our team has learned sound leadership principles. 1 2 3 4 5
7. All the people on our team have experience in ministry, leadership or service. 1 2 3 4 5
8. Each member of our team has discerned their spiritual gifts and passions. 1 2 3 4 5
9. We have submitted written applications with references & police records checks. 1 2 3 4 5
10. Our team can offer a wide range of ministries to serve our target community. 1 2 3 4 5
11. Some on our team people are good at reaching sub-cultures we are targeting. 1 2 3 4 5
12. There are people on our planting team gifted in evangelism. 1 2 3 4 5
13. Each Team member knows how to explain the gospel. 1 2 3 4 5
- 14 There are worship leaders / musicians on our team. 1 2 3 4 5
15. Some on our team are experienced and gifted in children’s ministry. 1 2 3 4 5
16. We have an able administrator on our team. 1 2 3 4 5
17. At least one of our planting team has skills in human relations and resources. 1 2 3 4 5
18. Our team includes people from the area we are trying to reach. 1 2 3 4 5
19. Each team member has their own system of personal support & accountability. 1 2 3 4 5
20. The members of our planting team are treated with grace and mercy. 1 2 3 4 5
21. Our team knows the length & the intensity of the commitment expected of us. 1 2 3 4 5
22. Our team is committed to sacrificial giving to see the vision become reality. 1 2 3 4 5
22. None of our team is the overly critical or divisive sort. 1 2 3 4 5
24. Our team is committed to avoiding gossip. 1 2 3 4 5
25. Our team members get along on well on a personal level. We like each other! 1 2 3 4 5

**PLANTING TEAM SCORE**

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**3: NEED-ORIENTED EVANGELISM**

1 Strongly Disagree	2 Disagree	3 Undecided	4 Agree	5 Strongly Agree
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- 1. God is always wanting the church to reproduce to reach new groups of people .1 2 3 4 5
- 2. The best groups at integrating new people are new groups. 1 2 3 4 5
- 3. Church planting is the most effective means under heaven of evangelism. 1 2 3 4 5
- 4. Every healthy Church ought to be planting or assisting others to plant. 1 2 3 4 5
- 5. The most effective means of church planting is a mother / daughter church plant.1 2 3 4 5
- 6. Ours is a mother / daughter church plant. 1 2 3 4 5
- 7. Our mother and daughter churches share a common vision and common values.1 2 3 4 5
- 8. Tensions between the leadership of the sending and planted church are dealt with quickly and with mutual satisfaction. 1 2 3 4 5
- 9. We are using multiple means to publicize our new church: word of mouth, flyers, posters, billboards, direct mail, electronic media, etc. 1 2 3 4 5
- 10. I have a deep lasting passion for the “lost” who do not know Christ. 1 2 3 4 5
- 11. We insure that we do not become inward looking and so lose our outreach focus. 1 2 3 4 5
- 12. Our children’s program will be effective in reaching and assimilating new families.1 2 3 4 5
- 13. We aim at retaining 50% of our second time visitors. 1 2 3 4 5
- 14. Everyone in our target community will know the launch day of our new church. 1 2 3 4 5
- 15. We talk often about how to be open and welcoming of new members. 1 2 3 4 5
- 16. We talk regularly to other church planters about their experiences. 1 2 3 4 5
- 17. We have practical plans to come alongside the people in our community to discern their practical social, justice and spiritual concerns. 1 2 3 4 5
- 18. No other church in our target community is offering what we are (style of outreach, worship, theological commitments, community life, etc.). 1 2 3 4 5
- 19. We are more concerned for the Kingdom of God than the institutional church. 1 2 3 4 5
- 20. We have a clearly defined process of ministry for how we will help new converts to become mature followers of Jesus Christ. 1 2 3 4 5

**NEED-ORIENTED EVANGELISM SCORE**

\_\_\_\_\_

**4: INCARNATIONAL**

1 Strongly Disagree	2 Disagree	3 Undecided	4 Agree	5 Strongly Agree
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**CONTEXTUALIZATION**

- 1. In our target area, there is less than one church for every 1000 people 1 2 3 4 5
- 2. In our target area are enough people whom we can reach to support a plant. 1 2 3 4 5
- 3. There are no other church plants going into this area anytime soon. 1 2 3 4 5
- 4. Our church evangelism style has been designed to reach these particular people. 1 2 3 4 5
- 5. My own preferences for worship is secondary to reaching these people for Christ. 1 2 3 4 5
- 6. We know the demographics (statistics) of the people in the target area. 1 2 3 4 5
- 7. We know the psychographics (neighbours' values) of the people in the target area. 1 2 3 4 5
- 8. We have made prayer walks (or drives) through the community. 1 2 3 4 5
- 9. Most of our team lives in or very near the community we are trying to reach. 1 2 3 4 5
- 10. We know the dominant socio-economic status of our target community. 1 2 3 4 5
- 11. We know the variations in educational levels in our target community. 1 2 3 4 5
- 12. We are aware of the cultural and linguistic differences in our target community. 1 2 3 4 5
- 13. We know how people in our target community are searching for spiritual reality. 1 2 3 4 5
- 14. We plan to work with, rather than against, the local culture, where possible. 1 2 3 4 5
- 15. Most of our team speak the language & understand the culture of our targets. 1 2 3 4 5
- 16. We have met with the sort of people we are trying to reach & heard their feedback. 1 2 3 4 5
- 17. We know what generation (boomer, buster, etc.) our church is best gifted to reach. 1 2 3 4 5
- 18. I know what radio stations / music / TV our target population is prone to enjoy. 1 2 3 4 5
- 19. We have used community surveys & interviewed church and community leaders. 1 2 3 4 5
- 20. We know some of the most pressing needs of our community. 1 2 3 4 5
- 21. There are Christians in the target area yearning for a church close to them. 1 2 3 4 5
- 22. We are tailor-making our liturgy to meet the worship needs of people who come. 1 2 3 4 5
- 23. We are finding people who do not know Him or wish to grow as Christians. 1 2 3 4 5
- 24. We know people who live-in or are ready to re-locate to this area who will join us. 1 2 3 4 5
- 25. We know how we are going to try to reach the particular people in our target area. 1 2 3 4 5

**CONTEXTUALIZATION SCORE**

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**5: DECISIVE PLANNING**

1 Strongly Disagree	2 Disagree	3 Undecided	4 Agree	5 Strongly Agree
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1. We plan to be self-managing, self-reproducing and self-financing (including weaning ourselves off all subsidies, if any) within five years. 1 2 3 4 5
2. We have a steering committee for our new church plant. 1 2 3 4 5
3. We have a clearly stated Mission and Vision for our church. 1 2 3 4 5
4. We know the steps that must be taken before & just after we launch our first service. 1 2 3 4 5
5. We have established a clear time-line for what must happen till our first service. 1 2 3 4 5
6. We are committed, as much as we can, to living by our agreed upon time line. 1 2 3 4 5
7. We have set clear targets for success including how large we want to be. 1 2 3 4 5
8. We know what the “critical mass” is that we need to begin to sustain ministry. 1 2 3 4 5
9. We will not launch our plant until we are sure we have a “critical mass” on start-up. 1 2 3 4 5
10. We have agreed upon strategies that will be used to reach these people. 1 2 3 4 5
11. We plan to hold a variety of events to publicize our church. 1 2 3 4 5
12. We have instituted “preview services” to build momentum and give the core group the experience of worship, teaching, and ministry together. 1 2 3 4 5
13. Our planter and team invest themselves in personally recruiting new people. 1 2 3 4 5
14. We will not rush to launch our church plant even if it takes 9 months to prepare. 1 2 3 4 5
15. There is likely to be a big drop off in attendance after our first service. 1 2 3 4 5
16. We communicate our vision at least monthly so new people may join in. 1 2 3 4 5
17. We are not trying to make this church to be like any other church; it will be unique. 1 2 3 4 5
18. Our denomination, diocese (judicatory, etc) has a clearly stated plan for planting. 1 2 3 4 5
19. If we find the price is too high to pay, we will not proceed with this church plant. 1 2 3 4 5
20. We have a clearly defined “exit” strategy if this church plant really fails to thrive. 1 2 3 4 5

**PLANNING SCORE**

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**6: MISSIONAL SPIRITUALITY**

1 Strongly Disagree	2 Disagree	3 Undecided	4 Agree	5 Strongly Agree
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1. Church plants do not work without the miraculous intervention and guidance of God. 1 2 3 4 5
2. I read and study the Bible and seek to live by what I learn. 1 2 3 4 5
3. We have a high standard for our own spiritual and moral life. 1 2 3 4 5
4. Intimacy with Christ is the most important relationship for me, our leader and team. 1 2 3 4 5
5. Each of our team has an active prayer life, praying daily for each other & our plant. 1 2 3 4 5
6. We worship together on our team. 1 2 3 4 5
7. Each of us makes the care of our own soul a top priority. 1 2 3 4 5
8. We follow the Biblical pattern of dealing with church conflict and forgiveness  
as described by Jesus in Mt. 6, 18, etc. 1 2 3 4 5
9. People outside our planting community is committed to intercessory prayer for us  
our families, and those we seek to reach. 1 2 3 4 5
10. We have gathered other pastors in the area to fast and pray for us that God  
may open the community to Christ and deal with spiritual resistance. 1 2 3 4 5
11. We are aware of the nature of spiritual warfare against God's Kingdom. 1 2 3 4 5
12. I am praying by name for specific people in our target community. 1 2 3 4 5
13. We provide restful opportunities for our church planter, planting team and families. 1 2 3 4 5
14. We take gentle steps in ministry with anyone showing negativity or a critical spirit. 1 2 3 4 5
15. We seek to be gracious, positive, permission-giving people of faith. 1 2 3 4 5
16. I have identified my fears and concerns about this plant. 1 2 3 4 5
17. The church I am in now knows its fears about its part in this church planting effort. 1 2 3 4 5
18. Issues of social justice & equity in our target area are important spiritual concerns 1 2 3 4 5
19. I have counted the cost of a long-term commitment to this plant and am not,  
as far as I know, being swept along on a bandwagon. 1 2 3 4 5
20. We have received formal permission to begin the new church plant (if needed). 1 2 3 4 5

**SPIRITUALITY SCORE**

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**SECTION 7: APPROPRIATE**

1 Strongly Disagree	2 Disagree	3 Undecided	4 Agree	5 Strongly Agree
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**FACILITIES / RESOURCES**

1. We can raise \$300,000. CDN (or its equivalent) over the first 3-5 years  
for this church plant (not counting the purchase of a building). 1 2 3 4 5
2. The sending church (agency) has provided sufficient finances to support us. 1 2 3 4 5
3. We will not buy land (or rent property) till we know who we are trying to reach. 1 2 3 4 5
4. Our new congregation itself has picked the site and style of our permanent location. 1 2 3 4 5
5. We have available to us facilities with the proper balance between visibility, worship,  
parking, educational and storage space. 1 2 3 4 5
6. We weigh the value of what we purchase for how it will further or hinder our goals. 1 2 3 4 5
7. Our goals are realistic for the resources available. 1 2 3 4 5
8. Our church plant has a legal / civil right to exist. 1 2 3 4 5
9. Our building is appropriate for our style of worship. 1 2 3 4 5
10. Our building will not require much renovation. 1 2 3 4 5
11. Our building has a good reputation in this community. 1 2 3 4 5
12. There are no large dominant churches nearby. 1 2 3 4 5
13. There is adequate parking available for the size of a church we intend to grow. 1 2 3 4 5
14. Our facilities will accommodate growth in our children's ministries. 1 2 3 4 5
15. Our building is available to us mid week for outreach activities. 1 2 3 4 5
16. Our building's caretakers are co-operative. 1 2 3 4 5
17. People have to exit our church through our fellowship space. 1 2 3 4 5
18. Our leaders actively seek outside help in doing this church plant. 1 2 3 4 5
19. Our denomination's leaders support this church plant. 1 2 3 4 5
20. A Steering Committee with people with church planting experience wants us  
to succeed and provides wisdom, counsel, encouragement, ideas & resources. 1 2 3 4 5

**FACILITIES AND RESOURCES SCORE**

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**SECTION 8: EMPOWERING**

1 Strongly Disagree	2 Disagree	3 Undecided	4 Agree	5 Strongly Agree
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**LEADERSHIP (AND TRAINING)**

1. There is a good mix of spiritual giftedness among our leaders. 1 2 3 4 5
2. We frequently discuss and study Jesus' teaching especially on the Kingdom of God. 1 2 3 4 5
3. We have carefully defined our roles and expectations. 1 2 3 4 5
4. Our planting leader intends to stay with us until we have planted another church. 1 2 3 4 5
5. We are trained to spot sexual / financial misconduct & stop it before it a crisis. 1 2 3 4 5
6. We have written ministry descriptions for every important ministry / leadership. 1 2 3 4 5
7. Our plant is not built upon the personality of one person (or guru). 1 2 3 4 5
8. Our leaders are neither easily threatened nor defensive. 1 2 3 4 5
9. Our leaders see their primary role as enabling others in ministry. 1 2 3 4 5
10. Our leaders spend a good deal of time with the people they lead. 1 2 3 4 5
11. We have been trained in Church Planting principles. 1 2 3 4 5
12. Our staff are managed with sound Christian personnel principles. 1 2 3 4 5
13. We have a clear understanding of the differing roles of lay and ordained leaders. 1 2 3 4 5
14. We know how to involve new members in the church leadership. 1 2 3 4 5
15. We have programs available to train people in ministry as needed. 1 2 3 4 5
16. 10% of the congregation who have musical talent will be in our music ministry. 1 2 3 4 5
17. Our church has enough people to conduct our style of worship. 1 2 3 4 5
18. We have a weekly rehearsal so that our worship is a celebration. 1 2 3 4 5
19. Leadership change at the planting church is one of its most vulnerable times. 1 2 3 4 5
20. We have a plan agreed upon by the appropriate authorities for the selection  
of a new leader, if and when our first planter moves on. 1 2 3 4 5

**LEADERSHIP AND TRAINING**

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## 8 ESSENTIAL CHARACTERISTICS OF A FEASIBLE CHURCH PLANT

<u>Characteristic Feasibility</u>	<u>Scoring: Individual    Team    Team Average</u>
1. VISIONARY PLANTER	_____ / n of team members = _____ > 120
2. UNITED TEAM	_____ / n of team members = _____ > 80
3. NEED-ORIENTED EVANGELISM	_____ / n of team members = _____ > 80
4. INCARNATIONAL CONTEXT.	_____ / n of team members = _____ > 80
5. DECISIVE PLANNING	_____ / n of team members = _____ > 80
6. MISSIONAL SPIRITUALITY	_____ / n of team members = _____ > 80
7. FACILITIES / RESOURCES	_____ / n of team members = _____ > 80
8. EMPOWERING LEADERSHIP	_____ / n of team members = _____ > 80
TOTAL	_____ / n of team members = _____ > 680
TOP THREE STRENGTHS	1. _____ 2. _____ 3. _____
THREE AREAS MOST NEEDING GROWTH	1. _____ 2. _____ 3. _____

### *Instructions for Scoring and Discussion...*

**1. Add up** your individual score for each characteristic. **The Individual Minimum Feasibility Index** for each area depends on the number and strength of your own positive responses in that area.

**2. If a team, add together** your individual scores for each area then divide by the number of members on the team to arrive at the average. **The Team Minimum Feasibility Index** depends on the relative strength and weaknesses of your collective understanding of your common plan.

**3. Discuss the results together.** The nature of your discussion as a team may be a greater indicator of your church plant's feasibility than the raw numerical score.

**4. Once you come to a common mind, celebrate the Strengths you have. Then focus on improving in your weakest areas** first by identifying low scoring areas and items. Your strengths will be sapped by your growth areas every time. A low score does not necessarily mean your church plant will fail, but may indicate the nature of the challenges ahead. It is usually not one single factor that chokes a church plant but a combination. Unattended to low areas may sabotage your best plans. May God reveal God's vision for you and give your plant and plans growth in God's Kingdom! (1 Cor. 3:7)

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