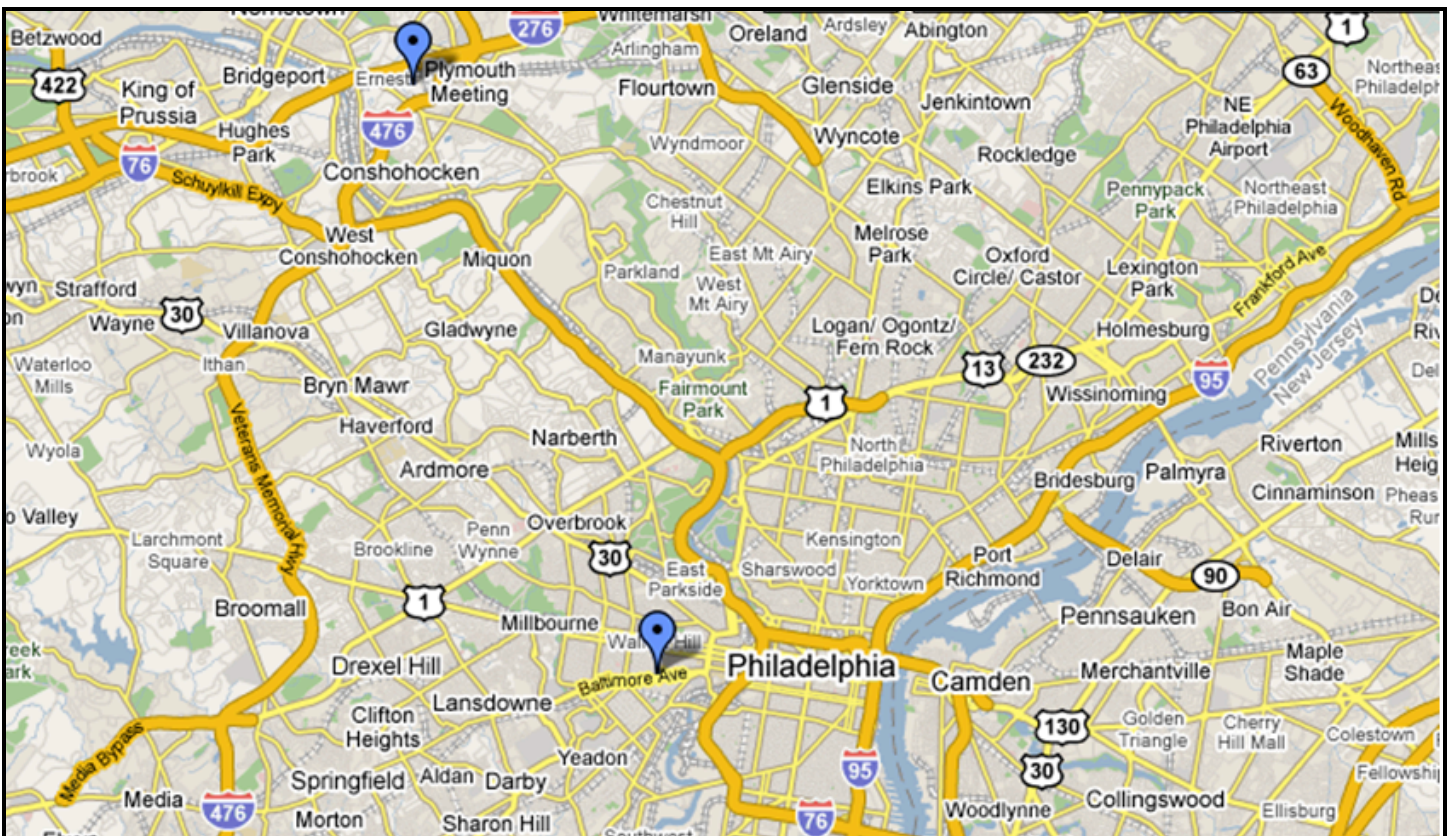




CHAPTER 2 CAMPAIGN

A Multi-Site Strategy: One Church. One Mission. Multiple Locations.



INTRODUCTION

This is a watershed time for Renewal Presbyterian Church.

Newly particularized in the spring of 2006, and now with a new home at 4633 Cedar Ave, we find ourselves with the tremendous opportunity and responsibility to envision the **next chapter** in our church's impact for the gospel. Founded originally in 1989 as an English speaking ministry of Emmanuel Church in Philadelphia, Renewal has come a long way these past 20 years to become an independent, gospel-centered church through which many lives have been transformed by Jesus Christ. We have even spawned a daughter church plant, City Line Church, in 2004. As we look ahead with faith and love, the Renewal leadership senses a deep stirring from God to take our church to the next level and attempt something for the Kingdom that only God Himself could accomplish through His grace, power, and provision. Indeed, in the words of William Carey, we aspire to "expect great things from God, attempt great things for God."

What great thing shall we attempt? We are prayerfully seeking to unleash our fullest potential as a church of young, gifted, gospel-transformed people by expanding and deepening our scope of gospel transformation in our region. With this passion, the leadership believes that the next chapter for Renewal to maximize our Kingdom impact is to become a **multi-site church: one church on one mission in multiple locations**. Our hope is to launch our first satellite site in the northwest suburbs of Philadelphia in the coming year, with potentially more sites throughout the Philadelphia region in the years to come.

We are calling this new direction the **Chapter 2 Campaign** as a way to signify two things. First, this strategy will usher us into the second chapter of our development as an independent, gospel-centered church on God's mission in our region. Secondly, it is our heart to emulate the gospel community and outreach of the early church as depicted in Acts Chapter 2:

⁴²And they devoted themselves to the apostles' teaching and the fellowship, to the breaking of bread and the prayers. ⁴³And awe came upon every soul, and many wonders and signs were being done through the apostles. ⁴⁴And all who believed were together and had all things in common. ⁴⁵And they were selling their possessions and belongings and distributing the proceeds to all, as any had need. ⁴⁶And day by day, attending the temple together and breaking bread in their homes, they received their food with glad and generous hearts, ⁴⁷praising God and having favor with all the people. And the Lord added to their number day by day those who were being saved.

We understand that this will bring about big changes, necessary sacrifices, and great steps of faith for every single one of us. But we earnestly invite you to join us in seeking first the kingdom of God and His righteousness, the greatest cause for which our lives were redeemed. Let's expect great things from our God, as we attempt great things for Him in this endeavor.

Yours, for the sake of the gospel,

The Renewal Session and Staff

FREQUENTLY ASKED QUESTIONS

1. Why should Renewal become a multi-site church?

(Below is an abbreviated version of a presentation given at the Congregational Meeting on March 29 outlining the reasons for going multi-site.)

Over the past few years, our church has been experiencing numerous challenges as we've grown as one large congregation, attracting various segments of people with differing needs and passions, to one central location. Naturally, it has become increasingly difficult as a church to be "everything to everyone." For example, a growing number of our suburban families with children have been wrestling with whether Renewal in West Philly could effectively minister to their families in the long term. Especially as their kids approach the adolescent years, church is not just a "Sunday only" thing and distance becomes more of an issue. We recognize that this sentiment would only increase as more families reach that stage with their children.

We also have people who are particularly passionate about ministry in the *city*, and being alongside many in our church who are not so inclined, they feel the limitations of how much can be done in our current situation.

Moreover, over the years, we have time and time again run up against worship space constraints with our church growth. Very few churches in the city have large facilities with the capacity to accommodate steady growth at one location. We've realized that we need to figure out a plan for ongoing growth.

In these and other ways, the Renewal leadership feels that we are at a crossroads. In order to move forward fully with our vision to reach more people, especially the lost, with the gospel, and in order to resolve these challenges, we earnestly believe that God is leading us to become a multi-site church. The following are some of the main reasons:

To best accommodate the yearly numerical growth we are experiencing, and promote further growth.

When experiencing yearly growth, a church has the following options:

- *Add more worship services.* According to church growth experts, when a worship space is filled to 80% capacity, meeting attendance in that space will plateau or start to decline. Years ago, we went from one service to two. When our two services became packed, we tried to add a third service, which was not sustainable because of inconvenient timing and a lack of manpower. For our church in our current situation, two services on Sunday seem to be the limit.
- *Build or acquire a bigger building.* First, we want to affirm God's obvious provision for the building at 4633 Cedar Ave. For many reasons (i.e. our desire to stay in our current West Philly location, in the neighborhood of our elders and staff, timing with respect to Emmanuel Church), we believe this is a God-given building at the right location for us. At the same time, at our current rate of growth, we do anticipate reaching the 80% capacity of this space sooner rather than later. (During the past two fall welcoming seasons, we had to set up a makeshift overflow room to accommodate all who came.) After a number of years of searching in West Philly, we do not anticipate building a larger space or acquiring a larger building as a viable option in the city.
- *Do nothing.* Churches do this and simply plateau. But doing this will usually cause a church to decline in numbers and in spiritual vitality by ignoring God's mission to reach more people for the kingdom of God. For us, we see this as an unfaithful option.
- *Launch satellite sites or church plants.* Launching local congregations at other sites promotes church growth in a way that doesn't depend on the limitations of one, central worship space. We see no better option for fulfilling God's purpose to reach more people than launching sites throughout our region.

To maximize our impact for the kingdom of God in our region in faithfulness to the Great Commission.

Even more important than accommodating growth, we seek to be a Great Commission church faithfully on God's mission to reach unbelievers with the gospel. We believe up to this point, Renewal has been largely an attractional church that has drawn people through good preaching, ministries and community. Going forward, the leadership believes God is challenging us to be a church that more intentionally and faithfully engages our unbelieving world and expands God's kingdom by conversion growth (as opposed to transfer growth) through evangelism and service.

According to an abundance of evidence, starting new satellite sites and church plants is by far the most effective way to reach more unbelievers with the gospel, not through evangelistic programs, events or crusades. This is because the lifeblood and culture of a new local congregation is to be "outward facing," reaching out to its particular context. Going multi-site would enable each site to reach its particular context more intentionally and effectively. A city site for Renewal will be empowered to serve specific needs in the urban context. A local congregation for Renewal in the suburbs will not only better serve the spiritual needs of our people who live and work there, but will also be a far more accessible venue for our members to invite their neighbors, friends, and co-workers to church.

We do not believe we will be most faithfully or effectively on God's mission by simply growing larger as a central "mega-church." Like the early church in Acts, we desire to scatter out as one church with various local congregations throughout our region, each with the heart and culture to reach the lost with the gospel.

The multi-site strategy enables a church to experience the best of being both one church and multiple local congregations.

The specific advantages of the multi-site church model are numerous. This model would enable us to:

- *Grow larger and grow smaller.* Through the years, we have grown as one large regional church attracting people from all over the area. And as our Sunday crowd has gotten larger, many have felt that we have lost a sense of intimate community. "I don't know most of the people here on Sunday!" Going multi-site enables each satellite to become smaller, more intimate communities. At the same time, as one Renewal Church network, our gospel reach would grow broader. We would experience some of the benefits of the scale of a big church, including better quality ministries and programs. The multi-site model brings the scale of big church ministries with a "small church feel" at each site.
- *Act regionally and act locally.* As a network of sites working together for the sake of the Kingdom, we could meaningfully and tangibly fulfill a big vision to reach a *city, region, and even world* with the gospel. And how that could practically be done is for each local congregation to meaningfully reach its local context. In a multi-site model, each site would have the autonomy to focus on incarnating the gospel and meeting the needs of its immediate context.
- *Greater outreach and greater in-house maturity.* Reaching more people for the gospel and deepening the spiritual growth of our current members are not at odds. It is "both-and," not "either-or," in a multi-site movement. When fully engaging God's mission, the congregation is able to mature to the fullness of Christ. Why?

First, as the multi-site model enables the church to become "smaller" at each site, this enables more intimate gospel community to develop, where people can be more involved in serving one another. And secondly, we experience blessing not when we stay passive, but when we go out on God's mission to be a blessing to the world. Stretching our church to be more intentionally outward faced will necessitate new lay leaders and servants to be raised for the sake of the mission. This will then unleash the under-used gifts of pastors and members, opening up the full potential of the church to serve the kingdom of God.

Questions about the Session

2. With the recent and impending Session and staff changes, who exactly is on the Renewal Session?

The Renewal Session currently consists of Rev. Paul Kim, Rev. Dwight Yoo, John Applegate, and Isaac Kwon. (On January 14, a Renewal members' letter announced John Kang's decision to resign from eldership. At the March 29 Congregational Meeting, Rev. Young Lee announced his decision to leave Renewal Church in the near future to pursue other ministry opportunities, and thus has stepped down from the Session.) As the lead pastor, P. Paul will continue to serve as the moderator of the Session.

Rev. Charles Han (PCA) and Rev. Dan Whang (KAPC) were recently ordained as teaching elders in their respective denominations. However, they are not currently active members on the Renewal Session. (According to the rules of our church's PCA denomination, they must be approved by a congregational vote to serve as Session members.) Due to their current involvement in the leadership and administration of the church, P. Charles and P. Dan will serve as non-ruling, non-voting *advisory members* to the Session.

3. Is the Session fully united on this new direction to become a multi-site church?

Yes, all the Session members are in full unity on this new direction. After a long season of prayer, perplexing discussions, and differences of opinion among the elders, we really believe the genuine consensus that has emerged over this plan is evidence of God's leading and answer to prayer.

4. Aren't there just too many changes going on at the same time? Is going multi-site a wise move now?

Speaking with many, we empathize with the range of emotions, thoughts, and fears that our people are experiencing. With the recent purchase of the new building to the staff changes to this multi-site direction, there are many significant changes at once. And as expected, these transitions bring about strong feelings of sadness, fear, and disorientation in many of us, the pastors and elders included.

Yet, we do feel that the time is ripe to move forward with the suburban satellite site in the coming year. As previously mentioned, we anticipate a continual influx of newcomers that will test the limits of our West Philly worship space and our ability to reach out to them effectively. We see an opportunity and responsibility to accommodate this growth more ably than we have been doing. Likewise, we long to be more effective in spiritually growing our suburban people in their context, so that through them more people will be reached with the gospel. On the whole, we feel that remaining in the status quo would be detrimental for the future of our church.

We want to remind the church that the actual transition to a multi-site church will not occur for about a year. We feel this time frame will provide our congregation, both individually and corporately, adequate time to prepare for the transition. We are praying that the initial fears and frustrations felt in reaction to the changes will gradually grow into faith and excitement in what God will do in and through us as a multi-site church.

Questions about the Multi-Site Church Model

5. What is a multi-site church?

A multi-site church is one church meeting in multiple locations. A church is considered multi-site if it has more than one worship venue, more than one satellite site, or a combination of both. Scenarios include different

worship rooms on the same site, different locations in the same region, or in some instances, different cities, states, or nations. A multi-site church shares a common vision, leadership (session of elders), and budget.

6. Is the multi-site church model common?

The multi-site church is increasingly becoming a chief model and missional strategy for reaching a particular region with the gospel. The multi-site strategy is in the same vein as church planting (starting a new independent church), and is acknowledged today as the most effective method for reaching unbelievers. Leading church growth expert C. Peter Wagner writes, “The single most effective evangelistic methodology under heaven is planting new churches.” A multi-site church is essentially one church planting new local congregations under one unified vision as one network.

We recognize the growing prominence of the multi-site church movement by these examples: Redeemer Presbyterian Church in New York City (Rev. Tim Keller), Bethlehem Baptist Church in Minneapolis (Dr. John Piper), Willow Creek Community Church (Pastor Bill Hybels), Mars Hill Church in Seattle (Pastor Mark Driscoll), and so on. More relatable examples of multi-site churches in our area and context are Grace Covenant Church (with University City, Temple University, and Mainline sites) and Liberti Church (with Fairmount, Fishtown, Roxborough, and South Philly sites).

7. Don't multi-site churches begin with such a model as their vision and strategy from the beginning? Aren't we “backing into” this model out of the tensions we have experienced? Should this be done?

The growing multi-site church movement is a fairly recent development. Therefore, the majority of multi-site churches today didn't begin as such, nor was it their original intention to go in that direction. Most churches that use a multi-site approach evolve into it, rather than beginning with it. Before this decade's explosion of church plants and multi-site churches, the prominent development in the 80's-90's was the “mega-church movement,” with big churches (like Willow Creek) attracting people from far and wide and growing ever larger at one central location. Many of these mega-churches have now moved to a multi-site strategy because of the problems and limitations of trying to promote the spiritual and numerical growth of massive gatherings of people at one site.

We are encouraged to learn of many churches that ran into various tensions and problems (even very similar to our own) and found the multi-site strategy to provide a clear solution. Peter Roebbelen, pastor of Chartwell Baptist Church in the suburbs of Toronto, put it this way: “We backed into multi-site. It's not something we intentionally tried to do. It was more like a disruptive moment when we faced a problem and saw an opportunity.” We feel the same way.

8. Isn't the multi-site church model mainly suited for very large churches? Is Renewal currently at a size where going multi-site is feasible?

In our research, we are seeing that the multi-site approach works for churches of various kinds and of various sizes. It depends on the ability of each particular church and the opportunities in its particular context. Churches smaller than ours have gone to a multi-site approach with satellites of less than 100 people each, and have successfully experienced growth.

9. What makes the multi-site church model particularly effective in reaching a region with the gospel?

To reiterate, planting new churches or local satellite congregations is the single most effective strategy in evangelizing, converting, and nurturing unbelievers. New local congregations are specifically designed and birthed to reach targeted neighborhoods and sections of a larger region. These smaller local communities are far more

effective in serving and influencing their immediate contexts than one large central church can minister to all its attendees from a distance.

Moreover, we see the multi-site approach as having particular advantages over pure church planting. Multi-site churches can have the effectiveness of church planting while maintaining the benefits of being one church under one leadership with the same theological convictions and shared resources.

10. What are some difficulties or even disadvantages to the multi-site model?

The multi-site model certainly brings specific challenges as well. We anticipate the administrative needs of a multi-site operation to be significantly more demanding and complex. This will bring a heavier burden upon the pastoral and administrative staff, especially in the launch phase.

We also recognize some of the sacrifices the congregation might have to make by adding a new site. For some of us, this change might entail leaving close friends to go to or remain at a particular site, bringing a sense of loss. Going multi-site will also require all our people to sacrifice more of their time, energy, and money for our Kingdom cause, as launching a satellite site will open significantly more ministry and financial needs for both sites. Indeed, many of our current conveniences will undoubtedly be challenged by such a move.

One significant difficulty we foresee is being truly an effective outward-reaching church at both sites. This requires a big shift in the culture and mindset of our church, particularly at the West Philly site. This is where church planting has an advantage over the multi-site model, in that it is easier to begin such a church from scratch rather than changing the established culture of an existing church. We are praying that going multi-site will be the catalyst God uses to move us gradually in the direction of so-called “incarnational ministry,” incarnating the gospel through word and deed to lost people in our particular contexts.

Questions about Renewal Multi-Site Leadership & Structure

11. What will be the leadership structure of this multi-site church?

The multi-site church (both sites) will be *one* church, which in our Presbyterian form of government entails operating under the leadership of *one* Session. The one Session, led and moderated by P. Paul, will oversee the overall direction of the multi-site church and major issues that concern the network as a whole.

At the same time, we foresee each site having local leadership (pastors, elders, staff) that focus exclusively on leading the people and ministries of that site. For example, the local leadership of the West Philly site would lead their particular people for their urban context. They would not (and practically could not) lead and make decisions for the suburban site.

In the multi-site model, the Session would practically leave many site-specific decisions and issues up to the local leadership of each site, but always subject to the authority of the Session. The Session would represent all the sites as a whole and provide overarching leadership. In this sense, P. Paul will remain lead pastor of Renewal and all its sites.

12. What would be P. Paul’s role in the multi-site church?

P. Paul will remain the lead pastor of Renewal and moderate over the Session. It is our current plan that when we move to two sites, P. Paul would remain the lead preacher at both sites.

P. Paul will also transition to be the site pastor overseeing the suburban satellite. He will focus on leading and shepherding the local congregation at the suburban site. Practically, he feels that this will be a good ministry fit as many of our older families live in the suburbs, as does his own family.

13. What will be the roles of the other pastors?

P. Dwight will become the site pastor of the West Philly site. This entails being the lead shepherd of this local congregation, providing vision and direction for this site as a mission in the *city*, and overseeing the local leadership and ministries.

With P. Young's departure, P. Charles will take on the role of executive pastor of Renewal, whose responsibilities include overseeing the administrative operations and ministries of the church; providing strategic leadership for the church's vision; and helping manage the pastoral staff. P. Charles will also help P. Dwight shepherd the West Philly congregation as an assistant site pastor.

P. Dan will continue as pastor for our college ministry.

Questions about the Proposed Suburban Site

14. What is the vision of the suburban site? Will the suburban site have anything to do with the city?

The vision of the suburban site simply will be to serve as a local congregation where our members can realistically and effectively bring their neighbors, friends, and co-workers. In this sense, the suburban site will be a church exclusively focused on reaching people and families in the suburbs. Through the network with the city site, our suburban people will have events and opportunities to get involved in urban ministry if they wish, but vision and mission of this particular site will be gospel ministry that fits the suburban context.

15. Will Renewal going to two sites really be “one” church? How much interaction realistically will there be between the two sites?

The expectation is that the two sites will *function* like two separate churches. Each site will be given the autonomy to freely and fully engage its particular context with the gospel. Then in what sense will we be “one” church? The “oneness” of the two sites will be meaningfully experienced more by the Session and staff behind the scenes, in our governance, administration, and sharing of resources (i.e. team preaching and teaching, small group curriculum, short-term mission trips, service opportunities). Though one site wouldn't really interact with the other, we believe the “behind the scenes” unity would help both sites tremendously.

16. Will the suburban site be exclusively for families?

No. We desire to see both families and singles serve at our suburban site. In fact, we believe that this site needs a core group of singles in order to reach a broad spectrum of people and flourish. Likewise, we desire the West Philly site to consist of families as well as singles.

17. Will the suburban satellite eventually become an independent church?

This is not our intention. We believe there are benefits and wisdom in keeping the suburban satellite under the leadership of Renewal Church. However, we are open to the possibility that the two sites might one day eventually become independent. For this to happen, the advantages of such a move would have to outweigh the benefits received from remaining in partnership with the multi-site network.

18. What is the vision of the city site? In what way will it be a city church?

First, the term “city” encompasses a broader meaning than any particular section or demographic segment of the city. To put it directly, “city” is not limited to the urban poor. The city is a place of societal and cultural influence that attracts people of all walks of life: from upwardly mobile professionals to the poor. In Scripture, we see the strategic nature of reaching cities for the sake of Kingdom advancement. Therefore, we envision a “city” church that is intentional about strategically reaching urban people, neighborhoods, and campuses with the gospel. This means being a church that practices incarnational ministry in word and deed throughout the city, especially in the immediate neighborhoods around our church. To this end, we challenge and encourage our people to live in neighborhoods close to church so that we may dwell incarnationally with people we seek to reach.

On a larger scale, our hope is to help spread a gospel movement in the city of Philadelphia. We dream of fulfilling this vision by launching more local congregations throughout the city in the future.

19. I don’t feel particularly drawn to the city site or the suburban site. How should I decide which site to go to?

A number of us might be confused or undecided about which site is most appropriate for them. To make it practical, we challenge and encourage people to commit to the site they can best invite friends, co-workers, and neighbors, and serve its ministries and outreach. This is a decision that we ask our people to make prayerfully.

We recognize that based on who goes where, some of our small groups will have to be adjusted accordingly. With our small groups, we hope to apply the same principle of which site would best serve the relational network and outreach efforts of each particular group.

20. Who should we see as the pastor of the West Philly site?

Although P. Paul will continue to be the lead pastor of Renewal, and initially be the primary preacher at both sites, P. Dwight, as the site pastor of West Philly (the so-called “face with the place”), will serve *functionally* as the lead pastor-shepherd, overseeing the local leadership and ministries of the site. Going forward, we anticipate P. Dwight taking on more of the preaching load and eventually becoming the regular preacher at this site.

21. Are there other specific satellite sites currently in the works?

No. We believe one satellite (along with getting our new building up and running) is enough to think about and plan for now! But we do believe that mobilizing our West Philly site as an urban church and launching a faithful suburban satellite is the first step in a long-term vision for reaching our region with the gospel of Christ through multiple sites. The Session and pastors will prayerfully seek the Lord’s will and wisdom concerning the time and place of any future satellite sites.

22. Doesn’t starting a satellite site weaken the congregation in West Philly?

In the overall perspective of advancing God’s kingdom, we don’t see it that way. Yes, when launching a new site, the home congregation loses precious people and resources. There is real sacrifice involved. Just as one disciple of Christ needs to fall as a grain of wheat into the ground and die in order to bear much fruit (John 12:24), likewise with a church. And in starting new sites and church plants, the mother church must be willing to “fall into the ground and die” in order to bear much fruit. However, this sacrifice and pain leads to blessing and life. It is akin to parents who are willing to endure all the burdens, pains, and costs of birthing children, because

raising new life is worth it. In the eternal perspective, it is infinitely worth the burdens, pains, and costs of a mother church birthing daughter churches so that the kingdom of God overall would advance.

Moreover, losing precious people and resources to daughter sites and plants is a blessing in disguise. The loss causes the mother children to develop more leaders; cultivate dormant and underused people and their spiritual gifts; and revitalizes the church as a whole. This was Renewal's experience in releasing core members to City Line Church. Although we felt the pain of the loss initially, it resulted in new members developing into faithful servants and leaders. Yes, starting satellite sites is a step of faith for the home congregation, but a sacrifice that God is more than willing to revive and replenish.

Questions about Finances

23. If the long-term plan is to go multi-site, then why did we purchase the new building?

The decision to go multi-site was a development that only emerged recently and should be considered a separate issue from our decision to purchase our new building. At the time, we felt the need to acquire our own building to meet for worship and be fully independent of Emmanuel Church. Our desire was to remain in West Philly, rather than moving to a different part of the city or out of the city altogether. Aside from the decision to go multi-site, this new building will enhance our ministry in West Philly.

24. Can we afford to begin a satellite service when we just bought this new building?

We thank the Lord for providing the building itself at a relatively low cost, which doesn't dramatically affect our yearly operating budget. However, the renovation costs of the building go above and beyond our current budget and require us to raise additional support to finish the project. Therefore, in the summer we will conduct a church-wide Capital Campaign, asking the congregation to give toward the West Philly site's vision to take off on its gospel mission with a completely renovated building. More details about the Capital Campaign are to come.

Relatively, the start of a satellite service would not cost nearly as much, at least in the initial launch season. Therefore, we are not nearly as concerned about the costs of a new site launch as we are with the financial burden of renovating the building at 47th & Cedar. We believe that as God is calling us to become a multi-site church, He will provide in every way for that which He calls. We pray that through this Capital Campaign and the church's giving in faith and love of the mission, we will be able to pay off the building renovations and launch a new site within the coming year.

25. Do we need to renovate the building before going ahead and starting a new site?

We will begin planning and preparing for the new site in conjunction with the renovations to the new building. Practically, in the coming year as we prepare to go multi-site, we desire to meet altogether in one building as soon as possible, which is contingent upon the completion of our facilities for our children's ministry. (We desire all the renovations to be completed by the fall.) Moreover, in terms of pastoral staff responsibilities and member mobilization, we do see a pressing need to finish renovations to the building before freely and fully going ahead with the preparation and launch of the new site. Therefore, we see the success of the upcoming Capital Campaign as a vital part of this larger vision to become a multi-site church.