

Calvary Episcopal Church

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Front Royal, VA 22630
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October 28, 2008

Dear People of Calvary,

Thank you for all your help and support in the ten years since we began the **Calvary 2000 Campaign**, which included the purchase of our new organ, renovations to the church sanctuary, and the building of the Memorial Garden. It has been nonstop ever since. Surpassing our original goal of \$550,000 [actual cost \$750,000], we still found ourselves about \$80,000 short and we carried a debt at the end of the campaign. This was a manageable debt for us. However, before long, the opportunity arose for us to purchase 128 N. Royal Avenue, something Calvary had regretfully turned down twice, and we decided to take the plunge. We purchased it for \$550,000 with the intention of keeping all our rental property filled and income producing. Unfortunately, this did not happen. The market had bottomed out and we went without renters in three of our rental units (the Virginia Avenue House was not in rentable condition). We were finally able to sell both the VA Avenue House and the Rectory (most thankfully to **Blue Ridge Hospice**), and complete the parking lot in the process, which brought our debt down to \$208,425 or \$1,450 per month. We carry this debt payment as a line item in our budget. This is a healthy, but still challenging place for us to be.

With this behind us, we have the joy and responsibility of preparing for the next ten years and beyond. Chris Fleet has studied and utilized planning materials that have been done over the years (some quite recently) and has initiated what we are calling **Vision 2020**. Through the surveys, one in the newsletter and another during our services one Sunday, many of you have already shared your thoughts and ideas for what you want to see continue and what changes might be appropriate for Calvary to consider in supporting our **Mission and Ministry**. A two-page summary of this report is included in this mailing.

If you would like to read the full report, you may pick up a copy at the parish office or may access it through our website: www.calvaryepiscopalchurch.org.

You are invited to respond to this report at one or both of two scheduled forums:

- Sunday, November 16, 2008 at 9:15 a.m. in The Browne Room of Weber Hall
- Tuesday, November 18, 2008 at 7:15 p.m. in Wagner Hall

This is a work in progress. The results of our work together will help us to take the next steps toward reaching our **Vision 2020**.

Grace and peace,

The Rev. Deborah W. Rutter
Rector

Vision 2020 Highlights

The Qualities of Calvary Will Continue – Based on your recent responses to the four “Envisioning Questions” and to prior surveys, we love Calvary’s “family” feeling – that sense of belonging and being “at home” in a place where we care for each other.

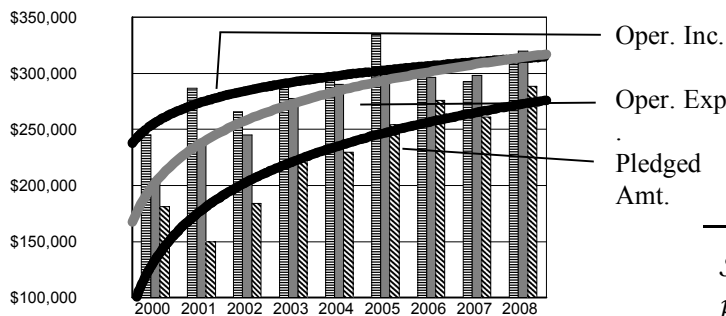
We strongly see ourselves as a welcoming, inclusive environment to others and accepting of all. We believe our diversity and respect for others are most important aspects of our life and faith journey at Calvary and **we want to ensure that these qualities of our Parish continue.** Still, there is more work

Still, there is more work to do...

to do, as there are some areas of our lives which we would like to see nurtured through our church community.

Why Vision 2020? – We are at a very critical point in our ability to continue the mission God has given us. Very simply our annual operating income, in relation to our annual operating expenses, has steadily declined over recent years until now it is insufficient to cover our day-to-day mission, ministry and maintenance.

Stewardship is at the heart of both our long-range planning and our ability to carry out that plan – our response to God’s call. Answering the question: “What does God want us to do?” suggests that we form a vision of what Calvary should be in the future.



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This document is that vision – **Vision 2020.** It is a “framework,” **a document that guides all other planning,** development, and change that will take place over the next 10 to 12 years.

A Desirable Future vs. Today’s Reality – If we could see a desirable future, we would see a Calvary with increased membership, pledges that are up and finances that are not a strain on our budget. And capital improvements and maintenance are adequately supported by funds outside of pledging. Excerpts from the individual Ministry Vision Statements in Section VI, The Framework for Calvary of *Vision 2020* convey this strong and desirable future:

- A stirring and inspirational program of worship that includes a balance of forms, times, location and music and is adaptable to the changing needs of the parish and community.
- the youth in our midst have a ministry among us and will be THE LEADERS one day.
- ...continue to live by our Vision and Mission Statements and increase our participation in the assistance we have been able to provide our neighbors.
- ...an active, thriving number of programs [of Adult Education] for our church and the wider community, involving both lay and staff participation and leadership.
- An active Fellowship Ministry that is available for, and invites all members of Calvary to participate and includes more fellowship activities with other churches in our community.
- A sound financial foundation to support and enable Calvary’s ministries.

- ...we need to grow, but not change our close-family atmosphere. ...diversity is an aspect of our church life that should continue to define us.
- A dynamic staff who work well together and with members of the parish
- A shared ministry of calling and caring by both clergy and laity.

However, today at this critical point in our journey, Calvary must make key decisions to either reduce expenses (through cutting back and restructuring our ministries and programs) or increase income (through initiatives described in Vision 2020) or a combination of both. The direction established by this *Vision 2020* will set the course for Calvary's future. Assuming the answer is "increase our income to enable expansion of our ministries and programs," the question is: how do we do that?

We must either reduce expenses or increase income

Following God's Direction – Your responses to the "Envisioning Questions" strongly point to a strong, active, growing church and a desire to become more involved and active in its ministries and programs. You suggested we should be reaching out to our community to invite new members. We need to "grow the Church," you said. Calvary has much to offer and we need to share it. ***Evangelism shows up high on your "to-do list" when envisioning a future Calvary.***

Our good foundation we have today will help us achieve Vision 2020

Closer to "home," you said we need to provide programs and activities that would interest a broader range of parishioners, including those members who may not be so active in Calvary. You want to be involved in ways that allow us to share our gifts, network with others, encourage us to work together, and form or join support groups.

We believe this is what God wants us to do.

We believe this is what God wants us to do – to share our talents, reach out to our community, be involved, be generous, make the community a better place, and make someone else's life better. If we could choose how we might impact Calvary through our faith, we would simply try to be better disciples.

What's Next? – So, how do we achieve Vision 2020? How can we build on our strengths? What should stay the same as today? What areas or ministries should expand or be enhanced? How can we encourage members to be more ***actively involved*** members? How do we attract ***more*** members?

It's not easy to project so far into the future when we have so many concerns today. But it is because of what is happening today that we need to take a long-range perspective.

Well, we know what God wants us to do. We know what we need to do. What could possibly keep us from reaching our Vision? Could it be our faith? Do we need to "get out of the boat?"

For more details on *Vision 2020* please see the full document.