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

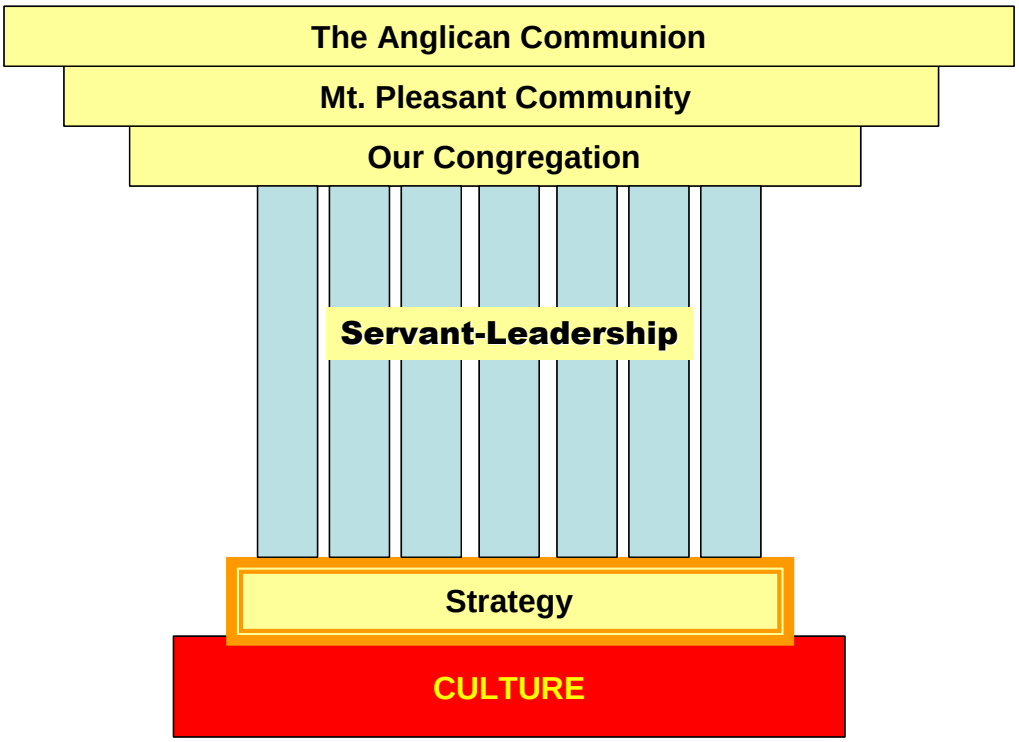
2021
A NEW BEGINNING

A NEW BEGINNING

2021 STRAT PLAN

VISION 2021

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



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

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

14 IX 14

St. Michael's Multicultural Anglican Church
... in Mount Pleasant

125th Anniversary Year

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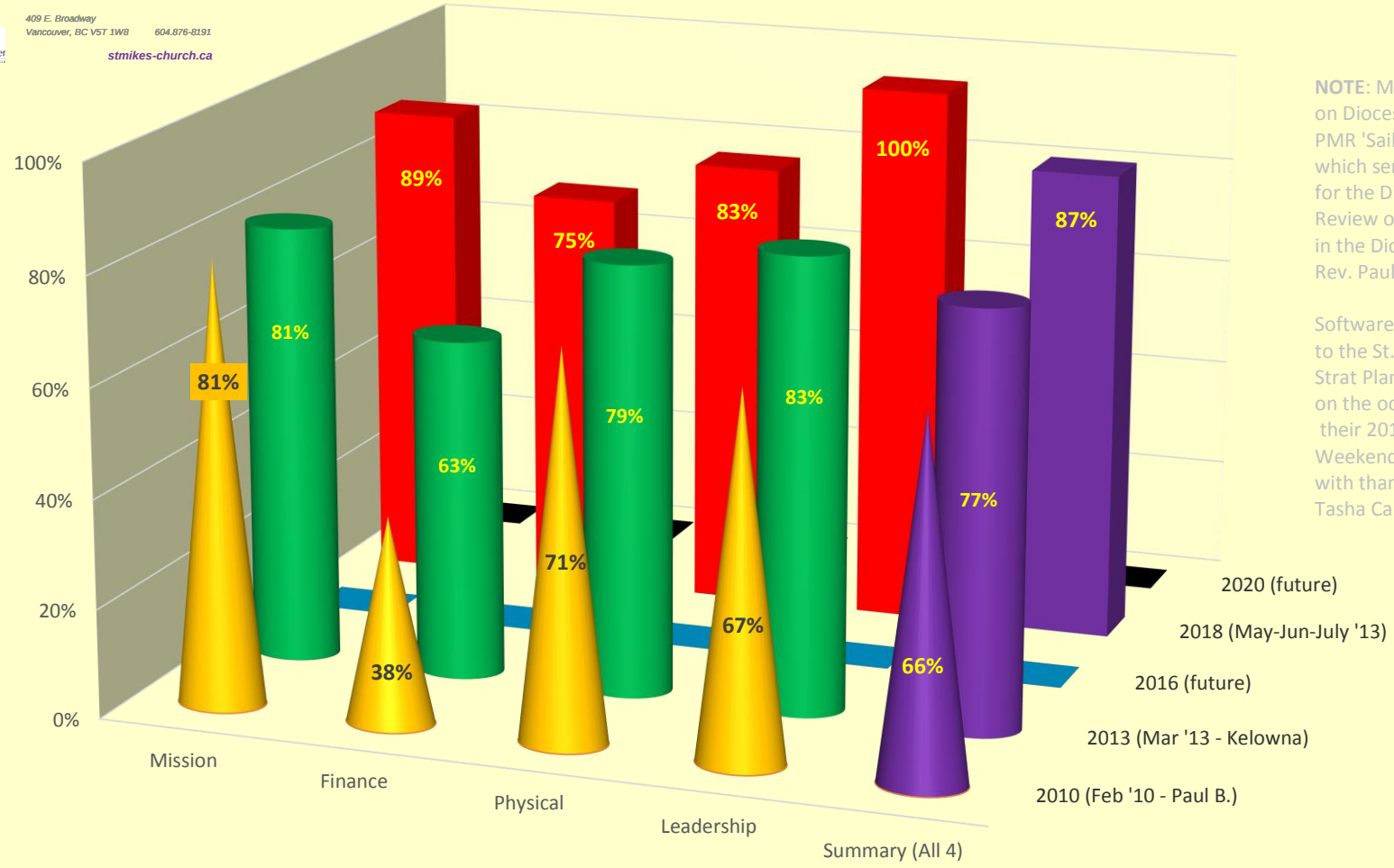
A Parish of The Diocese of New Westminster

St. Michael's - 2010 to 2021 - From Engagement to Stability

Scores Finalized & Unanimously Ratified 7-7-13 by the Strat Plan Committee

2021



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 Strat Planning Team on the occasion of their 2013 Strat Planning Weekend Workshop, with thanks to Tasha Carrothers.

	Mission	Finance	Physical	Leadership	Summary (All 4)
2010 (Feb '10 - Paul B.)	81%	38%	71%	67%	66%
2013 (Mar '13 - Kelowna)	81%	63%	79%	83%	77%
2016 (future)	0%	0%	0%	0%	0%
2018 (May-Jun-July '13)	89%	75%	83%	100%	87%
2020 (future)	0%	0%	0%	0%	0%

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2021
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ST. MICHAEL'S 2021 STRATEGIC PLAN: VISION 2021

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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[1]

2007-2014: 7 STRATEGIC Documents

Ministry Plan	-	March 29, 2007
Parish Profile (version 1)	-	September 16, 2007
Parish Profile (version 2)	-	February 8, 2009
Parish Profile (version 3)	-	April 8, 2009
Parish Profile (version 4)	-	February 21, 2010
Parish Profile (version 5)	-	February 20, 2011
2021 STRAT PLAN: VISION 2021	-	14 September 14

[1] Modelled on the *Prayer for Plan 2018*, on the inside cover of the Plan 2018 Report.

1. EXECUTIVE SUMMARY *(Greg)*

VISION 2021: One way the Diocesan Strategic Plan 2018 report emphasized the importance of Strategic Planning was by indicating that '*parishes that have a clear vision, meaningful worship and good leaders grow*.'[2]

- Seven years ago, St. Michael's 2007 Ministry Plan provided a clear vision to the church. In the intervening seven years, attendance has more than doubled, giving's tripled, and meaningful worship achieved with the appointment of a permanent priest beginning 15 November 2011. In 2014, we have celebrated these achievements during our 125th Anniversary year, as highlighted in Appendix 1's September 2014 TOPIC article.
- With these solid achievements behind us, it is timely that our three year strategic planning initiative finalizes a new vision at this time. We have chosen to build on the previous seven years by highlighting the next seven years and calling the new plan the ST. MICHAEL'S 2021 STRAT PLAN, or, alternatively, VISION 2021. Our altar icon in the header above highlights this.
- The 2007 Vision statement has been refined and compressed as follows, stating that St. Michael's is

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

  The table top of our altar icon represents the Anglican Communion (see the cover & footnote 48).
- This 'Anglican Communion' element is new. It reflects the increasing engagement that the strategic planning team recommends in both the Sister Church program instituted in 2014, and in EAM (Episcopal Asian Ministry), where it wishes to see championing and accelerated engagement.

CONTINUED IMPLEMENTATION: A second insight we take from the Diocesan Strategic Plan 2018 is their principle of "*continued implementation of strategic priorities.*"[3]

- 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.
- For 'one', the Diocesan Strategic Plan's Parish Review instrument (PMR) was foundational in our strategic planning process. Plan 2018 set the objective that it be fact based, objective, comprehensive, and participatory. We are of the opinion that the instrument clearly meets those objectives, and was possibly the most fulfilling part of the 3 years for many of the strat plan team-members, given its objective, measurable, visual nature.
- For 'two,' the strategic planning team developed 21 SMART Goals (Specific/Strategic, Measurable, Achievable, Relevant, and Time-framed). Specific individuals have made commitments to champion specific SMART Goals. In this way, we believe that the objectives represented by the 21 SMART Goals will be continuously implemented.
- These reviews ensure that St. Michael's will have done 3 intensive reviews in the last 7 years (2007, 2010, 2013), and 3 more in the next 7 years (2016, 2018, 2020).

GOOD LEADERS: In the first sentence of this summary, there was reference to 'good leaders.'

- A companion to our three year stat plan journey has been a homily on Servant-Leadership. We believe it captures the first essence of being a good leader; being a servant-leader (see Appendices 2 & 7).
- The second essence of being a good leader at St. Michael's is being a good team member. In the three years of this project, it is no exaggeration to say that this applied without exception. One of the recommendations is to build on St. Michael's team culture with SMART Goal #18

THE TEAM: Finally, the Team. 11 of our 12 team-mates were able to persevere for the full three years. That perseverance entailed a commitment of on average 100 hours. These intensive hours were on top of continued regular responsibilities as active Church Committee members and Committee heads. As a journey, fellowship and leadership development were the personal rewards. For the next seven years, for the oversight of the implementation of the 2021 STRAT PLAN, the team recommends that an updated membership & mandate proposal be prepared for the next vestry.

[2] *Diocesan Strategic Plan 2018, May 2009, p.9*
[3] *ibid, p.29*

2. INTRODUCTION: A NEW BEGINNING[4] *(Wilmer)*

Planning for an updated Strategic Plan was formalized at our 2012 Vestry, as follows:

> ***2018 STRATEGIC PLANNING*** *- Strategic Planning last took place at St. Michael's in 2007, during the process of producing a Parish Profile to hire a priest for St. Michael's. While the Parish Profile was updated every year, there has not been a rigorous Strategic Planning re-work since 2007. With the 'New Beginning' for St. Michael's articulated by Bishop Michael, it is time to again do a rigorous Strategic Planning exercise at St. Michael's, developing St. Michael's new Strategic Plans relative to the 2018 Strategic Plans of the Diocese. Financial resources have been budgeted for the initiative over the next three years (line 15), it has been Constitutionally delegated to the Finance Committee for oversight, and this activity will be a top priority of the Wardens in 2012. This initiative will be kicked off with a workshop three weeks after Vestry.*[5]

At that March 2012 workshop, a Project Plan was developed and ratified, with some of the highlights following: [6]

> ***"1. WHAT IS THE DRIVER OF THE ST. MICHAEL'S 2018 STRATEGIC PLANNING INITIATIVE?***
> *The focus of the '**St. Michael's 2018 Strategic Planning Initiative'** is to update the Strategic Plan developed in 2007 for the Canonical Committee process. That process was successfully concluded on Nov. 15, 2011, with the appointment of a Priest-in-Charge for St. Michael's, the Rev. Wilmer Toyoken.*
>
> ***2. WHAT HAS CHANGED BEYOND HAVING A PRIEST-IN-CHARGE?***
> *Three things have changed. First, the primary objectives established by the 2007 plan have been achieved. We need to establish new objectives. Second, the Diocese of New Westminster has ratified a new Diocesan Strategic Plan at the 2009* Diocesan Synod, titled Plan 2018. A new Strategic Plan for St. Michael's must incorporate consideration of that plan, just as our updated Constitution incorporated changes to Diocesan Canons. Third, just before the Olympics, the Diocese produced a PMR (Parish Mission Review) for St. Michael's, to which a canonical response was developed at Vestry. The PMR and our response need to be incorporated into St. Michael's new Strategic Plan.*
>
> ***3. WHAT ARE THE OBJECTIVES OF THE 2018 STRATEGIC PLANNING INITIATIVE?***
> *The objective of the '**St. Michael's 2018 Strategic Planning Initiative'** is to produce a St. Michael's specific 2018 Vision, Mission and Strategic Plan that builds on four elements; First, our 2007 Strat Plan; Second, the 2010 PMR (and our vestry response); Third, our 2012 Constitution; and, Fourth, the Diocesan 2018 Strat Plan.*
>
> ***4. HOW MUCH IS IT EXPECTED THAT THIS NEW INITIATIVE WILL CHANGE THE 2007 PLAN?***
> *By way of analogy, the 2011 Constitutional changes grew the 1989 Constitution from 27 to 60 paragraphs, and included many additional updates for the pre-existing 27 paragraphs. The changes to St. Michael's Strategic Plan is anticipated to be along the lines of the 2011 changes to the Constitution; i.e. greater than 50%.*
>
> ***5. WHY GREATER THAN 50%?***
> *In 2007, we began with a blank sheet of paper. In 2012, we not only have our 2007 plan as a base, we have the 2010 PMR, our 2012 Constitution, and the Diocesan 2018 Strategic Plan. The 2010 PMR in particular is substantively focused on St. Michael's, and has guided the Wardens and St. Michael's over the last two years.*
>
> ***6. WHERE DOES THE AUTHORITY COME FROM FOR THIS INITIATIVE?***
> *Strategic Planning was specifically added to the 2012 St. Michael's Constitution. It was delegated to the Finance & Strategic Planning Committee (**FSPC**), with the mandate of synthesizing with the 2018 Diocesan Strategic Plan. It was included in the Warden's 2012 Vestry recommendations, and provisions for it were built into the 2012, 2013 and 2014 Budgets. It is also recognized that the ultimate authority for this initiative is the congregation, as part of the process, and as the ultimate ratifying body for the work.*

---

[4] *Letter from Bishop Michael Ingham to the Rev. Wilmer Toyoken & the Wardens, 10 Nov 2012.* A more complete quote is *"This is a new beginning* (our emphasis) *for the parish."* We have adopted the Bishop's phrase 'A NEW BEGINNING' for the title of this 2021 Strat Plan (see bottom of page 27 for a supporting T.S. Eliot quote from the Four Quartet's)..

[5] *St. Michael's 19 February 2012 Vestry Package, page 10 of 33.*

[6] *St. Michael's 2018 Strategic Planning Initiative Ratified Project Plan, 17 April 2012, page 2 of 5.*

7. WHO IS REPRESENTING THE AUTHORITY OF THE CONGREGATION IN THIS WORK?
Six members of the congregation have agreed to join this initiative as representatives of the authority of the congregation; Terry & Marg Cutforth, Sandra Baldo, Brigette Castro, Brigitte Laweng, and Grace Wandag.

8. WHO IS RESPONSIBLE/WHO PROVIDES THE LEADERSHIP?
The 6 members with congregational authority join the 6 with the constitutional authority to lead this work; the Rev. Wilmer Toyoken, Moses Kajoba, James Baldo, Martine Lubin, Bart Alatan, & Greg Tatchell (chair)."

CONTEXT & COMMUNICATION: In our Project Plan, essential baseline documents and their inter-relationships were developed into a graphic (see Appendix 3). The pyramid at the top of that diagram was further elaborated into our Strat Plan *'altar icon'* (see front cover & footnote 48). Both of these were aids to help the Strat Plan team navigate the extensive material, provide context, and for clear communication with the congregation. For the last three years, the altar icon has appeared in our Sunday Bulletin, and in all documents and correspondence (as it also appears in the header above). The use of this icon in all our documents and communications will continue through to 2021.

WORKSHOPS: The Strat Plan team has had annual weekend workshops each of the last 3 years:

- Mar. 2012 in the Gulf Islands - with an emphasis on the Project Plan and Leadership.
- Mar. 2013 in Kelowna - with an emphasis on the core of the 2021 STRAT PLAN, the 'Sails' methodology of the February 2010 PMR facilitated by the Diocesan Office, and
- Sept. 2014 in Whistler - finalizing and ratifying the 2021 STRAT PLAN report, after a summer working on developing the 21 SMART Goals and the associated strategies & vision.

CANONICAL COMMITTEE: For the six years prior to this 2021 STRAT PLAN initiative, the St. Michael`s Canonical Committee developed six documents that were strategic in nature. These can be seen on page ii of this report. The activities of the Canonical Committee that were strategic in nature will be elaborated upon in the next section of this report (Section 3).

PMR: Just prior to the Olympics in 2010, the Diocese did a Parish Ministry Review (PMR) with every church in the Diocese. Using the *'Sails'* methodology, it examined the parish from four perspectives; Mission, Financial, Physical, and Leadership. The 18-questions were numerical, and provided a smart insight into the strengths and weaknesses of a congregation. Even before the strategic planning process began in 2012, St. Michael`s benefitted greatly from the original 2010 PMR insights.

The four PMR categories and 18-questions were adapted as the core methodology of our three year strategic planning process, and will be elaborated on at length (Sections 4-8 of this report). The 21 SMART Goals developed for this 2021 STRAT PLAN evolved first from the four categories of Mission, Financial, Physical and Leadership. The 21 SMART Goals were also synthesized with the five Anglican Communion '*Marks of Mission'* and the ten Diocese of New Westminster Plan 2018 Strategies (Sections 9-11 of this report).

THE TEAM: Points 7 & 8 at the top of this page list the 12 leaders who committed to the three years planned for the strategic planning process. It is a measure of their commitment that 11 of the 12 were able to honor it for the full three years.

Of particular value to the team has been the fact that 8 of our 12 original members participated with the Diocese in the PMR review in February 2010. Equally valuable experience was brought to the team from the 2006-2011 Canonical Committee; 7 team members came from that Committee.

3. CANONICAL COMMITTEE: 2006 - 2011 *(Moses)*

On 7 November 2011 the Canonical Committee disbanded, after 64 months of work. The first paragraph of their final report was as follows:

> *The Canonical Committee at St. Michael's has been working together since June 26, 2006, the day that St. Michael's was advised by (the) Rev. Paul Borthistle of the Diocese that the Wardens needed to approach the Bishop regarding a new priest for 2007.*[7]

On 19 February 2012, three months after the Canonical Committee disbanded, the 12 member strategic planning team was authorized at the annual vestry, and had their first weekend workshop three weeks later.

The official history documenting the 29 steps taken to achieve the 26 June 2006 objective set by the Rev. Paul Borthistle was ratified at the 2 Feb 2014 Annual Vestry. Appendix 4 contains that vestry ratified official history, the "*Canonical Committee 7 Year Summary Table*."

Six strategic documents were produced in those 7 years. They can be seen below, as well as on the facing page of the Executive Summary. They are the foundation on which this plan has been built.

1.	*Ministry Plan*	-	*March 29, 2007*	-	*Ratified by Church Council*
2.	*Parish Profile #1*	-	*September 16, 2007*	-	*Ratified by Church Council*
3.	*Parish Profile #2*	-	*February 8, 2009*	-	*Ratified by Vestry*
4.	*Parish Profile #3*	-	*April 8, 2009*	-	*Ratified by Church Council*
5.	*Parish Profile #4*	-	*February 21, 2010*	-	*Ratified by Vestry*
6.	*Parish Profile #5*	-	*February 20, 2011*	-	*Ratified by Vestry*

Item 5.1 of Appendix 4 documents the addition of a paragraph to Parish Profile #3, the 4th of those documents. At the request of Bishop Michael Ingham (after a review on 12 March 2009), the Rev. Ellen Clark King met with the Canonical Committee, and recommended that the following paragraph be added to the Parish Profile:

> *The Diocese of New Westminster is currently working on its vision for the future under the title* ***Plan 2018****. The priest appointed to St Michael's would be expected to take a full part in the life of the Diocese and the Deanery, and especially to engage with other local Anglican parishes in discussing the best way forward for Anglican mission and ministry to continue and grow in the local area.*[8]

The Parish Profiles evolved year to year. As one example, the 2010 Parish Profile was updated to incorporate an initial 1-paragraph indication of the 2010 PMR review just prior to vestry, while the 2011 Parish Profile contained a full 1-page perspective. As indicated in the *INTRODUCTION*, it was anticipated that this new Strategic Plan would be a change of greater than 50%.

> ***5. WHY GREATER THAN 50%?***
> *In 2007, we began with a blank sheet of paper. In 2012, we not only have our 2007 plan as a base, we have the 2010 PMR, our 2012 Constitution, and the Diocesan 2018 Strategic Plan. The 2010 PMR in particular is substantively focused on St. Michael's, and has guided the Wardens and St. Michael's over the last two years.*

In the event, however, the change was substantially more. The 7th strategic document is essentially new work and a new plan, and is seen on the Executive Summary facing page as follows:

7. 2021 STRAT PLAN: VISION 2021 - 14 September 14

Finally, the Team. 7 members of the Strat Plan Team have been at this since 2006, while the others have been at it for at least three years. The downside to this depth of experience has been that there was just too much material to expect new members to absorb, so we didn't replace a member we lost. But, for the 11 that persevered for the full 3 years of this Strat Plan process, contributing on average 100 hours apiece, the team growth has been significant: Leadership Development at its best, as Section 8 will expand upon.

The core of the work in this 2021 STRAT PLAN, however, has built upon the PMR *'Sails'* methodology done with St. Michael's by the Diocesan Office's the Rev. Paul Borthistle in early 2010. The centrality of how the team built upon that baseline is explained in detail in the next section.

---

[7] *St Michael's 2011 Canonical Committee Final Report, 7 Nov 2011 (2012 Vestry Package, pages 17-19 of 33)*
[8] *Parish Profiles #3, #4, and #5, p.1*

4. BASELINE – 'SAILS' METHODOLOGY – 2010 PMR *(Bart)*

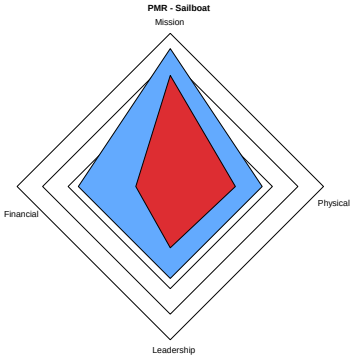
A. BACKGROUND

The Diocese of New Westminster's Strategic Plan 2018 was adopted by Synod on 23 May 2009. This was a month after the Rev. Ellen Clark King had reference to it inserted into Parish Profile #3, as explained in the previous section.

A first fruit of the new plan was a Diocesan initiated and led Parish Mission Review (PMR) process, which "supports the diocesan strategic vision[9]." The PMR was

- *"designed to give parishes … a snap-shot of their strengths and challenges as they grow into mission*."
- *"This PMR is carried out by a facilitated conversation (2 Feb 2010 at St. Michael's) … using (18) questions in four categories: mission, stewardship of financial resources, stewardship of physical resources, and stewardship of leadership resources."*
- *"The results of the review are plotted on four circular graphs, one for each of the four factors. A summary graph of the results is represented in a four point diagram."*
- *"This summary diagram may be seen as a sailboat, with the wind of the Spirit driving the upper sail of mission (vitality), being stabilized by the boat of financial, facility and leadership resources (sustainability)."*[10]

The summary diagram for St. Michael's in the 5 March 2010 PMR report follows:[11]



Continuing with Paul's 2010 page 3 narrative comments, he emphasized the Financial challenge highlighted by the sail as follows: *"finances, especially when all the items of factors of sustainability are factored in remain a significant challenge to the parish*."

Prior to the issue of Paul's final report on 5 March 2010, vestry was apprised as follows:

> ***PARISH MISSION REVIEW***
>
> *A new Diocesan strategic plan, Focus 2018 (Plan 2018), was passed at Synod in 2009. Part of that process was a Parish Mission Review, which occurred for St. Michael's on Feb. 2, 2010, led by Rev. Paul Borthistle and attended by most members of the Canonical Committee, plus Terry Cutforth …*
>
> *While there is still room for continued improvement in Mission, Physical and Leadership (top, right, and bottom in the diagram above), they do not represent significant challenges. For Financials (left in the diagram above), however, it can be see that, despite St. Michael's great strides in the last three years, challenges still exist; this was the lowest of the four scores received by St. Michael's. In that context, Financials will be a major focus for 2010.*[12]

Utilization and trust in the PMR instrument grew from this vestry. The focus on financial problems showed substantive results, quickly, and institutionalized the 'sails' at St. Michael's. This mustard seed was to grow substantially in 2013, as the following pages will show.

---

[9] *2010 Diocesan PMR for St. Michael's in Mount Pleasant, 5 March 2010, p.1*
[10] *ibid, for the four italicized paragraphs.*
[11] *ibid, p.3*
[12] *St. Michael's Annual Vestry Package, 21 February 2010, pages 10-11 of 20*

First, though, the seriousness with which St. Michael's took the PMR results and report manifested itself at a Special Vestry on 11 April 2010. Upon receipt of the PMR report on 5 March 2010, a 3-page analysis was completed, "*the official vestry response to the PMR*." This document can be found as Appendix 5.

Thus, after the 3-year strategic planning initiative was authorized by Vestry on 19 Feb 2012, the 2010 PMR '*Sail'* became a part of the Gulf Island agenda on both Saturday and Sunday of the March 2012 workshop. It was highlighted twice on the Project Plan graphic *'A Triangle, A Square, A Sail and a Donut'* (in Appendix 3, as the 'Sail' and the 'Square').

B. MULTIPLE YEAR METHODOLOGY: 2010, 2013, 2018

In March 2013, the Strat Plan team had their second annual weekend workshop, this time in Kelowna. The focus for year two was the PMR '*Sails'* methodology of 18-questions and 4 factors. The Diocese of New Westminster made the software tools available to St. Michael's for the Kelowna workshop.

Over two days, the team built on the 2010 baseline established by the Diocese by doing a 2013 'snap-shot' of the progress we had made in the 3 years since the original facilitation by the Rev. Paul Borthistle.

Over the summer, the team further built on the 2010-2013 baseline by doing a 2018 projection on where we would ideally like to be. These workshops occurred in May, June and July.

This work was integrated and synthesized onto a single graph, and ratified by the team on 7 July 2013 (see the inside cover).

- The 2010 gold cones are the original scores facilitated by the Diocese in February 2010.
- The 2013 green cylinders are the scores established at the March 2013 Kelowna workshop.
- The 2018 red rectangles are the scores established over the spring & summer of 2013 as an 'ideal' projection for this strategic plan.
- The purple column on the right represents the composite scores for each of these three years, equivalent to the three summary sails on the next page.

Finally, the team worried that from 2013 to 2018 would be a long time in the life of our church. To check our progress at the mid-point between when this strategic plan was ratified (2014) and its target on the horizon (2018), it was agreed to recommend a mid-point 'snap-shot' in 2016. Thus the blue shadows between the 2013 green cylinders and the 2018 red rectangles. The Diocesan Strategic Plan 2018 identified the importance of these periodic reviews; "*it is important to periodically take stock of where each parish is and how it is doing in regard to its ministry and mission.*"[13]

C. GRAPHICS

Three graphics summarize the results of the 2010-2013-2018 PMR '*sails'* work:

1. **The Big Picture**: A 25-point graph summarizing all 4 factors, plus the summary, for all 4 phases, plus 2020 (inside cover).
2. **The Summary Sails**: The summary sails for 2010, 2013 and 2018, summarizing the work of the team in 2013. The summary scores are included as well (page 7).
3. **The Detailed Scores**: All scores for all 18-questions, for all 3 reviews of 2010, 2013, and 2018, with room for the first futures review in 2016 (Appendix 6).

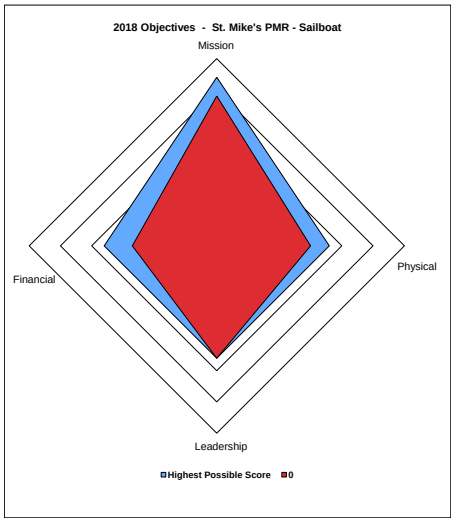
D. THE 4 FACTORS: MISSION, FINANCIAL, PHYSICAL, LEADERSHIP

The work in 2014 focused on the detailed level of each of the 4 factors, and the specific questions in each of these areas; 6 in Mission, and 4 each in Financial, Physical, and Leadership. Four sub-teams were tasked with analysis and the development of specific SMART goals to ensure that St. Michael's would achieve the 2018 PMR targets implicit in the 9 year arc (2010-2018) of the 18-questions. Sections 5-8 following will deal with the results from the four sub-teams.

The SMART goals in these sections were developed using the methodology of Stanford's SMART[14] goals (Specific/Strategic, Measurable, Achievable, Relevant, and Time-framed).

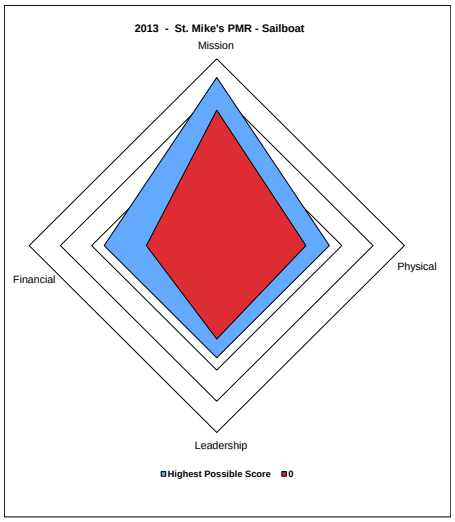
[13] *Diocese of New Westminster Plan 2018, May 2009, p.18*
[14] *hrg.**stanford**.edu/documents/**SMARTGOALS**Template2012.doc*

PMR SUMMARY SCORES – 2010, 2013, and 2018



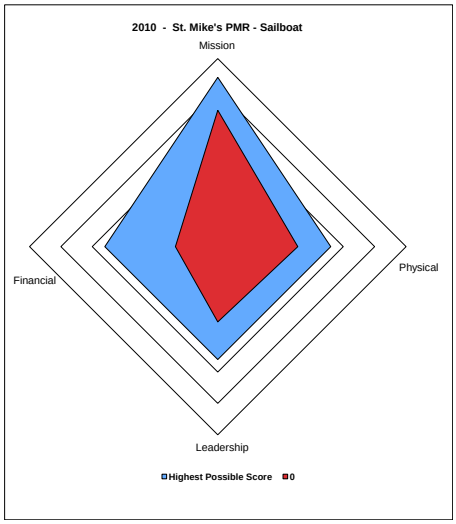
2018 – Ratified 7-7-13 Strat Plan Objective

RAW SCORES FOR MAP (opposite)		
	Highest Possible Score	**0**
Mission	54	48
Physical	36	30
Leadership	36	36
Financial	36	27
TOTAL	162	141



2013 – March '13 Kelowna Snapshot

	Highest Possible Score	**0**
Mission	54	43.5
Physical	36	28.5
Leadership	36	30
Financial	36	22.5
TOTAL	162	124.5



2010 – Diocesan PMR Olympic Report

	Highest Possible Score	**0**
Mission	54	43.5
Physical	36	25.5
Leadership	36	24
Financial	36	13.5
TOTAL	162	106.5

5. MISSION (Bart, Marg & Brigette C)

The specific PMR Scores for MISSION resulting from the five workshop reviews in 2010 and 2013 can be seen in Table 1 (taken from Appendix 6).

		SnapShot1	SnapShot2	Mid-Point Check	Objective	
Finalized and Unanimously Ratified 7-7-13 by the Strat Plan Committee		2010	2013	2016 (Future)	2018	
MISSION (=6*9=54)	1. Vision	7.5	7.5		9.0	May 2013
	2. Missional Focus	9.0	9.0		9.0	
	3. Equipping 4 Ministry	4.5	4.5		6.0	
	4. Discipleship	4.5	4.5		6.0	
	5. Persons Served in Mission	9.0	9.0		9.0	
	6. Avg. Weekly Attendance	9.0	9.0		9.0	
	Summation (6 Q's)	43.5 81%	43.5 81%		48.0 89%	

Table 1: PMR Scores for MISSION: 2010, 2013, 2018

The six different categories above are actually the question number & a shorthand description. They are derived from the longer '*Attribute Description'* found in the 4-page worksheet used during the 2010 & 2013 PMR reviews.[15] As one example, the first line above (1. Vision) is derived from the question 1 attribute description of '*Established vision and priorities for ministry with a doable action plan*.' The question descriptions in Appendix 10 were also derived from the attribute description associated with each of the 6 questions in Table 1.

For each question, the range of scoring was from 0 to 9, in increments of 1.5, as can be seen in Table 1. For ease of communication and comparison across factors, the results have also been calculated as percentages (bottom of Table 1). The application of these percentages can best be seen in the 'Big Picture' graph on the inside cover.

That part of the 'Big Picture' graph which represents the MISSION scores of Table 1 can be seen in Figure 1 following.

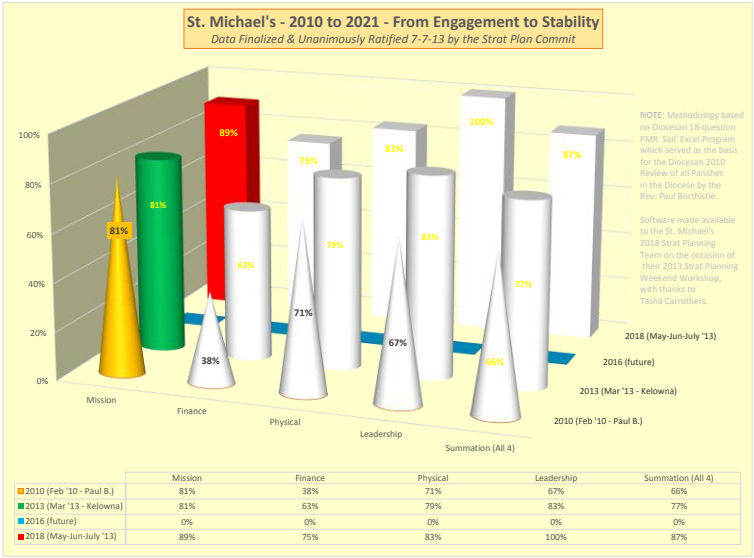


Figure 1: PMR Results for MISSION: 2010 (Cone), 2013 (Cylinder), 2018 (Cube)

It can be seen that the 2010 MISSION score of 81% was the highest of the four factors for St. Michael's. During the 2010 workshop, the Rev. Paul Borthistle stated that the Mission/Ministry scores were the highest he had seen up to that date.[16] Not to rest on our laurels, however, it was clear by 2012 that we needed an updated strategic plan.

[15] *Diocesan Parish Mission Review Questionnaire, Diocese of New Westminster, 2009, pages 1-4*

[16] *Appendix 5, page 25 of 32*

To attain the MISSION objective of 89% set for 2018, 7 SMART Goals were developed during workshops in the summer of 2014.

- For each SMART Goal, a team champion has been set up, and follows each Goal # in brackets (for the full list of champions, see Appendix 10, under 'Team Champion').
- The italicized text in brackets after each question # is taken from the 'Attribute Description' explained on the previous page.

SMART GOAL #1 - Oversight (Greg)

The first SMART goal, relative to PMR question #1 *(a doable plan of action)*, was to ensure oversight was in place for the 7-year strategic plan. The time-frames chosen for this goal were formal reviews in 2016, 2018, and 2020, for reporting to Vestry in 2017, 2019, and 2021.

SMART GOAL #2 – Sister Churches (Wilmer)

The second SMART goal, relative to PMR question #2 *(in partnership with other churches)*, was to develop goals for the Sister Church program instituted in 2014. The Resolution establishing the program specified an initial term for the program of four years (2014-2018).

SMART GOAL #3 – BIBAK BC (Bart)

SMART goal #3, relative to PMR question #2 *(in partnership with … community groups)*, was to develop new goals for an old program. A strategic partnership was established with BIBAK BC, an affiliate of an international Filipino organization, in 2007. It was renewed as part of our 125th Anniversary celebrations in 2014.

SMART GOAL #4 – Spiritual Programs (Wilmer)

SMART goal #4, relative to PMR question #3 *(nurture & sustain spiritual growth)*, has been an area of weakness at St. Michael's given the lack of a priest. Note in table 1 that this received the lowest score in both 2010 and 2013. With the 125th Anniversary behind us, it is anticipated there will be more time and energy for this now.

SMART GOAL #5 – Via Media (Wilmer)

SMART goal #5, relative to PMR question #4 *(nurtures discipleship of Christ)*, has been another area of weakness at St. Michael's given the lack of a priest. Note in table 1, like the question for SMART Goal #4, this question received the lowest score in both 2010 and 2013. This SMART Goal is to re-introduce a Diocesan program, Via Media, that was co-hosted with Holy Cross Anglican Church in 2010 (with other churches welcome to join in as well).

SMART GOAL #6 – Feeding of the 5000+ (Brigette C)

SMART goal #6, relative to PMR question #5 *(persons served in mission)*, is associated with the primary outreach program at St. Michael's, the Meal Ministry Program. With over 35 hot meals per year, and over 35 Food Banks, it is an active ministry. This SMART Goal is to ensure the church continues its focus and emphasis in this area.

SMART GOAL #7 – Sunday Attendance (Marg)

SMART goal #7, relative to PMR question #6 *(trend in attendance at services)*, is intended to grow Sunday attendance to 100 by 2019. To do this, we need to add just 4-5 people per year, to achieve an ASA of 100 in 2019. Having more than doubled attendance in the last seven years, a 20% increase in the next 5 years is perceived to be realistic.

At an early strategic planning meeting, the following mission material was discussed in reference to the 29 April 2012 Confirmation liturgy used at Christ Church Cathedral:[17]

> **"10 WORDS** - 10 words from the Confirmation liturgy were considered from the theological perspective of the Athanasian Creed, *"Unity in Trinity and Trinity in Unity."* They were deemed recommendable for consideration by the Strategic Planning Committee … as Vision/Mission material, as follows:
>
> **"WE CELEBRATE OUR UNITY AND ARE STRENGTHENED BY OUR DIVERSITY"**

Deeply reflective of the culture of St. Michael's, we include it below the base of the altar icon on the cover of this report (the base of the altar being culture).

[17] *Strategic Planning Committee minutes, 8 May 2012, page 3 of 8*

6. FINANCIAL (Greg & Brigitte L)

The specific PMR Scores for FINANCIAL resulting from the five workshop reviews in 2010 and 2013 can be seen in Table 2 (taken from Appendix 6).

		SnapShot1	SnapShot2	Mid-Point Check	Objective	
Finalized and Unanimously Ratified 7-7-13 by the Strat Plan Committee		2010	2013	2016 (Future)	2018	
FINANCE (=4*9=36)	7. Stewardship Education	6.0	6.0		7.5	June 2013
	8. Sources of Income	0.0	3.0		6.0	
	9. Operating Expenses	3.0	4.5		4.5	
	10. Reliance on Other Funds	4.5	9.0		9.0	
Summation (4 Q's)		13.5 38%	22.5 63%		27.0 75%	

Table 2: PMR Scores for FINANCIAL: 2010, 2013, 2018

The four different categories above are actually the question number & a shorthand description. They are derived from the longer '*Attribute Description'* found in the 4-page worksheet used during the 2010 & 2013 PMR reviews.[18] As one example, the first line above (7. Stewardship Education) is derived from the question 7 attribute description of '*Degree to which parish encourages members to be holistic stewards*.' The question descriptions in Appendix 10 were also derived from the attribute description associated with each of the 4 questions in Table 2.

For each question, the range of scoring was from 0 to 9, in increments of 1.5, as can be seen in Table 2. For ease of communication and comparison across factors, the results have also been calculated as percentages (bottom of Table 2). The application of these percentages can best be seen in the 'Big Picture' graph on the inside cover.

That part of the 'Big Picture' graph which represents the FINANCIAL scores of Table 2 can be seen in Figure 2 following.

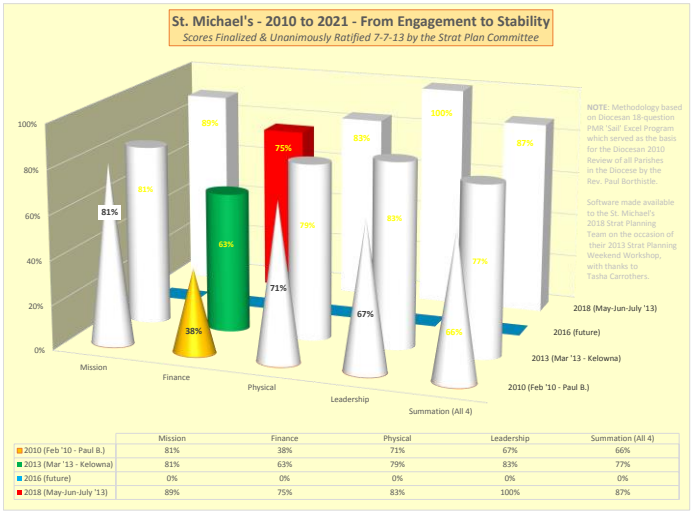


Figure 2: PMR Results for FINANCIAL: 2010 (Cone), 2013 (Cylinder), 2018 (Cube)

It can be seen that the 2010 FINANCIAL score of 38% was the lowest of the four factors for St. Michael's, by a considerable margin. While the Mission % did not change from 2010 to 2013, it can be seen that the FINANCIAL % increased dramatically (from 38% to 63%). This was a direct result of the insights gained from the 2010 PMR report, actions taken by the church between 2010 and 2013, and a measure of the Rev. Paul Borthistle's insightful comment that 'Finance is taken seriously in the parish[19].'

[18] *Parish Mission Review, Diocese of New Westminster, 2009, pages 1-4*

[19] *Diocesan Parish Mission Review Report, St. Michael – Broadway, 5 March 2009, page 3*

To attain the FINANCIAL objective of 75% set for 2018, 5 SMART Goals were developed during workshops in the summer of 2014.

- For each SMART Goal, a team champion has been set up, and follows each SMART Goal # in brackets (for the full list of team champions, see Appendix 10, under 'Team Champion').
- The italicized text in brackets after each question # is taken from the 'Attribute Description' explained on the previous page.

SMART GOAL #8 – Stewardship Education (Greg)

SMART goal #8, relative to PMR question #7 *(holistic stewards)*, was to ensure that the stewardship education endeavors continue. These have principally been quarterly stewardship homilies in the Sanctuary, and a table of quarterly givings in the bulletin. The homilies were originally begun as a three year experiment. The program is now designed to be permanent.

SMART GOAL #9 – Full Time Priest (Moses)

SMART goal #9, relative to PMR question #8 *(parishioner giving)*, regards working towards a full time priest. The 2014 5-year budget (Appendix 9) contains the vestry authorized plan to move from 75% in 2014 to 100% in 2018, in the following steps: 75%-80%-85%-92%-100%. The Strategic Planning team recommends that this step progression be retained, and the budget that achieves it. This is with the understanding that these step progressions are contingent on the projections in the 'givings' lines 1.1 and 1.2 of the budget.

SMART GOAL #10 - PAD (Sandra)

SMART goal #10, relative to PMR question #8 *(parishioner giving)*, is focused on PAD, the Diocesan pre-authorized electronic banking program. PAD has long been a primary focus at St. Michael's, as highlighted by the Rev. Paul Borthistle in 2010: "one of the first parishes to take the Pre-Authorized Donation (PAD) program seriously[20]." At a recent Treasurer's Workshop, we learned that at least one church had 100% of their givings from PAD. We believe an objective of moving to 1/2 of our identifiable givers on PAD is realistic for St. Michael's.

SMART GOAL #11 – Narrative Budget (Bart)

SMART goal #11, relative to PMR question #9 *(outreach/missional objectives)*, came to the attention of St. Michael's at a workshop on the Narrative Budget methodology in the Spring of 2014. This methodology does not change the budgeting process. But, it does add a narrative layer that provides a better presentation of where the money in the budget is being used.

SMART GOAL #12 – Strategic Reserve (Brigitte L)

SMART goal #12, relative to PMR question #10 *(Capital)*, has been an ongoing initiative at St. Michael's. It is a measure of how financials have been improved over the last 4 years. Note the score of 4.5 received in 2010. This had been improved to 9.0 in 2013. Scoring here is a measure of whether the church needed to use capital reserves to cover operational expenses. In the 2010 scoring, that had occurred once in the previous five years. By 2013, that had not happened in the previous five years. Instead, we had begun to restore our capital reserves. This has been possible because of a $10,000 annual bequest. It used to go to cover operations. It is now used to restore our capital funds.

APPENDIX 9 Observations: In SMART Goal #9, reference was made to the 2014 5-year budget in Appendix 9. This budget was ratified at the 2014 vestry on 2 February 2014. The strategic planning committee is of the view that it is sound relative to this 2021 STRAT PLAN. With the possible exception of EAM (Smart Goal #17), we do not envision any substantive changes, other than our recommendation that consideration be given to extending the 2015 budget out to 2021 (7-years).

[20] *Diocesan Parish Mission Review Report, St. Michael – Broadway, 5 March 2009, page 6*

7. PHYSICAL (Moses, Grace, Terry & James)

The specific PMR Scores for PHYSICAL resulting from the five workshop reviews in 2010 and 2013 can be seen in Table 3 (taken from Appendix 6).

		SnapShot1	SnapShot2	Mid-Point Check	Objective	
Finalized and Unanimously Ratified 7-7-13 by the Strat Plan Committee		2010	2013	2016 (Future)	2018	
PHYSICAL (=4*9=36)	11. Stewardship of Facilities	6.0	7.5		7.5	July 2013
	12. Condition of Facilities	6.0	7.5		7.5	
	13. Adequate Space & Facilities	7.5	7.5		7.5	
	14. Visibility, Access & Parking	6.0	6.0		7.5	
	Summation (4 Q's)	25.5 71%	28.5 79%		30.0 83%	

Table 3: PMR Scores for PHYSICAL: 2010, 2013, 2018

The four different categories above are actually the question number & a shorthand description. They are derived from the longer '*Attribute Description'* found in the 4-page worksheet used during the 2010 & 2013 PMR reviews.[21] As one example, the first line above (11. Stewardship of Facilities) is derived from the question 11 attribute description of '*Degree to which it is good stewardship to use the current facilities to serve the missional objectives of the Church*.' The question descriptions in Appendix 10 were also derived from the attribute description associated with each of the 4 questions in Table 3.

For each question, the range of scoring was from 0 to 9, in increments of 1.5, as can be seen in Table 3. For ease of communication and comparison across factors, the results have also been calculated as percentages (bottom of Table 3). The application of these percentages can best be seen in the 'Big Picture' graph on the inside cover.

That part of the 'Big Picture' graph which represents the PHYSICAL scores of Table 3 can be seen in Figure 3 following.

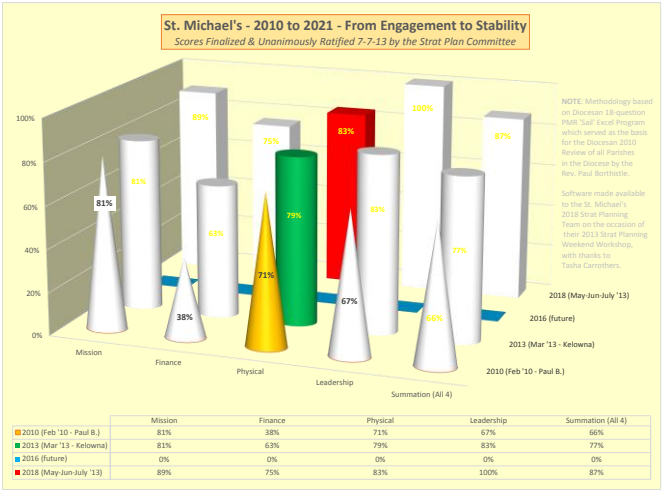


Figure 3: PMR Results for PHYSICAL: 2010 (Cone), 2013 (Cylinder), 2018 (Cube)

It can be seen that the 2010 PHYSICAL score was 71%, and was higher than both Financial and Leadership. As the Rev. Paul Borthistle wrote, "The building .. looks infinitely better than it did .. it now appears loved and used![22]." The whole church knew the reason for this, as did Paul; "Terry Cutforth has given enormous amounts of time and talent[23]." Terry's was the only name to appear in the body of the report, and he deservedly won the ODNW later the same year.

[21] *Parish Mission Review, Diocese of New Westminster, 2009, pages 1-4*

[22] *Diocesan Parish Mission Review Report, St. Michael – Broadway, 5 March 2009, pages 3 & 6*

[23] *ibid, p.6*

To attain the PHYSICAL objective of 83% set for 2018, 4 SMART Goals were developed during workshops in the summer of 2014.

- For each SMART Goal, a team champion has been set up, and follows each SMART Goal # in brackets (for the full list of team champions, see Appendix 10, under 'Team Champion').

- The italicized text in brackets after each question # is taken from the 'Attribute Description' explained on the previous page.

SMART GOAL #13 – Rectory & Church Basement (Moses)

SMART goal #13, relative to PMR question #12 *(quality of buildings)* pertains to potential upgrades to the Rectory and the basement beneath the Sanctuary. While the Rectory is well maintained the building is fairly small, and sits on a relatively large corner lot. If the Priest in Charge opted to move out, we will need to rethink the utilization of the Rectory. The Sanctuary basement is low ceilinged and utilizable only for storage. If upgraded, it has the potential to provide more usable space to the church.

SMART GOAL #14 – Utilization of the Sanctuary (Moses)

SMART goal #14, relative to PMR question #13 *(capacity of facilities)* regards the underutilization and inflexibility of the Sanctuary space. Currently, there are two other users of the Sanctuary; an Ethiopian congregation on Saturday mornings, and a Renaissance congregation on Sunday evenings, both of whom have been with us for many years. This goal would consider options for increasing the flexibility of the space (i.e. chairs to replace the pews), and exploring potential uses of the space Monday through Friday.

SMART GOAL #15 – Wheel Chair Access (Terry)

SMART goal #15, relative to PMR question #14 *(accessibility and available parking)* has not been before vestry since 2009, when it was included in a list of 7 potential projects: "*(iv) provision of wheel chair access*[24]*."* This has often been requested by our renters, and on one occasion lost us the opportunity to rent to the City of Vancouver. It is likely not feasible to make the entire building accessible, although it may be possible to make some parts of the building accessible.

SMART GOAL #16 – A Parking Plan (James)

SMART goal #16, relative to PMR question #14 *(accessibility and available parking)* is a SMART Goal that comes with challenges; "Parking is a challenge as the Church is on a significant traffic route with no parking lot[25]." This SMART Goal will explore options for times of special events.

The glowing 2010 comments by the Diocese for the building and Terry (previous page) were from 4 ½ years ago. Since that time, the building has received a new roof, the Sanctuary was completely restored, and a major kitchen renovation done, plus upgrades to the Hall and side Chapel. With the exception of SMART Goal #15 (Wheel Chair Access), no major projects are anticipated at St. Michael's in the 7-year planning horizon of this strategic plan. Any funding for SMART Goals 13 & 14 would need to be supplemental funds raised separately from the Appendix 9 budget.

With that caveat, then, and in support of the same conclusion in the previous section (Financial), no substantive changes to the Appendix 9 budget are anticipated at this time from the four PHYSICAL SMART Goals above.

[24] *8 Feb 2009 Vestry Minutes, 2010 Vestry Package, p. 7 of 20*

[25] *Diocesan Parish Mission Review Report, St. Michael – Broadway, 5 March 2009, page 7*

8. LEADERSHIP (Wilmer, Sandra & Brigitte L)

The specific PMR Scores for LEADERSHIP resulting from the five workshop reviews in 2010 and 2013 can be seen in Table 4 (taken from Appendix 6).

Finalized and Unanimously Ratified 7-7-13 by the Strat Plan Committee		SnapShot1 2010		SnapShot2 2013		Mid-Point Check 2016 (Future)		Objective 2018		
LEADERSHIP (=36)	15. Lay Leadership	9.0		9.0				9.0		July 2013
	16. Clergy Leadership	3.0		6.0				9.0		
	17. Leadership Development	6.0		7.5				9.0		
	18. Shared Leadership	6.0		7.5				9.0		
	Summation (4 Q's)	24.0	67%	30.0	83%			36.0	100%	
	SUMMATION (18 Q's)	106.5	66%	124.5	77%	0.0	0%	141.0	87%	

Table 4: PMR Scores for LEADERSHIP: 2010, 2013, 2018

The four different categories above are actually the question number & a shorthand description. They are derived from the longer '*Attribute Description'* found in the 4-page worksheet used during the 2010 & 2013 PMR reviews.[26] As one example, the first line above (15. Lay Leadership) is derived from the question 15 attribute description of '*Laity committed and empowered to lead/manage in ministries and administration of parish*.' The question descriptions in Appendix 10 were also derived from the attribute description associated with each of the 4 questions in Table 4.

For each question, the range of scoring was from 0 to 9, in increments of 1.5, as can be seen in Table 4. For ease of communication and comparison across factors, the results have also been calculated as percentages (bottom of Table 4). The application of these percentages can best be seen in the 'Big Picture' graph on the inside cover.

That part of the 'Big Picture' graph which represents the LEADERSHIP scores of Table 4 can be seen in Figure 4 following.

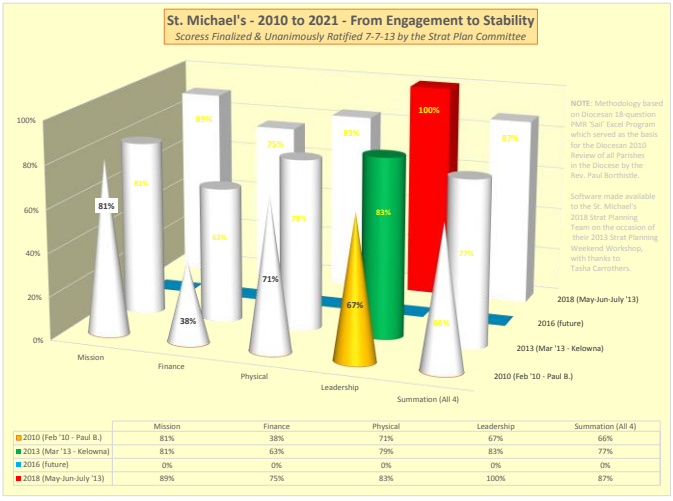


Figure 4: PMR Results for LEADERSHIP: 2010 (Cone), 2013 (Cylinder), 2018 (Cube)

It can be seen that the 2010 LEADERSHIP score was 67%, with a significant jump to 83% in the 2013 review, and a projection to 100% in 2018. This is a big change in 8 years. There is one primary reason for this. In 2010 we had only Sunday Supply; in 2013, St. Michael's had a priest in charge, at 3/4 time; and in 2018 we are projecting that our priest would be full time. This will be a big event for St. Michael's: the first time in twenty years, since the Rev. Walter Bayley's retirement in December 1998.

[26] *Parish Mission Review, Diocese of New Westminster, 2009, pages 1-4*

To attain the LEADERSHIP objective of 100% set for 2018, 5 SMART Goals were developed during workshops in the summer of 2014.

- For each SMART Goal, a team champion has been set up, and follows each SMART Goal # in brackets (for the full list of team champions, see Appendix 10, under 'Team Champion').
- The italicized text in brackets after each question # is taken from the 'Attribute Description' explained on the previous page.

SMART GOAL #17 – EAM (Bart)

SMART goal #17, relative to PMR question #15 *(Laity committed and empowered to lead/manage)* is with regards to Asian Pacific ministry. The Episcopal Church in the US has had an active, well-resourced, national, Asian Pacific program since 1973. It "*advocates for Asian empowerment at all levels of the church life and their involvement in the secular society*[27]." We have participated in three of their programs in the last four years (2011, 2013, & 2014), and been pro-active in championing a similar program in Canada, initially proposed by the Primate at CoGS[28]. This SMART goal is intended to continue that championing effort, and expand lay participation in the process.

SMART GOAL #18 – Myers-Briggs (Greg)

SMART goal #18, relative to PMR question #17 *(The scope and nature of lay leadership development)* and the boxed conclusion below, is a leadership goal first brought forward in 2010:

> ***"9. Leadership Development** - The Parish Ministry Review report and graph (of Feb. 2010) was discussed, showing that leadership development was the last of the four quadrants to be actioned by Church Committee. The Myers-Briggs process was suggested as a way to initiate leadership development at St. Michael's[29]."*

4 years & 2 days later, we believe the time is finally right to implement this program (2 have already done it).

SMART GOAL #19 – Lay Participants Sanctuary Training (Grace)

SMART goal #19 is the second of three goals relative to PMR question #17 *(The scope and nature of lay leadership development),* and is designed to institutionalize what has been occurring, albeit informally. At least one member of this team is a Lay Administrator who has never received training. This SMART goal is intended to ensure that those who are active in the Sanctuary (ushers, lay administrators, readers, etc.) receive training, and that we use the training to engage others who may be interested.

SMART GOAL #20 – Diocesan Congregational Development Course (Wilmer)

SMART goal #20 is the third of three goals relative to PMR question #17 *(The scope and nature of lay leadership development),* and is motivated by the Diocesan one week Congregational Development course that our priest has attended the last two summers. The existing one week course will continue, with a potential modification to also add a week-end format to increase participation from the lay and clergy.

SMART GOAL #21 – Anti-Racism Training (Wilmer)

SMART goal #21, relative to PMR question #18 *(The lay and ordained leadership team)* addresses a requirement that St. Michael's has periodically pursued since 2008. By this SMART Goal, we want to adopt a more pro-active approach towards getting Diocesan support in this area. Our CHARTER FOR RACIAL JUSTICE first articulated this need back on 17 February 2008; the CHARTER is now institutionalized in our CONSTITUTION, and appears as a bronze plaque in the Sanctuary:

> *"to educate ourselves and receive training in anti-racism practices and find ways of **modeling** these to the wider church and society[30]."*

If the PMR reviews represented the highest level of effort over the last 3 years, leadership was second. The 'Servant-Leadership' homily of Appendix 2 is one manifestation of this. Appendix 7, THE 7 PILLARS OF SERVANT LEADERSHIP AT ST. MIKES, is a second. The final conclusions on that graphic are worth repeating here:

> *"CONCLUSION of FIRST TWO MONTHS WORK* (of the Strat Plan)*: The following 59 words* summarize *the servant leadership work of the Strat Plan Team*.[31]
>
> ***We have a LEADERSHIP TEAM who are perceived to have deep strengths, as SERVANTS and LEADERS, and as People of Good Character. Taken together, the TEAM is perceived to have sufficient expertise in the 4 PRIMARY SKILLS required to be effective SERVANT-LEADERS. However, the base of that expertise needs to be enhanced/expanded, particularly in regards to COMMUNICATIONS & SYSTEMS."***

[27] *ASIAMERICA MINISTRY in the 21st CENTURY, The Rev. Dr. Fred Vargara, page 4*

[28] *14 Mar 2013 CoGS Resolution (#5 of 6):* "Recommends that the Council of General Synod study the Episcopal Church's Asiamerica Ministries (EAM) to explore ways of participating in it." *(signed Fred J. Hiltz, Archbishop and Primate).*

[29] *St. Michael's Church Committee Minutes, 12 Sept 2010, page 2*

[30] *ICR5.3: 2014 Incorporation, Constitution and Rules of Order (ICR) of St. Michael's Parish, Vancouver, page 11 of 20*

[31] *St. Michael's Church Committee Minutes, 10 May 2012, page 1 of 8*

9. 5 Marks of Mission & 'Vision 2019' (Wilmer)

The Diocesan Strategic Plan 2018 introduces Marks of Mission under 'Mission and Ministry':

> *The Anglican Church is a worldwide communion. Over the past decade, beginning with the Anglican Consultative Council, the communion has affirmed the 5 Marks of Mission as a standard*.[32]

For Marks of Mission in 2014, the Diocesan web site re-directs to the Anglican Church of Canada (ACC) web site. The Marks of Mission on that web site are slightly different than those in Plan 2018. In our work, we have used those from the ACC web site.

The five Marks of Mission are:

1. *To proclaim the Good News of the Kingdom of God*
2. *To teach, baptize and nurture new believers.*
3. *To respond to human need by loving service.*
4. *To seek to transform the unjust structures of society.*
5. *To strive to safeguard the integrity of creation, and sustain and renew the life of the earth.*

The ACC web site provides an Anglican Communion perspective on the Marks of Mission:

> "The Vision 2019 Task Force examined the responses for support of the Marks of Mission. They discovered that Canadian Anglicans strongly supported the themes behind the Marks of Mission, but most were not aware of the marks themselves.
>
> The task force saw an opportunity to establish the marks as a common language. They directed General Synod to "Adopt the Marks of Mission of the Anglican Communion as a primary framework for ministry development in service to God's mission, and commend them as a framework to those we serve and support in provinces, dioceses, and local ministries."
>
> In the opening letter accompanying the Vision 2019 report, the Primate, Archbishop Fred Hiltz, "rejoice[d] that the vision is grounded and rooted in the Marks of Mission." He noted that the marks "draw us together as Anglicans across Canada and the world" *(our emphasis)."*[33]

The Primate's complete statement is even more compelling, when he emphasizes how they do this "*in a wonderful way*," and how "*I delight in the potential this vision holds for our spiritual renewal*[34]*."*

The Primate's passion for how the 5 Marks of Mission draw us together as Anglicans across Canada and the world resonates especially with St. Michael's, given our Multicultural congregation, and our Sister Church, BIBAK BC, and EAM SMART Goals (#'s 2, 3 & 17). Archbishop Hiltz's passionate emphasis will have a direct bearing on our ultimate Vision, when we endeavor to discern its final form (Section 12).

The centrality of the Marks of Mission in 'Vision 2019' was expressed in two ways. One, in the resolution above (to '*Adopt the Marks of Mission of the Anglican Communion as a primary framework for ministry development*'). And, two, holding pride of place on page 5 of the final report (which we used at St. Michael's to socialize them with some depth).[35]

Our National Church's 'Vision 2019' was ratified by General Synod on 9 June 2010, a year after the Diocesan Plan 2018.

As we have overviewed the 5 Marks of Mission and 'Vision 2019' in this section, Section 10 following will provide an overview of the Diocese of New Westminster's Strategic Plan 2018. Section 11 will then follow with a synthesis of the two, along with our 21 SMART Goals.

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[32] *Diocesan Strategic Plan 2018, 12 May 2009, p.5*

[33] *http://www.anglican.ca/marks/about*

[34] *http://archive.anglican.ca/gs2010/wp-content/uploads/019-GS2010-Vision-2019-Report-and-Appendices.pdf, first page*

[35] *ibid, p.5. NOTE: It should be noted that in the cover letter to the Vision 2019 report, the Primate pays tribute to our very own the Rt. Rev. Peter Elliot for his role in chairing the Vision 2019 initiative.*

10. Diocesan Strategic Plan 2018 (Bart)

As highlighted in Section 3, the Diocese recommended we augment our Parish Profile #3 on 2 April 2009 with:

> *The Diocese of New Westminster is currently working on its vision for the future under the title **Plan 2018**.*[36]

A month later, on 12 May 2009, the Diocesan Strategic Plan 2018 report was finalized, and then ratified at Diocesan Synod on 23 May 2009.[37]

- It emphasized the importance of Strategic Planning: '*parishes that have a clear vision, meaningful worship and good leaders grow*.'[38]
- It described the Strategic Planning process as experienced at St. Michael's:

> *The strategic planning process is a journey. As such, it is organic and iterative, compelling us each year to look at where we have been, where we are now, and where we are going.*[39]

As highlighted in Section 4, the baseline methodology of 2010-2013-2018 used for our strategic planning journey embodies '*where we have been, where we are now, and where we are going*,' and that as Plan 2018 stated, the Parish Review instrument is *"**fact** based, objective, comprehensive, and participatory*."[40] Sections 5 through 8 summarize the 2013 efforts of the team.

What we felt the Parish Review instrument neglected, however, was relating these results to the 5 Marks of Mission and the 10 Diocesan strategic objectives. Jacob's ladder provides a useful visual for our meaning. Imagine half of Jacob`s ladder hanging from the sky (the strategies). Imagine the other half of Jacob`s ladder solidly grounded on earth (our 21 SMART Goals). And imagine the two not connected.

What this section and the next will try to do is join the two halves together, integrating the Parish Review instrument results (2010-2013-2018) with the 5 Marks and the 10 Diocesan strategic priorities:[41]

1. *Nurturing Spiritual Journeys*
2. *Supporting Christian Education*
3. *Deepening Anglican Understanding*
4. *Renewing Anglican Worship*
5. *Caring for God's Earth*
6. *Nurturing the Parish Community*
7. *Building a Community of Parishes*
8. *Participating in our Local Communities*
9. *Cultivating Interfaith Understanding*
10. *Addressing Issues of Poverty*

For the St. Michael's strategic planning journey, the Parish Review instrument (PMR) was the seminal ingredient in our journey. All members of the team clearly saw its usefulness; the 18-questions, four factors, and graphic output truly enshrined the objective that it be fact based, objective, comprehensive and participatory. In the years ahead, if the team members were to retain only one experience from this 3-year journey, it likely would be the fellowship and team building experienced in the 5-months dedicated to arriving at a team consensus on the 18-questions.

As ultimately satisfying as the 18-question process was, it was recognized that synthesing the results with strategic objectives was a high priority. Given the nature of strategies, this step in our process would be more subjective.

If the Parish Review instrument was the primary ingredient of our strat planning journey, the second most important resource was one that was not part of Plan 2018. It is dated two years later, 9 May 2013. It can be found in Appendix 8. Without it, synthesizing the PMR results with strategies would have been less holistic. Its great utility is the synthesis of the 10 strategic objectives of Plan 2018, and the 5 Marks of Mission covered in the previous section. The objective of the next section is to synthesize the Appendix 8 blending with the 21 SMART Goals developed in Sections 5-8.

We have for this review chosen not to explore the concept of Strategic Parishes, but note the Plan 2018 insight that

> "*Some parishes or ministries may be deemed strategic.*
> *It may .. be a question of .. links to an ethnic ministry*."[42]

This would be a compelling pursuit, surely desired. It fits into the context of these strategic planning deliberations for our outward looking, multicultural parish. But, we defer to it as ultimately a Diocesan judgment call, not our own.

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[36] *Parish Profiles #3, #4, and #5, p.1*
[37] *http://www.vancouver.anglican.ca/Portals/0/Images/Programs/StrategicReportForSynod2009.pdf*
[38] *ibid, p.9*
[39] *ibid, p.2*
[40] *ibid, p.18*
[41] *ibid, p.11*
[42] *ibid, p.15*

11. STRATEGIES & SMART GOALS (Moses)

In the beginning, when the 3-year strategic planning initiative was proposed to Vestry 2012, it was done in the context of Plan 2018: "*developing St. Michael's new Strategic Plan relative to the 2018 Strategic Plan of the Diocese."*[43]

At the very first March 2012 Gulf Island workshop, the team was presented with the Diocese of New Westminster's Plan 2018 bulletin insert, 'What is the Strategic Plan?' They were further presented with the 10 Strategic Priorities, which were included on the '4 Essential Documents' graphic (appendix 3, the donut) developed that weekend.

What was missing in the beginning were the 5 Marks of Mission. As the Anglican Church of Canada's web site points out, however, we were not alone, as documented in Section 9:

> *"The Vision 2019 Task Force … discovered that Canadian Anglicans strongly supported the themes behind the Marks of Mission, but most were not aware of the marks themselves."*[44]

Better late than never, though, and the team saw the opportunity, not only to use the marks as a common language, but to integrate them with the 10 strategic priorities from Plan 2018. The Diocese provided a synthesis just prior to the 2013 Synod, which can be seen as Appendix 8.

A high level summary of that synthesis of the 5 Marks of Mission and the 10 Strategic Priorities follows:

To proclaim the Good News of the Kingdom

- Renewing our Worship
- Nurturing the Parish Community
- Building a Community of Parishes

To teach, baptize and nurture new believers

- Nurturing Spiritual Journeys
- Supporting Christian Education
- Deepening Anglican Understanding

To respond to human need by loving service

- Participating in Local Communities
- Cultivating Interfaith Understanding

To seek to transform unjust structures of society, to challenge violence of every kind and to pursue peace and reconciliation

- Addressing Issues of Poverty

To strive to safeguard the integrity of creation and sustain and renew the life of the earth

- Caring for God's Earth

Instead of relating our 21 SMART Goals to just the 10 Strategic Priorities of Plan 2018 (as originally planned), we can now establish an holistic 'Jacob`s ladder' perspective. Our 21 SMART Goals are solidly grounded (the bottom half of the ladder), but demonstrably in line with the higher level strategic vision of the Diocese and the broader Anglican Communion (the top half of the ladder).

The 'Jacob`s Ladder' table on the facing page shows the results of our synthesis.

[43] *St. Michael's 19 February 2012 Vestry Package, page 10 of 33.*
[44] http://www.anglican.ca/marks/about

JACOB's LADDER 5 - 21 - 10

5 Marks of Mission *(Wilmer - Tab 18)*	Smart Goal #	21 SMART Goals *(Moses - Tab 22)*	Team Champion	10 DoNW Strategic Priorities *(Bart - Tab 9)*
To Proclaim	2	Develop Goals for the new Sister Church Program	Wilmer	Renewing Our Worship (old & new in the liturgy) **Nurturing the Parish Community** (current & new) **Building a Community of Parishes**
	3	Establish new goals for the Renewed 2014 Partnership Agreement with BIBAK BC	Bart	
	18	Further the understanding of the Leadership Team with the Myers-Briggs program	Greg	
To Teach	4	Annual Youth and Adult Spiritual Programs	Wilmer	**Nurturing Spiritual Journeys** **Supporting Christian Education** **Deepening Anglican Understanding**
	5	Restore the VIA MEDIA Program with Holy Cross	Wilmer	
	17	Expand EAM Program to include Lay Participation	Bart	
	19	Institute regular training for Lay Participants in the Sanctuary	Grace	
	20	Develop a Program for Lay Participation in the Congregational Development Course	Wilmer	
To Respond	6	Continue to emphasize the *'Feeding of the 5000'* Meal Ministry Program	Brigette C	**Participating in Local Communities** Cultivating Interfaith Understanding
Injustice	6	Continue to emphasize the *'Feeding of the 5000'* Meal Ministry Program	Brigette C	**Addressing Issues of Poverty**
	21	Implement an Anti-Racism Training Program	Wilmer	
Creation	1	Oversight of 2021 Strat Plan, with reports to Vestry in 2017, 2019, and 2021.	Greg	**Caring for God's Earth**
	7	Increase attendance by 4-5 per year, achieving ASA of 100 in 2019	Marg	
	8	Continue intentional year round stewardship program	Greg	
	9	Grow givings so as to afford a 100% Priest in Charge by 2018 (2014 5-year Budget)	Moses	
	10	Increase PAD Givings from 1/3 to 1/2 of Identifiable Givers by 2018	Sandra	
	11	Institute the Diocesan Narrative Budget methodology by 2016	Bart	
	12	Have $200,000 of Strategic Reserve by 2018	Brigitte L	
	13	Determine the need for programs to address the Rectory, Church Basement, & Carpets	Moses	
	14	Develop a Program to increase utilization & flexibility of the Sanctuary	Moses	
	15	Develop a Wheel Chair Access Policy & Plan, and begin implementation	Terry	
	16	Develop a Parking Plan for Special Events	James	

12. 2021 STRAT PLAN: VISION 2021 (Greg)

VISION 2021

The Vision inherited by the St. Michael's strategic planning team came from the 15 March 2007 Ministry Plan, as follows:[45]

1. *We at St. Michael's are a Multicultural community of faith called into the fellowship of Jesus Christ.*
2. *We at St. Michael's will grow in numbers and understanding, serving God and our neighbors through Worship, Ministry, Justice & Peace, and Outreach.*

Since 2007, as seen in Appendix 8, three other visions have been developed that are important to consider in discerning whether we need a new vision:

Vision 2019 – Anglican Church of Canada

"A people seeking to know, love and follow Jesus in serving God's mission."

Plan 2018 – Diocese of New Westminster

"Growing communities of faith in Jesus Christ to serve God's mission in the world."

ACC 15, 2012 – Five Marks of Mission Anglican Communion

"The Mission of the Church is the Mission of Christ."

After consideration of these three visions, the Plan 2018 report, the Vision 2019 report, and our work over the last three years, the team recommends that the vision for St. Michael's Multicultural Anglican Church be streamlined, and that it focus on item 1 of its 2-part 2007 vision, as follows:

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

A supporting *'Prayer for Vision 2021'* can be found on page ii.

2021 STRAT PLAN:

In addition to the new vision, the team recommends a change with regards to timeframes.

Plan 2018 for the Diocese of New Westminster was established in 2009. Vision 2019 for the Anglican Church of Canada was established in 2010.

We believe that the new strategic plan for St. Michael's Multicultural Anglican Church should take a similar long range view. Our church has celebrated 7 years of resurrection and congregational development in 2014, on the occasion of our 125th anniversary. The end of these 7 years truly marks a transformation point for us. We recommend that this new plan be seen as a second 7-year journey.

Thus, instead of the 2018 STRAT PLAN nomenclature that we have used for the last three years, we recommend that the ratified plan be called the ST. MICHAEL'S 2021 STRAT PLAN, and that the altar icon be changed to reflect this, as done above. This will also serve to ensure that St. Michael's 7-year strategic plan is not confused with the Diocesan Strategic Plan 2018.

IMPLICATIONS:

Relative to the methodology of the Strat Plan process followed over the last three years, the change to seven years would only entail one revision. Recall that it has been recommended that the team do a review in 2016, and again in 2018. We now recommend that there be a 3rd review, in 2020. These three reviews would result in a vestry report, with the possibility of recommendations, in 2017, 2019, and 2021. These reviews would do/re-do the PMR scoring for the year in question, and would review progress with the 21 SMART goals. As highlighted earlier in Section 4, PLAN 2018 identified the importance of these periodic reviews; St. Mike's will now achieve 5 PMR reviews in 12 years (2010 to 2021).

THE 2021 STRAT PLAN TEAM:

Finally, given the new 7-year planning horizon of the 'oversight' process following ratification of this 2021 STRAT PLAN, fresh consideration should be given to the 'oversight' team and mandate. There are two reasons for this. One, it would have been unfair to bring anyone new on board over the last three years, given the depth of the material, and the speed with which the team was moving. Two, some members have been at this for a long time, and may wish to give others the leadership development opportunity the process provides. The team therefore recommends that a mandate & membership recommendation be prepared for the next vestry, but that the current team continue with the existing mandate until then.

[45] *St. Michael's 2007 Ministry Plan, 15 Mar 2007, page 2 of 11*

The following article appeared in the September 2014 issue of TOPIC, on page 5, accompanied by a congregational sanctuary photo from Hiroki & Shiho Uchino's wedding on 21 June 2014, under the by-line of THE ST. MICHAEL'S LEADERSHIP TEAM.[46]

Seven Items to Celebrate 125th Anniversary & Mark Seven Years of Rebuilding

The faith community that is St. Michael's Multicultural Anglican Church in Mount Pleasant has been celebrating their 125th Anniversary in 2014. They will be culminating their year of celebration when Bishop Melissa arrives to join them on St. Michael's Day on September 28th, 2014.

The visit by the Bishop was one aspect of planning to celebrate this auspicious, resurrection year, and with the theme of her episcopacy being Congregational Development, in the context of the resurrection of St Michael's over the last seven years, it seemed a providential way to cap it all off.

The church planned seven activities to mark this year, all of which in future years it is hoped can be looked back upon with pride and a sense of achievement:

1. ***Bishop Melissa's visit*** - *to celebrate resurrection and congregational development with us, and unveil a 125th Anniversary plaque.*
2. ***A Sister Church*** - *establishing a 'sister church' relationship with a congregation in the Philippine's, as the first of three such 'international' relationship's.*
3. ***Sanctuary Restoration*** - *concluding the major 2012 Sanctuary Restoration.*
4. ***ODNW*** - *being very 'intentional' in incorporating the Order of the Diocese of New Westminster process, thereby focusing one aspect of the celebrations on the lay leadership role in the resurrection of St Michael's.*
5. ***2018 Strategic Plan*** - *concluding the intensive three year 2018 Strategic Planning initiative.*
6. ***BIBAK*** - *renewing a seven-year strategic relationship with BIBAK, an international Filipino organization.*
7. ***The Cadman Gallery*** - *bringing the Narthex Gallery (established by Fred Cadman) up to date, including the current Bishop and ODNW members.*

Last June, St. Michael's hosted the 3rd annual communal picnic at the Church. It was planned to be held in a city park but due to inclement weather the picnic was relocated to St. Michael's. This year, all churches in the Burrard Deanery were invited, and the turnout approached 100. The picnic was planned and organized by the women and men's groups of St Michael's. The Anglican Church Women (ACW) chapter at St. Michael's was resurrected in 2011. The men's group Multicultural Brothers of St Michael's (MBSM) was organized in 2014. These women and men's groups boast strong leadership and are broadly based - two unmistakable signs of the resurrection that has taken place over the last seven years at St Michael's.

The primary outreach program at St Michael's continues to be Meal Ministry. There are 70 events each year, feeding 5,000 people, including 35+ hot meal events, and 35+ food banks. St Philip's and Holy Cross Anglican Churches participate in this Ministry, as well as the Lighthouse Church, who provide the 'heavy lifting' expertise for the hot meals.

A bronze plaque commemorating our 125th Anniversary achievements and the Bishop's celebration with us will be unveiled and blessed by the Bishop during her September 28th visit, along with the newly restored Baptistery, and a set of 125th Anniversary Commemorative 'Gangsa' (Filipino ceremonial gongs) from the Philippines.

[46] http://www.vancouver.anglican.ca/Portals/0/September%202014/09_2014Topicfinalforweb.pdf

A Servant-Leadership homily prepared by the Rev. Wilmer Toyoken in the spring of 2012 for the strategic planning team, and used regularly by the team to open meetings and workshops.

Servant Leadership

Mark 10:42-45

Tonight I am going to give a mini sermon on servant-leadership. I am going to share what the gospel of Mark says about servant-leadership. The background here is that the brothers John and James were seeking a higher position for themselves and other disciples were jealous with them upon knowing their intent. Here, Jesus teaches them that to be great, they must become a servant. Jesus gives emphasis on the calling to serve.

All Christians, not just leaders, are called to be servants. And you are among those that are called.

In Mark's gospel, Jesus teaches us about serving others in a new perspective. We are to lead differently from this world. Jesus teaches us that, though the world searches for power leadership, we are to seek servant-leadership. Jesus called his disciples together and said, "You know that those who are regarded as rulers of the Gentiles lord it over them, and their high officials exercise authority over them. Not so with you. Instead, whoever wants to become great among you must be your servant".[1] This means that we are to serve in order to lead. We lead by serving. We are called to be servant-leaders.

Now what does a servant-leader look like? What should come to our mind when we think of servant-leaders? Is our gathering tonight an example of servant-leadership?

Jesus is our servant/leader. He is our model. In his ministry on earth he beautifully merged together servanthood and leadership. He was essentially a leader, undoubtedly a servant. In his personality he displayed both characteristics. He was a servant, He was a leader. So servant-leadership is modeled from His attributes. And with Jesus as our example we are called to be servants/leaders. [2]

To be a servant leader we must serve from the heart, we must lead by example and action. We must live for others, not self! Instead of using people, we are to serve them. To identify yourself as one of them not having power over them (1Pet.5:1).

A servant-leader is one who both serves by leading and leads in such a way as to demonstrate a servant's attitude. A servant-leader's primary thinking is to serve others unselfishly not thinking of things that would benefit them. This means to set aside personal gain, to make sacrifices, and to put the needs of others first. We have to take pain with them, suffer with them and labor with them.

Servant-leaders are not leaders on the basis of their position or leadership role, but rather lead according to their calling, vision and principles, therefore it is highly important to them to engage with others to develop a common vision and shared values.[3]

Servant-leadership is a way of life rooted in one's character that transforms values and characters into behavior that serves without seeking after external rewards. It simply requires giving up ones rights and desires in order to serve God and others.[4] This does not mean that we have to give up our present job, but it demands sacrifice on our parts for the glory of God.

Also, Servant-leadership serves others by devoting their time, talent and well-being for the benefit of the common good. Therefore a good Christian servant-leader serves God through associating or connecting with others so that together they may accomplish a task for God's glory.

And I think our gathering as a team to come together to ponder our mind and deal with the future of St. Michaels is a 'best example' of servant leaders. As we meet together as servant-leaders we motivate and mobilize others to accomplish a task or think with creativity, vision, integrity and skill for the benefit of all concerned.

We have to note that we are not just simply making or doing menial tasks, but we are servant-leaders who invest our time and skill for the development of St. Michaels. Let us not forget also that "servant leadership is the heart of Christian leadership". [5] And Christian leadership needs the guidance and direction of God to pursue our dreams, our visions and plans.

As a servant-leader may we be encouraged in whatever task we do, may God sanctify all our work, May Jesus lead us in the right way and decision and May the Holy Spirit empower us to action, and to do our duty with joy to serve God and others.

Amen.

Resources:
1. NIV Bible
2. Servant Leadership by Rev. Tony Culpit
3&5.www.teal.org.uk/dl/servant.htm
4. https://www.twu.ca/about/values/servant-leadership-life.html

St. Michael's Multicultural Anglican Church ... in Mount Pleasant
A Parish of The Diocese of New Westminster
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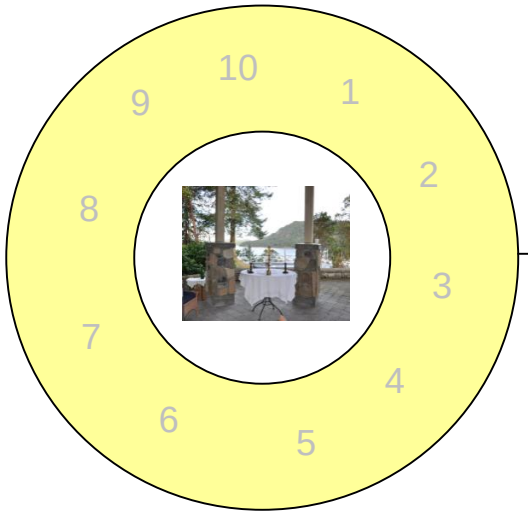
A Triangle, A Square, A Sail and a Donut

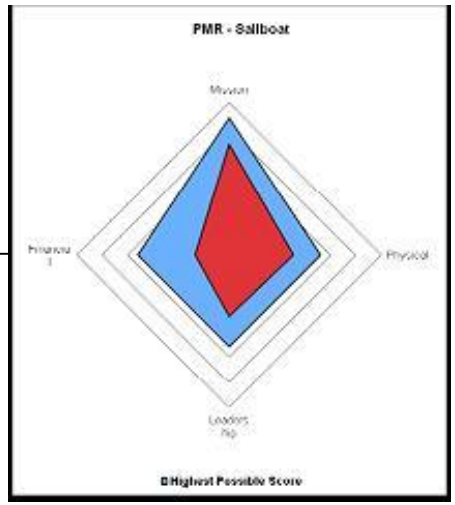
2018

ST. MIKE's - 2007: *We at St. Michael's are a Multi-cultural community of Faith called into the fellowship of Jesus Christ.*

DIOCESE - 2010: *Growing communities of Faith in Jesus Christ to Serve God's Mission in the World.*



10 Priorities for the Diocese's Next Decade



4 Points of the Sail

2007 St.Mike's Ministry Plan	2010 Diocesan Strategic Plan (Plan 2018)
2012 St. Mike's Constitution	2010 Diocesan Parish Ministry Review

4 Essential Documents

CANONICAL COMMITTEE 7 YEAR SUMMARY TABLE: 2006 - 2013

				Ratifications/Comments	Corresp./Document'n	Meetings	Attachments
1.	1	Jun. 26	2006	Rev. Borthistle initiates the process	Church Council minutes		p. 25
	2	Nov. 22				#1 - Wardens Meet w/Commissary	p. 24
2.	1	Mar. 15	2007	Ministry Plan, by Church Council	Letter #1 to + Michael		p. 23
	2	Mar. 29				#2 - Wardens Review with + Michael	-
3.	1	Sept. 16	2007	Parish Profile (v1), by Church Council	Letter #2 to + Michael		p. 22
	2	Nov. 29				#3 - Wardens Review with + Michael	-
4.	1	Feb. 8, 2009		Parish Profile (v2), by Vestry	Letter #3 to + Michael		p. 21
	2	Mar. 12, 2009				#4 - Wardens Review with + Michael	p. 18-20
5.	1	Apr. 2	2009			#5 - Wardens Review with Ellen	p. 16-17
	2	Apr. 8		Parish Profile (v3), by Church Council			-
	3	May 15			PP(v3) emailed to + M		p. 15
	4	Spr/Smmr		Multiple Attempts to make contact	Diocese - RD		-
6.	1	Feb. 21, 2010		Parish Profile (v4), by Vestry	PP(v4) mailed to Ellen		p. 14
7.	1	Feb. 20, 2011		Parish Profile (v5), by Vestry	PP(v5) mailed to Ellen		p. 13
8.	1	May 14	2011	Submission #1 for Priest-in-Charge	Letter #4 to + Michael		p. 11-12
	2	Aug. 8		Submission #2 for Priest-in-Charge	Letter #5 to + Michael		p. 9-10
	3	Aug. 25		Meeting #6 regarding Priest-in-Charge		#6 - Exec. Mtg. with Douglas & Ellen	-
	4	Aug. 26		St. Mikes Official Meeting Summary, with Financials	Email to +M, Ellen, Douglas		p. 8
9	1	Nov. 7, 2011		**CANONICAL COMMITTEE** sign-off & closure, with reference to 2 documents 1: 2012 Vestry Report (p 3-7) - 2: ***25 page Primary Documents Package*** associated with this table (p 1-25)			p. 3-7
10	1	Nov. 15, 2011		Rev. Wilmer Toyoken begins at 50%	Nov. 7 email from Ron Harrison, & Nov. 10 Confirmation letter from +M		p. 1-2
	2	Dec 2011		MK, BA & GT meet at Diocesse with RD	#7 - St. Mike's asked to reconsider 50% Rectory Rent proposal		-
	3	Jan 1, 2012		Rev. Wilmer Toyoken up to 75%	Diocese provides a subsidy for 25% of wages		-
11	1	Jul 16	2013	Formal Request for Permanent Status	Letter #6 to + Michael		p. ii
	2	Oct 3		Face-to-Face Request for Permanent Status		#8 - MK & JB meet with PE & Ellen	
	3	Oct 5		2nd Formal Request for Permanent Status	Letter #7 to Bishop's Office		p. i
	4			**CANONICAL COMMITTEE - Officially Disbands given Diocesan commitment to Permanent Status for Wilmer at St. Michael's**			
12	1	Oct 31	2013	Last of 9 meetings with the Diocese	#9 - MK & JB meet with Ellen & RD to clarify St Mikes Finances		
	2	Nov 25		Official Diocesan announcement of the appointment of the Rev. Wilmer Toyoken as the 3/4 time, 'Without Term' Priest at St. Mikes			
	3	Jan 1, 2014		**The Rev. Wilmer Toyoken becomes the first Dedicated, Long-Term, Permanent Priest-in-Charge at St. Michael's since 1998.**			

St. Michael's Anglican Church
... in Mount Pleasant

A Parish of
The Diocese of
New Westminster
ANGLICAN CHURCH OF CANADA

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MARCH 12, 2010

MARCH 5TH, 2010 DIOCESAN PMR (PARISH MISSION REVIEW) FOR ST. MICHAEL'S IN MOUNT PLEASANT

Church Council and Vestry of St. Michael's Anglican Church in Mount Pleasant have reviewed the Parish Mission Review (PMR) provided to the church on March 5th, 2010. The PMR was based on a facilitated discussion held with nine lay members of the parish on Feb. 2nd, 2010, just prior to the start of the 2010 Winter Olympics. The comments and clarifications that follow are the official vestry response to the PMR.

BACKGROUND: As listed on page one of the PMR, the nine members of St. Michael's present at the review were Grace Wandag, Terry Cutforth, Greg Tatchell, Sandra Baldo, James Baldo, Moses Kajoba, Brigette Castro, Lyn Gonzalo and Martine Lubin. These nine all also happened to be members of the Canonical Committee (which produced version 4 of its parish profile for the Feb. 21st, 2010 Vestry, and were thus particularly prepared for the PMR exercise). Separately, the Diocese also interviewed the current associate at St. Michael's, Rev. Expedito Farinas.

The comments and clarifications below follow the same 5 section organization as the PMR report; i.e. SUMMARY (page 3 of the PMR report), MISSION (page 4-5), STEWARDSHIP OF FINANCIAL RESOURCES (page 6), STEWARDSHIP OF PHYSICAL RESOURCES (page 7), and STEWARDSHIP OF LEADERSHIP RESOURCES (page 8).

1. SUMMARY (page 3)

The macro level summary states "*The ministry of the parish is vital, with significant sustainability challenges.*" This echoes the twin planks of the Diocesan Strategy of *Vitality* and *Sustainability*.

VITAL: During the PMR interviews, Rev. Borthistle stated that the Mission/Ministry scores were the highest he had seen up to that time (Feb. 2, 2010); "*The ministry of the parish is vital*" would seem to echo that comment, as does the top element of the summary sail diagram.

SUSTAINABLE: St. Michael's Vestry believes that the second half of the summary "*significant sustainability challenges*" overstates the case, and does not accurately represent the PMR data in sections 2 through 5. St. Michael's Vestry believes "*with sustainability strengths and challenges*" would be a more balanced description of the facts.

SIGNIFICANT IMPROVEMENTS: St. Michael's also believes that "*significant improvements*" (rather than "*makeover*") would more accurately reflect the time and treasure that has gone into improving the buildings at St. Michael's. The $120,000 to replace the roof is one example of where "significant improvement" is a more accurate description than "makeover".

2. MISSION/MINISTRY (page 4-5)

The Multicultural portion of the community that is from the Philippines are Filipino-Canadians, not Filipino's (a significant proportion of who are second generation Canadians).

While the section '*Persons Served in Mission'* is accurate, it does not capture the scale of the effort (6800 people fed in 2009, projected to be 8,000 in 2010) or the growth (more than doubled in three years).

While it is correct to say that growth in attendance has more than doubled in the last five years, it is more accurate to say that attendance was in decline 4 and 5 years ago, but has more than doubled in the last three.

3. STEWARDSHIP of FINANCIAL RESOURCES (page 6)

The first document leading to the renewal of St. Michael's Anglican Church in Mount Pleasant was ratified on August 5, 2005, as ST. MICHAEL's CORE VALUES. Therefore, the first sentence on page 6 would be more accurate if it read 'five years' instead of 'six years'.

Sources of Income: A more insightful description of the trend in givings would read (as 2nd sentence); "*However, while givings have increased from 18% of income to 48% of income in the last 4 years, it is still below the Diocesan benchmark of 50%. It is understood that the score for this category does not reflect this significant achievement.*" Further, the final sentence would be clearer if it read "*the base, while small to start with (four years ago), has now grown to be substantial".*

- St. Michael's parishioners are offended by the language '*lowest socio-economic'*. That language applies to the Downtown Eastside, not Mount Pleasant.

Reliance on other Funds: "*The parish has used its own capital for operating purposes in the last five years*", while accurate, misses the transition of 2006. Should not the report be clear that this has not been the case since 2006?

It is unclear what is meant by "*the challenge remains that it is not paying an appropriate proportion for ordained ministry*," and again, by our reading, comes across as unrepresentative. Does it not need to be clarified that an appropriate amount has been budgeted and is available? We see no challenge here.

St. Michael's thanks Rev. Paul Borthistle and the PMR process for helping St. Michael's understand that of the four categories of the PMR process, Stewardship of Financial Resources represents the greatest challenge. Accordingly, at the Feb. 21st Vestry, Church Council was re-organized and resources directed to financials to acknowledge the fact that it needs a heightened focus to further address these challenges.

4. STEWARDSHIP of PHYSICAL RESOURCES (page 7)

"It is possible to say that the ministry of St. Michael's today is less connected to the facility because of the recent arrival of most parishioners".

- The parishioners that have recently contributed $7,000 to have Stations of the Cross installed in time for the 2010 Lent Season do not agree with the above sentence, and would ask that it be removed from the report.
- The Multicultural baptistry window is an icon for the congregation, and appears on many of the strategic documents, as well as the church sign.

The truth is more accurately served by saying that "*parishioners are strongly connected to the facility, and most especially the Sanctuary, as attested by the family purchases of the Stations of the Cross in January and February."*

St. Michael's thanks the PMR team for acknowledging the contribution of Terry Cutforth in the renewal of the facilities of St. Michael's. This should be supportive in his nomination for the Order of the Diocese of New Westminster in 2010.

5. STEWARDSHIP of LEADERSHIP RESOURCES (page 8)

Lay Leadership: Given St. Michael's success in finding new leaders for the Treasurer's and two Associate Warden positions, we believe that the first sentence would reflect this 'bench strength' if it were to read "*no shortages of 'qualified' volunteer leaders and workers."*

Leadership Development: What is meant by '*little formal leadership development*?' Three of the members of the congregation are seminary graduates, another is a lawyer, while another has an MBA. Most of the members of the Canonical Committee are University Graduates. The need of formal leadership development is surely more important when the leadership skills are missing to begin with. While additional training is always welcomed, and with the level of education at St. Michael's easy to absorb, St. Michael's believes that the formal leadership skills in the congregation are strong, and able to well prepare new lay leaders.

BALANCE: As a general comment, we are concerned by what we perceive to be an emphasis on the negatives, and a de-emphasis of the positives. We would like to see more balance, and some necessary clarifications.

PMR: A FRAMEWORK FOR DISCUSSIONS: Our understanding from the cover letter is that the PMR will become a primary source input document for the MAP process, and "*a framework for conversations*" with the Bishop and others. As such, we believe the PMR for St. Michael's, in its current form, is an unbalanced view of St. Michael's and needs to be updated to reflect the concerns expressed in this document by Vestry.

FOLLOW-UP MEETING: The nine lay leaders who met with Rev. Paul Borthistle on Feb. 2nd, 2010 would appreciate an opportunity to meet with him again to discuss the contents of this 2-page review, and have been so authorized to do so by St. Michael's Vestry, as soon as possible after the April 11th Special Vestry date.

Sincerely Yours

Signed by the nine lay leaders who attended the Feb. 2nd meeting with Rev. Paul Borthistle, and as directed by a motion of St. Michael's Anglican Church Special Vestry on April 11th, 2010.

James Baldo (People's Warden)

Sandra Baldo (Stewardship)

Brigette Castro (Meal Ministry)

Terry Cutforth (Day Care Board)

Lyn Gonzalo (Member at Large)

Moses Kajoba (Bishop's Warden)

Martine Lubin (Associate Warden)

Greg Tatchell (Treasurer)

Grace Wandag (Member at Large)

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TO MAKE AN END IS TO MAKE A BEGINNING[47]

"For last year's words belong to last year's language
And next year's words await another voice.
And to make an end is to make a beginning."

(*Little Gidding*)"
— T.S. Eliot

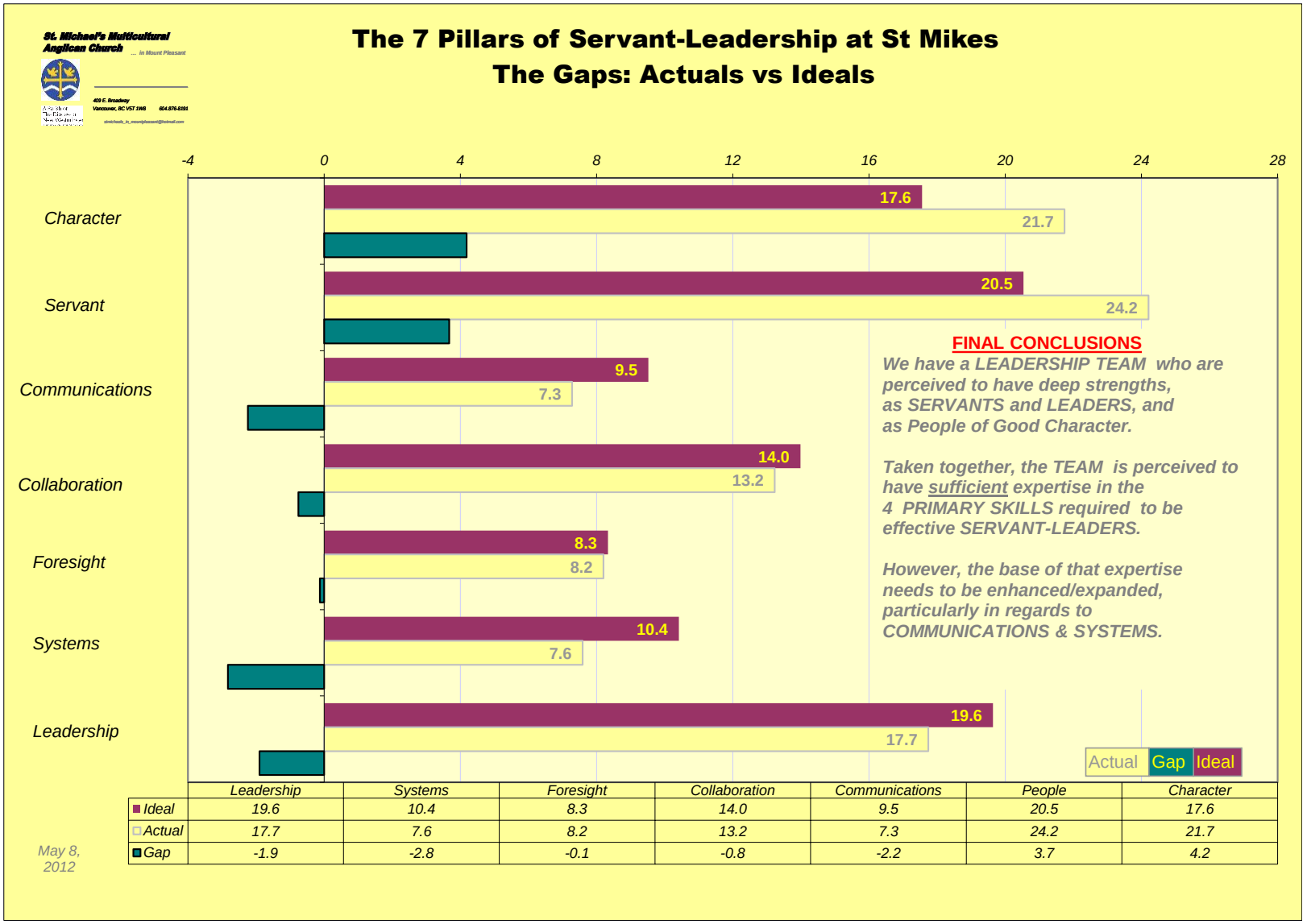
[47] *'Little Gidding,'* the fourth and final poem of T.S. Eliot's *'Four Quartets,'* 1942 (see footnote 4, page 2).

PMR Scoring - Historical, Current & Objectives (2010, 2013 and 2018)

Finalized and Unanimously Ratified 7-7-13 by the Strat Plan Committee

		SnapShot1 2010	SnapShot2 2013	Mid-Point Check 2016 (Future)	Objective 2018	
WORKSHOP LEADER: Greg						
MISSION (=6*9=54)	1. Vision	7.5	7.5		9.0	May 2013
	2. Missional Focus	9.0	9.0		9.0	
	3. Equipping 4 Ministry	4.5	4.5		6.0	
	4. Discipleship	4.5	4.5		6.0	
	5. Persons Served in Mission	9.0	9.0		9.0	
	6. Avg. Weekly Attendance	9.0	9.0		9.0	
	Summation (6 Q's)	43.5 81%	43.5 81%		48.0 89%	
WORKSHOP LEADER: Moses						
FINANCE (=4*9=36)	7. Stewardship Education	6.0	6.0		7.5	June 2013
	8. Sources of Income	0.0	3.0		6.0	
	9. Operating Expenses	3.0	4.5		4.5	
	10. Reliance on Other Funds	4.5	9.0		9.0	
	Summation (4 Q's)	13.5 38%	22.5 63%		27.0 75%	
WORKSHOP LEADER: Bart						
PHYSICAL (=4*9=36)	11. Stewardship of Facilities	6.0	7.5		7.5	July 2013
	12. Condition of Facilities	6.0	7.5		7.5	
	13. Adequate Space & Facilities	7.5	7.5		7.5	
	14. Visibility, Access & Parking	6.0	6.0		7.5	
	Summation (4 Q's)	25.5 71%	28.5 79%		30.0 83%	
WORKSHOP LEADER: Wilmer						
LEADERSHIP (=36)	15. Lay Leadership	9.0	9.0		9.0	July 2013
	16. Clergy Leadership	3.0	6.0		9.0	
	17. Leadership Development	6.0	7.5		9.0	
	18. Shared Leadership	6.0	7.5		9.0	
	Summation (4 Q's)	24.0 67%	30.0 83%		36.0 100%	
	SUMMATION (18 Q's)	106.5 66%	124.5 77%	0.0 0%	141.0 87%	

THE 7 PILLARS OF SERVANT LEADERSHIP[48] - "*Wisdom has built her house, she has hewn her seven pillars*" (Proverbs 9:1)



	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

[48] ***7 Pillars of Servant Leadership: Practising the Wisdom of Leading by Serving***, James W. Sipe & Don M. Frick, Paulist Press, NY, NY, 2009
NOTE: The format of the altar icon used on the cover of this report, and in the headers, is a derivation of one from the INTRODUCTION of this book.

THE 5 MARKS OF MISSION AND THE STRATEGIC PRIORITIES OF THE DIOCESE OF NEW WESTMINSTER

"A people seeking to know, love and follow Jesus in serving God's Mission"
Vision Statement – Anglican Church of Canada – Vision 2019

"Growing communities of faith in Jesus Christ to serve God's mission in the world"
Vision Statement – Diocese of New Westminster – Plan 2018

The Mission of the Church is the Mission of Christ
Vision Statement – Five Marks of Mission Anglican Communion – ACC 15, 2012

1. To Proclaim the Good News of the Kingdom

- Renewing our Worship
  relevant Anglican worship for people of all ages, at all life stages and from diverse communities; new approaches to worship while maintaining tradition.
- Nurturing the Parish Community
  inviting and welcoming new people and all members of the parish to ensure vitality and sustainability.
- Building a Community of Parishes
  stronger relationship between parishes, the Synod office, the Anglican Church of Canada and the Anglican Communion

2. To teach, baptize and nurture new believers

- Nurturing Spiritual Journeys
  personal spiritual development; being open to spiritual seekers; connecting with nature; spirituality in other faiths; our West Coast context.
- Nurturing Christian Education
  understanding Christian faith; Christian education that brings people together to learn and to grow in community.
- Developing Anglican Understanding
  Anglican and Canadian Anglican tradition, theology, worship, practices; personal faith journey as Anglicans.

3. To respond to human need by loving service

- Participating in Local Communities
  initiatives and partnerships in the local community that bring life to the social mission of the church.
- Cultivating Interfaith Understanding
  Interfaith relationships and dialogue leading to greater harmony, respect and understanding among faith groups.

4. To seek to transform unjust structures of society, to challenge violence of every kind and to pursue peace and reconciliation

- Addressing issues of Poverty: poverty, homelessness, and addictions/mental health; partnerships; compassionate service offerings; increasing awareness and understanding of the issues; participation with the TRC

5. To strive to safeguard the integrity of creation and sustain and renew the life of the earth

- Caring for God's Earth & action on environmental issues.

Draft 2 … May 9, 2013

			2012	2013 ACTUALS	2014 Budget	2015	2016	2017	2018
		Ratified at 15 Jan 2014 Finance Committee Meeting. Moved by MK, seconded by BA, passed unanimously.		FINAL					
I.		**Givings & Miscelaneous Income**							
	1.1	Open donations	4,267	6,013	4,267	4,267	4,267	4,267	4,267
	1.2	Parish donations	54,074	56,449	64,500	70,950	78,045	85,850	94,434
	I.	**Total Givings & Misc Income**	**58,341**	**62,462**	**68,767**	**75,217**	**82,312**	**90,116**	**98,701**
II.		**Expenses**							
				75%	75%	80%	85%	92%	100%
GIVINGS	1.1	Clergy - Incumbent - St. Mikes							
		Clergy - Incumbent - Diocese	(15,251)	(15,756)	-	-	-	-	-
	1.25	Clergy - Supply - Other	650	975	1,000	1,000	1,000	1,000	1,000
	1.4	**Total Clergy Salaries**							
	6	Diocesan Assessments	**12,348**	**13,116**	**13,476**	**13,667**	**14,112**	**15,132**	**16,422**
RENTS	1 & 2	**TOTAL ALL SALARIES**	**47,698**	**52,444**	**69,025**	**74,782**	**80,724**	**88,355**	**97,002**
	3.4	**Total Utilities**	**4,908**	**6,601**	**7,169**	**7,790**	**8,469**	**9,210**	**10,020**
	4	Property tax	5,500	5,015	6,064	6,367	6,685	7,020	7,371
	5	Insurance	7,923	10,882	11,753	12,341	12,958	13,606	14,286
	7.1	Rep & Maint - Monthly	7,310	4,406	3,000	3,000	3,000	3,000	3,000
	7.2	Rep & Maint - Contractors			500	500	500	500	500
	7.3	Organ & Sound Systems	380		380	380	380	380	380
	8.1	Office and misc	3,090	2,168	2,168	2,168	1,500	1,500	1,500
	8.2	Office supplies - Stewardship			300	300	300	300	300
	8.3	Office supplies - Sanctuary			300	300	300	300	300
	9	Telephone	664	1,213	1,213	1,273	1,337	1,404	1,474
	10	Janitor supplies	1,373	1,321	1,321	1,321	1,321	1,321	1,321
	11.1	Church supplies - General	4,223	3,040	3,000	3,000	3,000	3,000	3,000
	11.2	Church Ed - Youth	429		600	600	600	600	600
	11.3	Church Ed - Adult			600	600	600	600	600
	12	Unrecoverable GST	2,406	684	684	753	828	911	1,002
	13	Bank Charges & Interest	303	285	303	303	303	303	303
	14	Meal Ministry	3,840	2,300	2,300	2,300	2,300	2,300	2,300
	15	2018-Strat Plng/Leadership Dev.	1,545	590	1,300	1,500	1,500	1,500	1,500
	16	Contingency	7,864	9,172	3,000	5,000	5,000	5,000	5,000
	17	In Kind		3,095					
	II.	**Total Expenses**	**111,803**	**116,331**	**128,455**	**138,245**	**145,718**	**156,241**	**168,180**
III.		**Church & Hall Rental Income**	54,695	54,726	57,430	60,301	63,316	63,316	63,316
IV.		**Surplus / (Deficit) = (I + III) - II**	**1,233**	**857**	**(2,259)**	**(2,727)**	**(90)**	**(2,809)**	**(6,163)**

St Michael's 2021 Strat Plan

21 SMART Goals organized by MISSION, FINANCIAL, PHYSICAL & LEADERSHIP

PMR Categories	SMART Goal #	St Michael's 2021 SMART Goals	Team Champion	PMR Question & Number ***
Mission *Bart, Marg & Brigette C* *Questions 1-6*	1	Oversight of the 2021 Strat Plan, with reports to Vestry in 2017, 2019, and 2021.	Greg	A Doable Plan 1
	2	Develop Goals for the new Sister Church Program	Wilmer	In Partnership 2
	3	Establish new goals for the Renewed 2014 Partnership Agreement with BIBAK BC	Bart	In Partnership 2
	4	Annual Youth and Adult Spiritual Programs	Wilmer	Spiritual Growth 3
	5	Restore the VIA MEDIA Program with Holy Cross	Wilmer	Nurtures Disciples 4
	6	Continue to emphasize the '*Feeding of the 5000*' Meal Ministry Program	Brigette C	Needs of Mt Pleasant 5
	7	Increase attendance by 4-5 per year, achieving ASA of 100 in 2019	Marg	Average Attendance 6
Financial *Greg & Brigitte L* *Questions 7-10*	8	Continue intentional year round stewardship program	Greg	Stewards 7
	9	Grow givings so as to afford a 100% Priest in Charge by 2018 (2014 5-year Budget)	Moses	Parishioner Giving 8
	10	Increase PAD Givings from 1/3 to 1/2 of Identifiable Givers by 2018	Sandra	Parishioner Giving 8
	11	Institute the Diocesan Narrative Budget methodology by 2016	Bart	Objectives 9
	12	Have $200,000 of Strategic Reserve by 2018	Brigitte L	Holistic Stewards 10
Physical *Moses, Terry, Grace & James* *Questions 11-14*	13	Determine the need for programs to address the Rectory, Church Basement, & Carpets	Moses	Condition of Facilities 12
	14	Develop a Program to increase utilization & flexibility of the Sanctuary	Moses	Capacity of Facilities 13
	15	Develop a Wheel Chair Access Policy & Plan, and begin implementation	Terry	Accessibility 14
	16	Develop a Parking Plan for Special Events	James	Parking 14
Leadership *Wilmer, Sandra & Brigitte L* *Questions 15-18*	17	Expand the EAM Program to include Lay Participation	Bart	Lay Leadership 15
	18	Further the understanding of the Leadership Team with the Myers-Briggs program	Greg	Leadership Development 17
	19	Institute regular training for Lay Participants in the Sanctuary	Grace	Leadership Development 17
	20	Develop a Program for Lay Participation in the Congregational Development Course	Wilmer	Leadership Development 17
	21	Implement the Diocesan Anti-Racism Training Program beginning in 2015	Wilmer	Shared Leadership 18

*** *The 2 rightmost columns, the question & number of the PMR's 18-questions, can be seen in shorthand form in Appendix 6. The longer version, the 4-page worksheet used during the 2010 & 2013 PMR reviews (**Parish Mission Review**, Diocese of New Westminster, 2009, pages 1-4), is available from any 2021 Strat Plan team member, or from the Diocese.*