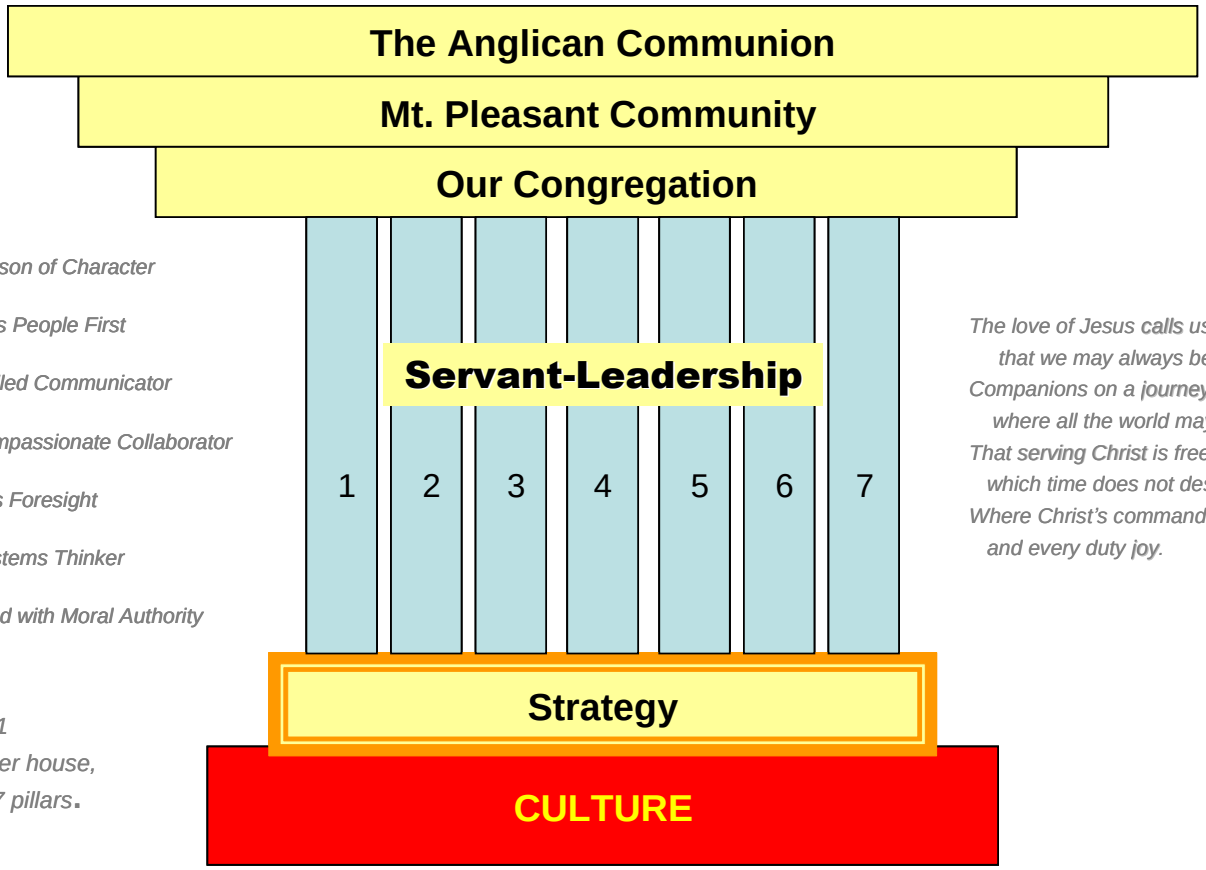
A NEW BEGINNING
SMM's 2021 STRAT PLAN: 2014 - 2021
VISION 2021

IMPLEMENTATION REVIEW # 2 OF 3 - SUMMER 2018
RATIFIED ON 4TH ANNIVERSARY - 14 IX '18

"An Anglican Communion, Multicultural community of faith, called into the fellowship of Jesus Christ."

STRATEGY & LEADERSHIP
in a
COMMUNITY & CULTURAL Context



1. *Person of Character*
2. *Puts People First*
3. *Skilled Communicator*
4. *Compassionate Collaborator*
5. *Has Foresight*
6. *Systems Thinker*
7. *Lead with Moral Authority*

Proverbs 9:1
Wisdom has built her house,
she has hewn her 7 pillars.

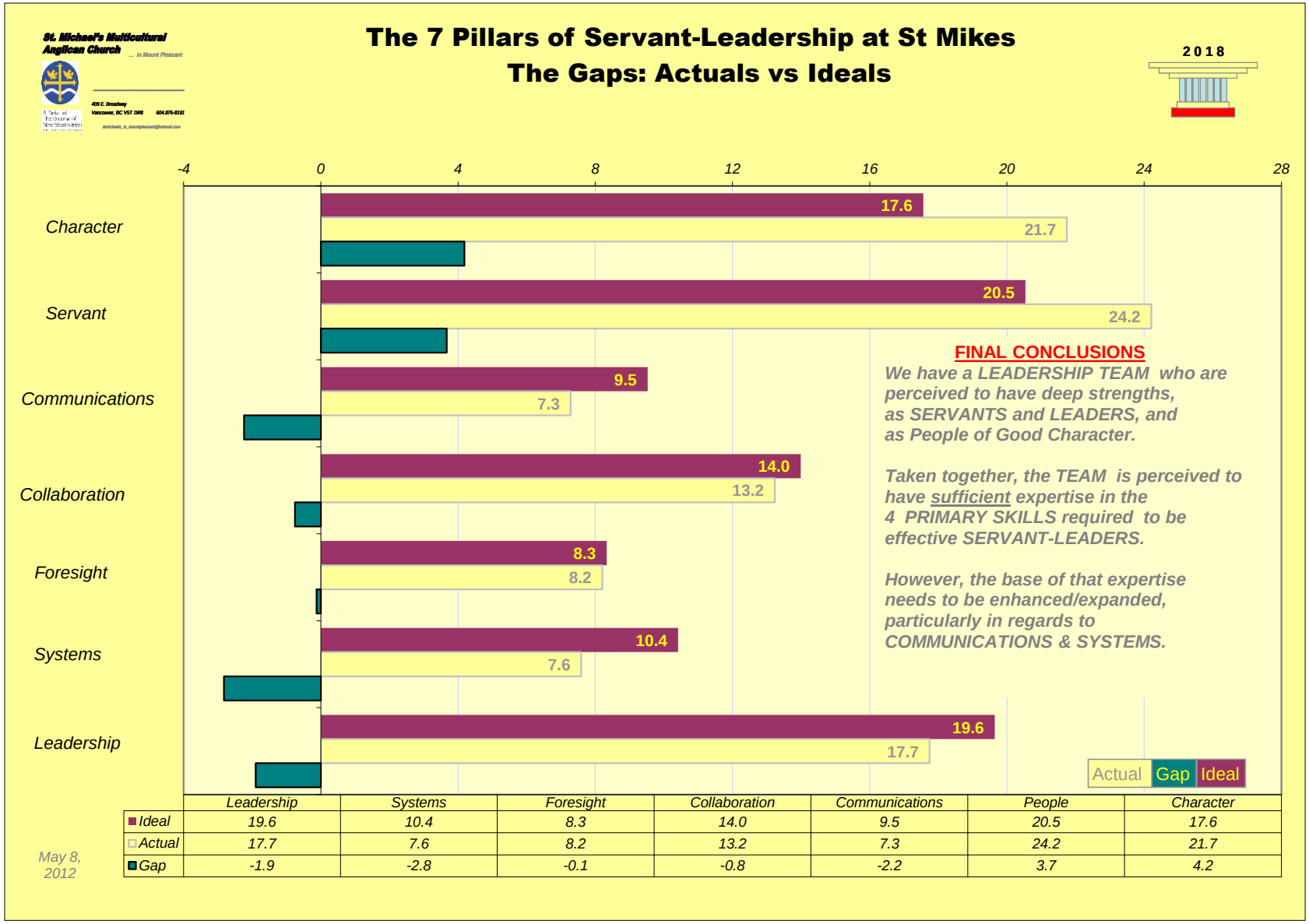
The love of Jesus calls us,
that we may always be,
Companions on a journey,
where all the world may see,
That serving Christ is freedom,
which time does not destroy,
Where Christ's command is duty,
and every duty joy.

"WE CELEBRATE OUR UNITY AND ARE STRENGTHENED BY OUR DIVERSITY"

Original Unanimous Seriatim Ratification by St. Michael's 11 Member Strategic Planning Team

Whistler - 14 IX 14

NOTE CORRELATION TO FRONT COVER ALTAR ICON



	Leadership	Systems	Foresight	Collaboration	Communications	People	Character
Ideal	19.6	10.4	8.3	14.0	9.5	20.5	17.6
Actual	17.7	7.6	8.2	13.2	7.3	24.2	21.7
Gap	-1.9	-2.8	-0.1	-0.8	-2.2	3.7	4.2

Figure 1: Seven Servant-Leader Marks - Re-ratified 14 Aug 2018

EXECUTIVE SUMMARY

Review #2 of 3 – 2021 Strat Plan Update for the 2019 AVM

On the fourth anniversary of ratification of SMM's original 2021 Strat Plan *(14 IX '14 at Whistler)*, the current 2021 Strat Plan Team hereby ratifies their 2nd '*official*' review for presentation to the 2019 AVM, as specified in their mandate *(see 4.3 & 4.4, on page 4 of 7)*.

Four primary insights/achievements arose from the teams Summer 2018 review.

4 Gospels - Not Matthew, Mark, Luke, & John - rather, 4 major ministry endeavors; Meal Ministry, Asian Pacific Ministry, Youth Ministry, & Mission to Seafarers. Four years ago, Meal Ministry was our only major Ministry active at the time.

- In the 4 years since, 3 new major Ministries have begun; Asian Ministry (2015), Youth Ministry (2017), and Mission to Seafarers (2018). The Covenant for the latter was signed just 5 days prior to this report.
- We believe this explosion of ministries is the direct result of the Strat Plan.

3 Graphics - Three graphics summarize the work of the last 4 years, and the work of the team over the summer, at a macro level:

1. **91% - DIOCESAN** *(page 5 of 7)* - summarizes progress at St. Mikes from 2010 to today. Two highlights are obvious; Leadership strength is at 100%, while Financial viability has more than doubled.
2. **75% - 21 SMART GOALS** *(page 6 of 7)* - developed directly from '1' (can you see the linkages?). 7 Smart Goals have been completed. 57% would have been an acceptable score at this stage of the Strat Plan; 75%? Wow!
3. **PILONG'S TRINITY** *(page 7 of 7)* - this is a brand new graphic, and provides a Strategic Framework for SMM. There is nothing that goes on at St Mike's that can't be discerned from this essential holistic graphic.

2 Changes - Two substantive changes occurred this summer season. One, two new members were added to the team; Pilong & Monica Bosaing (the Pilong of point 3 immediately preceding!). Two, Smart Goals were tweaked to make room for the addition of one for the Mission to Seafarers Ministry.

1 Symbol - If we could find one symbolic item that would summarize all of the achievements of the last four years, it would have to be SMART GOAL 9; '*Padi to 100%*'. That St Mike's could achieve this, shortly after Padi became Regional Dean, summarizes perfectly the success the SMM team has had in growing and evolving over 4 years, under the sail of the Strat Plan.

2028?? - One final point before our recommendation. We spent a bit of time crystal balling what might come after the Strat Plan hits the year 2021. It was agreed to explore this more rigorously during *Review #3 of 3* in 2020. A first blush thought was that our 2020 recommendation on proceeding with what might be called the 2028 Strat Plan would be articulated at that time, with the summer of 2022 a possible timeframe to begin.

RECOMMENDATION: Our 2018 recommendation is to continue with the **2021 Strat Plan** for the next two years, as modified, as we have done for the last two years. After four years, our SMART GOAL progress *(75%)* and our Diocesan metrics *(91%)* have both far exceeded expectations.

Respectfully Submitted to Church Council and the 2019 AVM by the 12 members of the current 2021 Strat Plan Team.

- As unanimously ratified on 14 IX '18 by *MB, SB, BC, MC, BL, GW, JB, PB, TC, MK, GT, WT*

St. Michael's Multicultural Anglican Church
... in Mount Pleasant
125th Anniversary Year
409 E. Broadway
Vancouver, BC V5T 1W8 604.876-8191
stmikes-church.ca
A Parish of The Diocese of New Westminster

2021
A NEW BEGINNING

PRAYER FOR VISION 2021

Loving God of past, present and future,
we celebrate your church through the life and witness
of the people of St. Michael's Multicultural Anglican Church.

May we seek to heed your call to our multicultural community,
to be outward looking, even as far as the extended Anglican Communion,
to role model for our Diocese a ministry of diversity and tolerance,
called into the fellowship of Jesus Christ,
to serve God's mission in the world.

As we plan for new beginnings in your church
help us to be open and honest with one another
as well as with ourselves.

May we together make bold decisions to further enrich
and develop St. Michael's unique way of being church.
We make this prayer in the name of your son, Jesus Christ,
through the Holy Spirit.

Amen

2007-2021: 12 Seminal Documents
"Continued Implementation of Strategic Priorities"

1.	Ministry Plan	-	March 29, 2007
2.	Parish Profile (version 1)	-	September 16, 2007
3.	Parish Profile (version 2)	-	February 8, 2009
4.	Parish Profile (version 3)	-	April 8, 2009
5.	Parish Profile (version 4)	-	February 21, 2010
6.	Parish Profile (version 5)	-	February 20, 2011
7.	2021 Strat Plan: Vision 2021	-	14 September 14 *(& 22 Feb 2015 at Vestry)*
8.	Implementation Mandate	-	22 February 2015
9.	2-Year Strat Plan Review #1	-	14 September '16 *(& Feb 2017 at Vestry)*
10.	2-Year Strat Plan Review #2	-	14 September '18 *(& Feb 2019 at Vestry)*
11.	2-Year Strat Plan Review #3	-	14 September '20 *(& Feb 2021 at Vestry)*
12.	???2028 Strat Plan???	-	February 2021

1. FROM THE 2021 STRAT PLAN EXECUTIVE SUMMARY

The 2021 Strat Plan report carried with it a recommendation to continue with a modified oversight mandate, and that for the next seven years (2014-2021), an updated membership & mandate proposal be prepared for the next (2016) vestry, as follows:

"CONTINUED IMPLEMENTATION: A second insight we take from the Diocesan Strategic Plan 2021 is their principle of "*continued implementation of strategic priorities*."

- *The strategic planning team has recommended that it continue with a modified oversight mandate, tasked with oversight of the implementation, and that formal reviews in preparation for Vestry occur in 2016, 2018, and 2020. These reviews would have two primary objectives: one, update the PMR scores for that year* (in the 'Big Picture' graph on the inside cover)*; two, provide status on the 21 SMART Goals."*

2. MANDATE

The mandate for the 2021 Strategic Plan Implementation team Review in 2018 is as highlighted in the blue box above, with 2 additions.

1. a new synthesizing graphic, the *SMM STRATEGIC FRAMEWORK.*
2. review the seven '*Servant-Leader'* characteristics originally established in 2014, which were not reviewed in 2016.

The 4 graphics which were workshopped/updated at July 10th & Aug 14th meetings, can be seen on four pages of this report *(p 1 & pp. 5-7).*

3. Membership

To bring the team back up to 12, two additions were made at the first 2021 Strat Plan Review #2 meeting in 2018 (July 1st in Manning Park); Pilong Bosaing and Monica Bosaing. The other ten members continue to be; the Rev. Wilmer Toyoken, Moses Kajoba, James Baldo, Sandra Baldo, Brigitte Laweng, Brigette Castro, Grace Wandag, Terry & Marg Cutforth, and Greg Tatchell.

4. Schedule

1. 2016 - Meeting(s) to prepare a report for 2017 Vestry
2. 2017 - Vestry presentation of 2015-2016 progress, with recommendations.
3. 2018 - Meetings to prepare a report for 2019 Vestry (July 1 & 10, Aug 14 & Sep 14, then Sept. 18 presentation to CC, & Sept 23 Stewardship Homily to Congregation)
4. 2019 - Vestry presentation of findings, including possible recommendations re: the potential need for an updated Strat Plan in the 2020 work.
5. 2020 - Meeting(s) to prepare for 2021 Vestry
6. 2021 - Vestry presentation of 2019-2020 progress (& updated Strat Plan?)

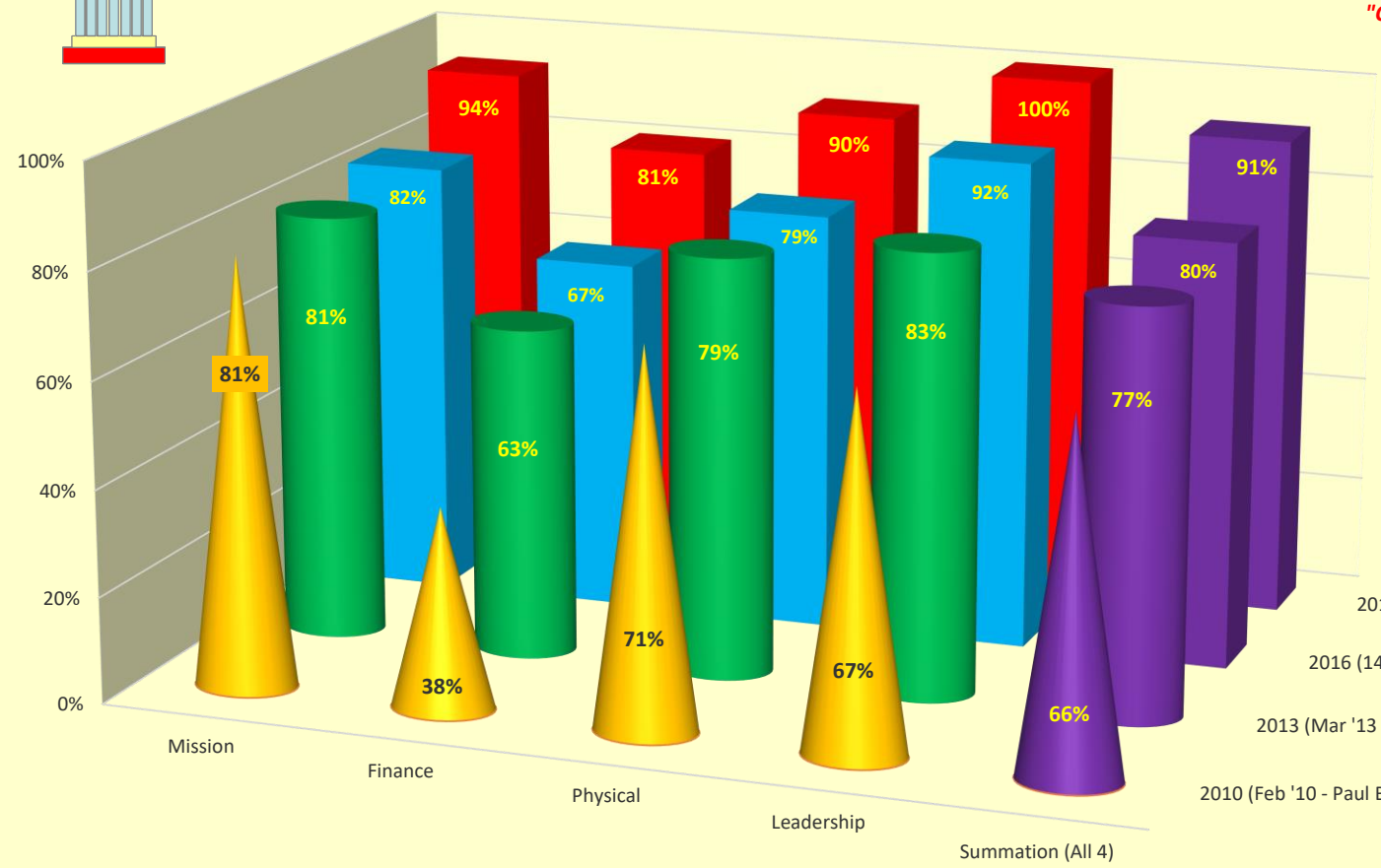
SMM 2021 Strat Plan - Diocesan 18 Question PMR - 2010 to 2018

2018 Implementation Update - Ratified 14-IX-'18 by the SMM 2021 Strat Plan Committee

"Continued Implementation of Strategic Priorities"

NOTE: Methodology based on Diocesan 18-question PMR 'Sail' Excel Program which served as the basis for the Diocesan 2010 Review of all Parishes in the Diocese by the Rev. Paul Borthistle.

Software made available to the St. Michael's 2021 Strat Planning Team on the occasion of their 2013 Strat Planning Weekend Workshop, with thanks to Tasha Carrothers.



	Mission	Finance	Physical	Leadership	Summation (All 4)
2010 (Feb '10 - Paul B.)	81%	38%	71%	67%	66%
2013 (Mar '13 - Kelowna)	81%	63%	79%	83%	77%
2016 (14 IX '16 - St. Mike's)	82%	67%	79%	92%	80%
2018 (14 Aug '18 - Surrey)	94%	81%	90%	100%	91%

Figure 2: 18 'Sail' Questions/4 Overarching Goals – 2-Year Review #2 (14 Aug '18)

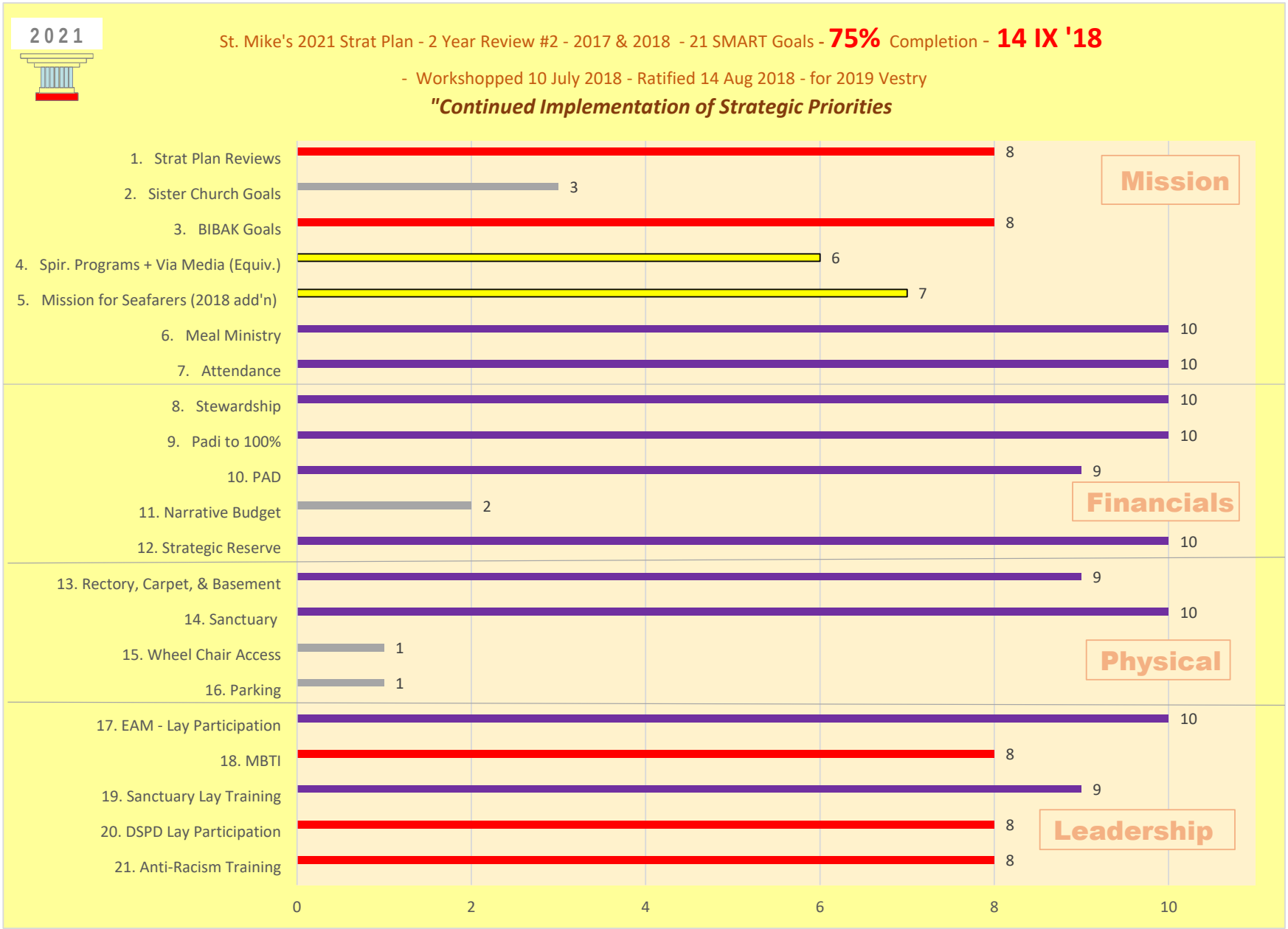


Figure 3: 21 SMART Goals - 2-Year Review #2 (10 Jul '18)

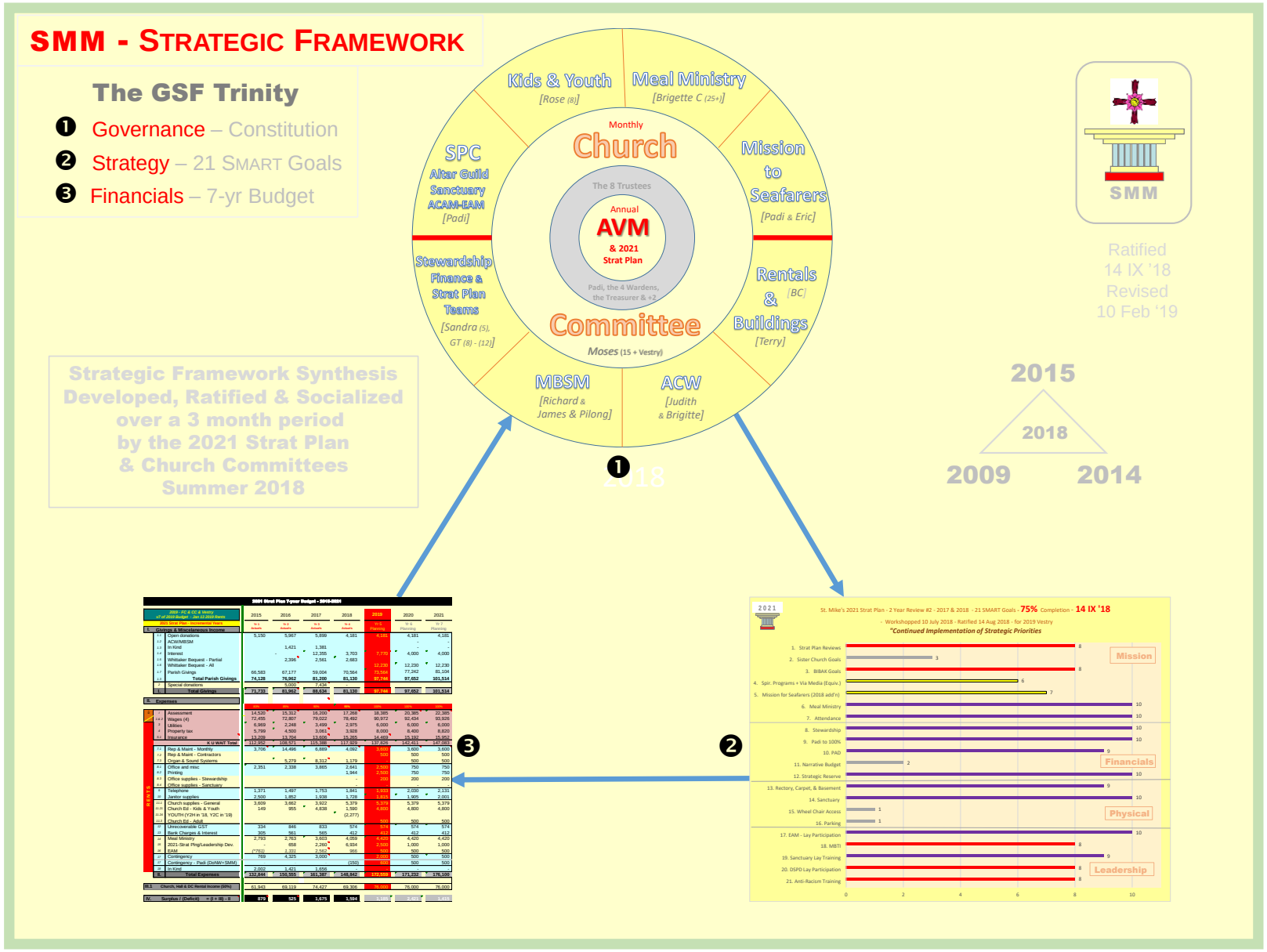


Figure 4: Pilong's Trinity Synthesis – SMM Strategic Framework - 2-Year Review #2