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A heart for Victoria

**A Strategic Plan**

**Vestry 2018**

**Introduction**

We begin with a Why Statement short, the basis of who and what we are – summed up as ‘why we are doing what we are doing’

This is expanded into a Vision Statement – a statement of intent. Within this is the vision upon which planning is built. Following that is the link to the Diocesan Vision, within which all the goals that follow fall, and a reminder of the marks of Mission which undergird the life of the Anglican Communion.

Then the strategy comes from these steps:

* Identifying a few goals that are aligned with the Community’s long-term mission. Goals that will work towards the realising of the Vision
* Identifying potential strategies/action steps for reaching those goals

As time goes on, these goals will be addressed, adjusted and amended. Perhaps some of them will be reached! But we will continue creating and evaluating potential long- and short-term strategies in light of mission, financial capacity, strengths, and other criteria

Most contemporary thinking in business, church and NFP planning says that a strategic plan cannot be static – a plan that says in 5 years X will be the case, or even in two or three years Y will be the case is unable to cope with the rapidly changing climate the Church finds itself in, or indeed with the speed of change in wider society. This plan will need to be constantly revised and reassessed – and to continue asking the question as to whether the Mission (Why) and Vision stated below are congruent with the community St John’s claims to be, and is.

**Why Statement**

 ***A heart for Victoria***

**St John’s Vision**

*Learning and Living the love of God that we may proclaim and share it:*

*To be a church for all, in the heart of Victoria.*

The Anglican Church of St John the Divine seeks to be an **affirming, welcoming, inclusive, Spiritual Community.** Rooted in the **Anglican Tradition**, we are **progressive, open, questioning,** and **nurturing.** We want to be a **reconciling** and **reconciled** community, to be **advocates** for social change for the betterment of all people, to **connect** to our local community, to **celebrate the arts,** to share a **sense of joy, hope, and life,** in worship which is both **grounded in liturgy** and **informed by contemporary thinking and expression.** As a **loving, hospitable** community we wish to be a **safe space,** in which **healing** may occur and people are **cared for, affirmed** for who and what they are, and can **grow, learn,** and be **challenged** in their thinking and in their journey of faith, and in their calling to be **disciples** of Christ.

**Background to Vision and points to consider**

As part of the Anglican Diocese of Islands and Inlets (AKA The Diocese of British Columbia) we seek to be and to make disciples, and we see our calling to fulfil the three areas of the Diocesan Mission Statement, paying attention to the calling to address

**Faith in Foundation** – stewarding the assets and careful management of the Church

**Faith in Formation** – the programs, worship, and nurture of the people of our community

and

**Faith in Action** – living out the values we hold and making a difference, in Christ’s name, in the world.

All of these we hold within the calling of the Anglican Church of Canada to live out **The Five Marks of Mission**

* **To proclaim the Good News of the Kingdom**
* **To teach, baptize, and nurture new believers**
* **To respond to human need by loving service**
* **To seek to transform unjust structures of society, to challenge violence of every kind and to pursue peace and reconciliation**
* **To strive to safeguard the integrity of creation and sustain and renew the life of the earth**

**Preamble**

In the process of consultation, reporting, reflecting and learning that has taken place in the past five years – through the excellent work of “Quo Vadis?” our “Why” days, Strategy Survey and the ongoing consideration of who we are and what we do – we, as a community have not yet come up with a plan which will challenge, inspire, and ask whether we are moving forward in our desire to be a living, active, vital expression of church for today and the years to come.

We are at a crossroads – we can keep on doing what we do and bear the consequences of that (for better or worse) – or we can seek to do a few things well and open ourselves to the possibility of more! I believe we are called to be a transformed and transforming community, and I hope that our desire to hold on to the good within our shared life will also allow us to consider the need to change and grow to be all that we are called to be.

This strategic plan is not finished. It is, and will continue to be, a work in progress – a work to which we are all called, and a work which will open us up to new possibilities whilst, I hope, preserving the best of the life and community which is St John the Divine. My hope is that it is not just a consolidation of what we are doing, but a leading us on, into new ground, opening us up to the possibility of transformation and change. It does not attempt to give every group in St John’s ‘what they want’ for, as Dan Hotchkiss says in ‘Governance and Ministry’: “Congregations do some of their best work when, instead of giving people what they want, they teach them to want something new.”

What new things are we being called into? Where are we going next? Are we willing to go somewhere else?

During this consultation process we picked up some **main themes:**

* Being a ‘faithful community’ – recognising that our spiritual life is the engine that drives all we do.
* Possibilities of new styles/content in worship (within/beyond the main Sunday services??)
* Connection with the Arts community – use of Art in worship/devotion, use of St John’s space for concerts. Displays, events. Expression of Arts within community, by community.
* Community – being a place of welcome and hospitality, opening up our doors, and offering healing and care to all who come. A strong sense of ‘being together’, opportunities to gather informally as well as formally, fun and engaging events. A strong pastoral care team.
* Offering a place where every person can exercise their gifts, as volunteers, prayers, supporters.
* Good use of our space, for multiple events and activities. Consideration of re-ordering of space following reports on redevelopment of Church building, longstanding redevelopment work, consideration of ‘lower hall’ improvements, how to use space in Parish house, possibilities of new office/meeting/music space in expanded facilities as result of redevelopment.
* Addressing what we give, why we give, and to what we are giving – sharing our vision in order that people know that the time, money, energy they give is going somewhere.
* Exploration and working towards a Transforming Futures campaign.
* To ask whether we are on the right track. Where are we going, how can we get there, what resources do we have, and not have.
* To explore whether there is appetite for change. And to be clear on the non-negotiables.
* To consider what it means to ‘be disciples’

**Areas to address as part of our ongoing process:**

Willingness to change, not just ‘tinker’ or ‘work around the edges’

What is the heart of St John’s?

What are our priorities?

What is our potential?

What our our pitfalls?

**The Plan**

The basis of the plan is the goals that we are aiming for – they are aspirational, hopefully challenging, and hopefully inspiring! These goals are

**Faith in Foundation**

* To have buildings and facilities which meet the needs of St John’s community now and into the future
* To have stable and sustainable finances, budgets that meet needs of ministry, investment in the work and future of our church.

**Faith in Formation**

* To offer programs, services and events meeting the needs of the St John’s community and the wider world
* To be a caring, nurturing, healing community
* To be a communicating and connected community
* To have integrated and co-ordinated Ministries appropriate to the mission and vision of St John’s
* To be a learning community

**Faith in Action**

* To be a community that is engaged, connecting, and making a difference in the world – outward looking, responding to the needs around us
* To be a reconciled and reconciling community

**Next Steps**

The conversation continues – under the guidance of PC (Parish Council) we will be reviewing, considering, and working towards a conclusion to this part of the process by July 2019 – with the aim of having a working strategic plan, including dates and personnel assignments by that time. We will begin working on the action points within the plan immediately.

Each group and committee within the community will be asked to create their own strategic plan based on these goals – and to continually review and refine their plans as we move on together. We will also seek to create spaces where we can talk to one another about our hopes, concerns, and ideas for this community and our ministry to and in the wider world.

It’s important to say here that we cannot do all of this at the same time – this is an ongoing plan, not one where every part will be addressed at once. PC, Rector and Wardens, the Staff Team, and individual groups and ministries will need to decide on their priorities within this plan and focus on them for a time, then review, reassess and recommit to either continuing that focus, or moving to another depending on progress that has been made.

**Faith in Foundation**

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| **Goal** | **Action Steps** | **Responsible Person or Group** | **Due Date** | **Status** |
| To have buildings and facilities which meet the needs of St John’s community now and into the future | Maintenance Schedule & Costings | Property | Fall 2019 |  |
| Space and Use Audit | Redevelopment & Property | November 2019 |  |
| Scheme of Works for major projects/consideration of fundraising campaign | Property & Financial Group & Stewardship Group | Vestry 2020 |  |
| Redevelopment Evaluation & Presentation | Redevelopment Group | Vestry 2020 |  |
| Consultation with Staff regarding needs and shortfalls in current provision | Property | November 2019 |  |
| Consultation with Arts and community groups re needs and possibilities | Working group led by Rector | July 2019 |  |
| To have stable and sustainable finances, budgets that meet needs of ministry, investment in the work and future of our church. | Budgeting report (AKA Narrative Budget) | Finance | Vestry from 2019 |  |
| Review of Investment Committee | Finance  | June 2019 |  |
| Stewardship Program | Stewardship (with Rector) | October 2019 |  |
| Fundraising evaluation moving towards a Transforming Futures Campaign in partnership with wider Diocese | Finance and Stewardship | Vestry 2020 |  |

**Faith in Formation**

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| **Goal** | **Action Steps** | **Responsible Person or Group** | **Due Date** | **Status** |
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| To offer programs, services and events meeting the needs of the St John’s community and the wider world | Worship review of all services currently offered, consideration of pattern of worship | Liturgy Group and rector | June 2019 |  |
| Create space for daily prayer | Rector & Liturgy Group | March 2019 |  |
| Exploration of Small Group possibilities | Rector (& Working Group)  | May 2019 |  |
| To review our connections with Arts groups, and to support the Arts within and beyond the community | Arts Working Group | July 2019 |  |
| Annual celebration of the Arts | Arts Working Group | Spring 2020 |  |
| To be a caring, nurturing, healing community | Support and Training of Pastoral Care Team | Staff | Ongoing |  |
| Recruitment of Pastoral Care volunteers | Pastoral Care Team, Clergy | Ongoing |  |
| Clear Definition of Pastoral Responsibilities  | Rector | April 2019 |  |
| Regular meeting of Healing Team with Rector/Clergy team members | Clergy | Starts March 2019 |  |
| To be a communicating and connected community | Sharing and regular updating of Strategic Plan  | Rector, Wardens, PC | To PC Feb 2019, present to Vestry 2019, set up review group March PC 2019Three-monthly review by PC July, October 2019 and January 2020 –review presentation to Vestry 2020 |  |
| Schedule for advertising and publicity to be published covering whole year | Administrator & Rector | March 2019 |  |
| Website to be current and regular (bi-weekly minimum) contributions from staff members to Blog | Rector, Staff, Web team | Schedule for blog available end March 2019Report to PC in September 2019 |  |
| Regular meetings to communicate with parish current activities and financial situation | Rector, Staff, Finance, Wardens | First meeting April 2019, subsequently quarterly |  |
| To have regular social events for St John’s community – and draw up calendar for such events | Staff | Published by end March 2019Evaluation Jan 2020 |  |
| Review Communications plan and update | Staff and PC | April 2019 |  |
| To have integrated and co-ordinated Ministries appropriate to the mission and vision of St John’s | Staff and lay leadership to share planning and strategy duties | Rector, Wardens, PC | June 2019 for first session |  |
| Staff Reviews & Staff Development Annual schedule | Rector & Wardens | Schedule available end March 2019 |  |
| To identify training needs for staff and laity. | Rector, Staff, Wardens | Initial presentation May 2019 |  |
| Offer regular training days for lay and ordained leaders | Rector, Staff, Wardens | Schedule available October 2019, to be revised January 2020 then annually  |  |
| To have in place Co-Ordinators for volunteer ministries | Rector | May 2019 |  |
| Quarterly meetings for chairs/heads/co-ordinators of all ministries/committees (staff and volunteers) | Staff | First meeting by June 2019 |  |
| To review and clarify our governance proceedures | Rector, Staff, Wardens | July 2019 |  |
| To have ‘every member ministry’ where all can offer there gifts and talents | Rector, Volunteer co-ordinators | October 2019 |  |
| To be a learning community | Make training available or find training for all who offer to minister within and beyond the community | Rector, Wardens, Volunteer Co-ordinators | Ongoing – report to vestry annually |  |
| Creation of learning co-ordinating group or appointment of learning facilitator | Rector | Report to PC May 2019 |  |
| To have regular courses on issues of concern | Rector, Staff, SJSAG Learning Group/Facilitator | Report to PC September 2019 |  |
| To Explore visiting speaker series/days | Rector, Learning Group/Facilitator | Report to PC Quarterly starting October 2019 |  |

**Faith in Action**

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| **Goal** | **Action Steps** | **Responsible Person or Group** | **Due Date** | **Status** |
|  be a community that is engaged, connecting, and making a difference in the world – outward looking, responding to the needs around us | To explore possibility of stronger connections with local faith groups (including Mosque, Ismaili Community and Congregation Emmanu-el)  | Working group | Report to PC by June 2019 |  |
| To grow our relationship with GVAT, and work together on effecting social change in partnership with other organisations | GVAT reps, Clergy, Staff, Wardens, PC | Report and Evaluations to PC June 2019 |  |
| Connect/Partner with another Parish in ACoC | Rector | June 2019 |  |
| Connect/Partner with another Diocese/Province in Anglican Communion | Rector | July 2019 |  |
| Seek out opportunities to work for Social Justice, through advocacy and support of Local and National organisations | SJSAG | ongoing |  |
| To advocate for the broadening of the ACofC Marriage Canon – formation of an action group working towards General Synod in Vancouver | Clergy  | July 2019  |  |
| Raise profile of PWRDF, make PWRDF a priority in St John’s community | Rector, PWRDF Reps | Review by Feb 2020 |  |
| To strengthen links with local churches and work together with other denominations and traditions | Clergy and Lay Reps (to be chosen) | Ongoing |  |
| To continue and strengthen relationship with our Cathedral | Wardens, Clergy | Ongoing |  |
| To be a reconciled and reconciling community | To build connections with local Indigenous Groups | SJSAG & Staff | Ongoing |  |
| To continue to explore being a safe space and a social space for LGBTQ2s people | Staff and Wardens Group | Ongoing |  |
| To have process for conflict resolution within the Parish | Wardens | October 2019 |  |
| To offer spaces for community consultation and questioning | Rector and Wardens | ongoing |  |