

ANGLICAN DIOCESE OF ALGOMA



STRATEGIC PLAN

2009-2014

*LIVE THE VISION
PROCLAIM THE JOY*



INTRODUCTION

*Plan ahead.
It wasn't
raining when
Noah built
the ark.*

The Strategic Plan for the Diocese of Algoma is a 5 year plan from 2009-2014 that identifies where Algoma wants to be, and how it is going to get there.

The plan was developed by the Executive Committee as a result of a resolution passed at the Diocesan Synod in October 2007. The Strategic Plan was written to articulate the future vision for Algoma, and to develop specific priorities and initiatives that will drive the vision to reality.

The Strategic Plan is a detailed navigational tool of where we want to go, how we are going to get there, and a concrete way to determine if we're on course.

The Strategic Planning Facilitators gratefully thank our Past Bishop, the Rt. Rev. Ronald Ferris, our Bishop-Elect Stephen Andrews, all the diocesan staff, and the Executive Committee for their support, hard work, creative contributions, and prayerful discernment.

BACKGROUND

*Four steps to achievement:
Plan purposefully.
Prepare prayerfully.
Proceed positively.
Pursue persistently.*

This plan is the first Strategic Plan of the Diocese; it was strongly endorsed by the Rt. Rev.

Ronald Ferris who retired as Diocesan Bishop on September 30, 2008, and has been supported by the Rev. Dr. Stephen Andrews, who will be consecrated as Bishop of Algoma on June 29, 2009.

The Strategic Plan has been developed in order to meet the recommendations of the findings of the *Renewal in Mission Task Force Report*. The six person Task Force, chaired by Tom Peppiatt, was appointed by the Bishop in consultation with the Executive Committee to examine the operating structure of Algoma. The appointment arose from a 2005 Diocesan Synod resolution.

The Renewal in Mission Task Force surveyed clergy and lay people in Algoma, reviewed secondary literature including diocesan statistics, and examined the strategic plans of several Canadian and American dioceses. Their findings and recommendations were presented at Synod 2007.



The primary recommendation, subsequently approved at Synod, is to develop a 5 year Diocesan Strategic Plan that includes identifiable goals, specific strategies for timely implementation, annual assessment indicators, and costs and resources required.

STRATEGIC PLANNING PROCESS

*Now to him
who by the
power at work
within us is
able to
accomplish
abundantly far
more than all
we can ask
or imagine.*

Ephesians
3:20

The time lines from the passed Synod resolutions were tight: develop a Strategic Plan to be ready to distribute to each of the five deaneries in Algoma by the summer of 2008.

Algoma is on the move and is committed to moving forward with a God-breathed plan of commitment and action.

There have been three Executive Committee meetings (February 2008, June 2008, and November 2008) since the October 2007 Synod, and the majority of both 2 day meetings was devoted to the development of the Strategic Plan. As well, the facilitators have met extensively throughout the last quarter of 2007 and 2008 to review the material, and to put the final plan together.

The 2008 time line for the completion of the plan was achievable because of the foundational work that had already been accomplished. As a result of the extensive amount of information received from clergy and lay people in Algoma, included in the *Renewal in Mission Task Force Final Report*, the strategic planning process did not have to begin at square one. The current operating realities and perceptions of Algoma served as a vital source of background material for the environmental scan, and the development of strategic objectives.

The process included:

- ▶ The review of the Diocesan **mission statement**
- ▶ A **SWOT analysis**: an internal audit of the strengths and weaknesses of the Diocese and an environmental scan of the opportunities and threats
- ▶ The discovery of Diocesan **core values**



- ▶ The formation of a compelling **vision statement**
- ▶ The development of **1 to 5 year strategic objectives** and
- ▶ The confirmation of **specific action plans** with an articulation of action steps, responsibilities, resources required, time lines, and measurements of success

WHAT IS THE MISSION OF ALGOMA?

The mission statement communicates the essence of what Algoma is striving to accomplish. A strong mission statement keeps our interest and reminds us of the overriding focus of the Diocese.

One of the most powerful mission statements ever developed was the one given by the risen Christ to his disciples. The Great Commission is: *Go therefore and make disciples of all nations, baptizing them in the name of the Father, and of the Son, and of the Holy Spirit.*” Matthew 28:19

The existing mission statement of the Diocese of Algoma was evaluated by the Executive Committee, and considered to be an effective overview of the work and purpose of Algoma.

As a result, no changes were made to the current Mission Statement.

OUR MISSION

To share in the gathering work of Christ so that His newness of life overflows into our hearts, homes, churches, and community.



WHAT DID WE LEARN FROM THE SWOT (STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS) ANALYSIS?

The SWOT analysis is an effective assessment tool used in strategic planning to identify the Diocese's internal strengths and weaknesses, and its external opportunities and threats. The findings helped in the identification of strategic priorities and initiatives; they take advantage of the strengths of Algoma, and its inherent positive attributes.

INTERNAL AUDIT: STRENGTHS AND WEAKNESSES OF ALGOMA

The strengths of Algoma include:

- ▶ Our Anglican liturgy and Anglican traditions
- ▶ Our Episcopal and Diocesan leadership
- ▶ Our committed lay people and our ACW
- ▶ Our collegial clergy

The weaknesses of Algoma include:

- ▶ Our widespread geography
- ▶ Our fatiguing, aging and declining congregations
- ▶ Our numerous church buildings
- ▶ Our lack of communication, and co-ordination

ENVIRONMENTAL SCAN: OPPORTUNITIES AND THREATS

The statistics significant to the geographic area of the widespread Diocese of Algoma are well-known: church attendance is declining, there are financial stresses on many parishes, the area population is declining, small communities are losing primary industry, and many people have lost faith in organized religion.

The opportunities available to Algoma include:

- ▶ Large numbers of unchurched people who are looking for meaning and purpose in their lives
- ▶ Technological advances that facilitate communication in a large Diocese
- ▶ Growing population of First Nations people, many of whom are Anglican, moving into Algoma from northern communities



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Proclaim the Joy*

The threats that oppose the growth of the church in Algoma include:

- ▶ Postmodern trends of secularism, instant gratification, and conspicuous consumption
- ▶ Loss of respect for the church
- ▶ Competition from other Christian traditions, and non-Christian alternatives
- ▶ Perceived breakup of the Anglican Communion due to the issue of the blessing of same sex unions

The acknowledgement of the environmental factors that impact the potential course of Algoma enable us to develop meaningful initiatives that counteract the threats, and capitalize on our opportunities by harnessing our strengths, and dealing with the reality of our weaknesses.



WHAT ARE THE CORE VALUES OF ALGOMA?

*Be kind and
tender-hearted
to one another.*

Ephesians
4:32

Algoma's core values are the overall priorities that drive its mission. Core values include moral and ethical, theological, and operational values. The core values were explored and identified by the Executive Committee; core values are constant, and specific to the Diocese.

The core values are congruent with our Diocesan mission statement.

OUR 7 CORE VALUES

1. A commitment to faith in Jesus Christ as Lord and Saviour.
2. A commitment to prayer and spiritual growth.
3. A commitment to authentic and joyful Anglican worship.
4. A commitment to maintain and grow healthy churches that care for all people and practice fiscal responsibility.
5. A commitment to spreading the good news through evangelism.
6. A commitment to caring, ongoing relationships encompassing the family of God through shared ministry.
7. A commitment to social justice through mission, seeking Christ in all persons, and living in harmony with the environment.



*I will pour out
my spirit on all
flesh; your sons
and your
daughters shall
prophesy, your
old men shall
dream dreams
and your young
men shall see
visions.*

Joel 2:28

WHAT IS OUR VISION FOR THE FUTURE?

Our vision inspires us to reach for the stars; to actualize our exciting dreams for this Diocese.

The model for the development of a Diocesan vision is from the Bible. For example, God's vision for Israel is communicated through Moses:

For the Lord your God is bringing you into a good land, a land with flowing streams, with springs and underground waters welling up in valleys and hills, a land of wheat and barley, of vines and fig trees and pomegranates, a land of olive trees and honey; a land where you may eat bread without scarcity, where you will lack nothing, a land whose stones are iron and from whose hills you may mine copper. You shall eat your fill and bless the Lord your God for the good land that he has given you.

Deuteronomy 8:7-10

A vision statement is a clear, compelling, and inspirational description of how Algoma will or should operate at some point in the future. It is not where we are at the moment; it is our desired destination. It is only by thinking big, by striving to be as much of a visionary as Jesus was, that we begin to capture the energy and the excitement that comes from dreaming about our future, and participating in the Body of Christ.

Our vision flows out of our mission statement and our core values. Along with our Mission Statement, it is to be celebrated and published in all churches, and in all publications in Algoma.

OUR VISION

**We are joyful Anglicans, serving, growing, and proclaiming
Christ's love in Algoma and beyond.**



WHAT ARE THE STRATEGIC OBJECTIVES FOR ALGOMA?

God has
Strategic
Objectives.

They are called
the 10
Commandments

Strategic Objectives form the basis for determining the Action Plan for the Diocese in order to develop concrete steps that can be taken to live out the Mission, and move towards the Vision of the Strategic Plan. The objectives move people through a measurable process, over a period of years. It uses God's resources and God's people.

The Great Commandment of Jesus is a strategic objective, and a reflection of the priorities of our lives.

“You shall love the Lord your God with all your heart, with all your soul, and with all your mind. This is the first and great commandment. The second is like it. You shall love your neighbour as yourself.” Matthew 22:37-39

The 7 Strategic Objectives of this plan reflect our 7 Core Values, and indicate specific priorities to be addressed in Algoma.

OUR 7 STRATEGIC OBJECTIVES 2009-2014

1. Healthy Congregational Development
2. Authentic Evangelism
3. Involved Children and Youth
4. Dynamic Communication
5. Empowering Clergy and Lay Development
6. Effective Social Action through Mission
7. Inspiring Anglican Worship



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ACTION PLAN 2009-2014

*As I grow older, I pay less attention to what
people say. I just watch what they do.*

Andrew Carnegie

STRATEGIC OBJECTIVE 1: HEALTHY CONGREGATIONAL DEVELOPMENT

STRATEGIES

- 1. Research and develop Benchmarks for a healthy Parish.**
To accomplish this, a professional facilitator, perhaps in the role of a Diocesan Congregational Development Officer, is required. This individual would work with Deanery teams, and the Executive Committee to research, develop, and finalize the Benchmarks. Once the person is hired, the process should take no more than six months and should become Diocesan policy upon approval by the Bishop and the Executive Committee.
- 2. Initiate training in Change Management and Pastoral Healing.**
This process could include workshops in congregational dynamics and maintaining healthy and growing Parishes. This initiative would be coordinated by the Diocesan Congregational Development Officer, utilizing professional consultants as required. It should develop tools to assist Diocesan and Deanery officials in implementing the recommendations of the Deanery Assessment Teams. The training in Change Management and Pastoral Healing should be completed before the Assessment Teams have completed their work. The workshops will be offered on an annual basis, beginning in the fall of 2009.
- 3. Train Deanery Assessment Teams to assess Parishes based on approved Benchmarks.**
This would be led by the Diocesan Parish Development Officer and should be completed at the time Benchmarks are approved.
- 4. Implement the assessment process, based on the approved Benchmarks for a healthy Parish, for all Algoma Parishes and congregations.**
These should be undertaken by Deanery Assessment Teams, led by the Territorial Archdeacon and in consultation with the Diocesan Congregational Development Officer. Assessment Teams should complete their work within twenty-four months of the approval of the Benchmarks.



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5. Rationalize buildings and resources within Algoma.

This exercise would take place on a Deanery basis after the Assessment Teams have completed their tasks. The process would involve developing plans, resources and schedules for Parishes that fall below the established benchmarks and would determine alternative models of Ministry where required. Responsibility for this would lie with Deanery Officials and ultimately with the Bishop and the Executive Committee. This process should be completed within five years.



STRATEGIC OBJECTIVE 2: AUTHENTIC EVANGELISM

STRATEGIES

1. Establish a Diocesan Evangelism Team, and appoint a Canon Missioner.

The Team would consist of Deanery representatives with a passion for evangelism. Training would be provided and co-ordinated by the Canon Missioner, appointed by the Bishop. The program and work of the Diocesan Evangelism Team would be approved by the Executive Committee. The Team should be in place within one year and their work of spearheading, and monitoring evangelism projects would be ongoing.

2. Provide training for Parish Evangelism Teams.

This would be co-ordinated through the Diocesan Evangelism Team and would include external resources. The goal is to have at least two effective teams in each Deanery by the end of 2010. Training should be ongoing for the five year period.

3. Promote “Come To Church” Sunday.

This program would also be managed by the Diocesan Evangelism Team and would explore and utilize external resources such as the *Back to Church Program* developed by the Church of England. A pilot ‘Back to Church’ Sunday was tested on September 28, 2008. The goal would be to develop an Algoma *Come to Church* program. The program should be delivered on an annual or semi annual basis beginning in 2010.

4. Encourage Parish involvement in Alpha, Challenge, Cursillo and Parish Missions.

These could be developed through the Parish Evangelism teams and would utilize Diocesan and external resources as required.

5. Develop an Evangelistic Mission Tour to visit each Deanery.

This should take place in 2011 and should be developed by the Diocesan Evangelism Team, using recognized Anglican evangelists as resources.



STRATEGIC OBJECTIVE 3: INVOLVED CHILDREN AND YOUTH

STRATEGIES

- 1. Provide teaching and strategies to clergy and lay leaders on effective Ministry to youth and children in Parish life.**
This would be accomplished through the Program and Youth Consultant or a Diocesan Youth Co-ordinator, and would involve workshops and conferences with professional guest facilitators. To emphasize its importance, it would be overseen by the Bishop and implemented by the end of 2010.
- 2. Engage a part time child/youth worker for each Deanery.**
External resources such as student placement services at Wycliffe College, The School for Evangelism and Youth for Christ should be explored to provide these human resources. The Bishop and Executive Committee should take responsibility for this program and it should be in place within three years.
- 3. Develop tools to increase the profile of child and youth group activities in Deaneries and Parishes.**
This would include instructional kits for setting up after school programs, starting youth groups, etc. It would be overseen by the Program and Youth Consultant or a Diocesan Youth Co-ordinator in co-operation with Deanery child and youth workers. This program should be operational within two years.
- 4. Develop guidelines for adults and seniors to acknowledge, encourage and empower children and youth.**
This would be undertaken by the Youth Ministry Committee and accomplished by the end of 2009.
- 5. Develop initiatives for youth and their leaders to volunteer in their Church and in the wider community.**
This would be the responsibility of the Youth Ministry Committee and Deanery officials and would be in place within two years.



STRATEGIC OBJECTIVE 4: DYNAMIC COMMUNICATION

STRATEGIES

1. Develop a new Website for the Diocese which would include Deanery and Parish links.

This would require contracting a professional web designer as well as ensuring that Deaneries and Parishes have the necessary hardware. It will also require a training program for Deanery and Parish officials. The design should be complete within 12 months and the program should be fully in place within two years. As a newly-established sub-committee of the Executive Committee, the Communications Committee began the development of the new website in November 2008.

2. Post the Mission Statement, Vision Statement and the 7 Core Values in every congregation in Algoma.

During January 2009, the synod office provided all Parishes with a framed copy of the Mission Statement, Vision Statement, and Core Values. Parishes were encouraged to post this plaque in a visible location.

3. Establish Video Conferencing and Electronic “Classrooms” in each Deanery.

Video conferencing requires the provision of Web Cams and microphones, should be the responsibility of the Executive Committee and should be in place within two years. Electronic Classrooms would result in the establishment of Deanery venues for group conferences and educational opportunities and should be in place by the end of 2011.

4. Explore the effective use of AV Media for worship.

Projectors and software will be required for this initiative which should be overseen by the Communications Committee.

5. Explore the increased and organized use of radio and television.

This would include working with local and regional media through public information programming. It could be co-ordinated through a Communications Committee appointed by the Executive Committee and should be in place within one year.



**STRATEGIC OBJECTIVE 5: EMPOWERING CLERGY AND LAY
DEVELOPMENT**

STRATEGIES

1. Implement an effective Clergy Evaluation Process.

This should be based, at least in part, on the Benchmarks for a healthy Parish, as outlined in Strategic Objective 1, Strategy 1. It should be overseen by the Executive Committee and in place by the end of 2010. It could begin with an annual interview process, led by the Archdeacons.

2. Develop a Diocesan Vocation Discernment Program and provide a Mentorship Program for new incumbents .

This would involve the Executive Committee, Pastoral Chaplains and Archdeacons and should be in place by the end of 2010. Consideration will be given to the Fresh Start program; this is a 2 yr. dynamic program for new incumbents that is currently being used in several dioceses in Ontario.

3. Establish Regional Ministry Conferences for Lay People and Clergy.

This should be the responsibility of the Bishop and Archdeacons and the first conferences should be held in 2011 and annually, thereafter. The focus will be on providing relevant tools for ministry in the postmodern world.

4. Provide education and support opportunities for Clergy families, and update the policy related to Clergy Study Leave.

This should be undertaken by the Bishop and Executive Committee, to be in place by the end of 2009.

5. Establish a Diocesan Resource Base.

This could be undertaken by the Synod Office and the Executive Archdeacon, established by the end of 2011, and updated annually. The material could be accessible through the diocesan website.



STRATEGIC OBJECTIVE 6: EFFECTIVE SOCIAL ACTION THROUGH MISSION

STRATEGIES

- 1. Establish a Diocesan Social Justice and Mission Committee.**
This Committee would assist Parishes in developing programs to address local outreach and mission programs. The scope and membership of the Committee should be the responsibility of the Bishop and the Executive Committee and it should be in place in 2010.
- 2. Allocate a percentage of Diocesan income to local outreach and mission and mandate Parishes to do likewise from their apportionable income.**
This would require the reallocation of existing funds for outreach and mission. The Program could be initiated by the Diocesan Social Justice and Mission Committee and could be phased in over a four year period, beginning in 2010. The long-term goal is for each parish to allocate 10% of their offering to outreach.
- 3. Create Discernment and Training Workshops.**
These Workshops would be for vocational Deacons, permanent Deacons, and Parish Mission and Outreach leaders. They would be coordinated by the Diocesan Social Justice and Mission Committee and held annually beginning in 2011.
- 4. Develop a Diocesan Policy regarding environmentally friendly practices for Parishes.**
This would be developed and approved by the Executive Committee and in place by the end of 2010. Existing programs, such as the “Greening of the Church” will be sent to parishes, beginning in 2009.



STRATEGIC OBJECTIVE 7: INSPIRING ANGLICAN WORSHIP

STRATEGIES

1. Create a Diocesan Excellence in Worship Committee.

The Committee would be appointed by the Executive Committee and would consist of liturgists and Diocesan leaders. It would develop liturgical resources and educational material to assist Parishes in their worship. It should be in place by the end of 2009.

2. Establish a Website page providing worship resources, including liturgy and music.

This would be the responsibility of the Excellence In Worship Committee and should be in place by the end of 2010.

3. Implement the Mystery Worshipper Program.

This should be undertaken by the Excellence in Worship Committee, considering the United Kingdom model and in place by the end of 2011.



5 YEAR PROJECTED TIME LINES

STRATEGIC OBJECTIVES	YEARS 1-2 2009-2010	YEARS 3-5 2011-2013
1. Healthy Congregational Development	Hire a Congregational Development Officer	Implement the assessment process
	Develop benchmarks for a healthy parish	Rationalize buildings and resources
	Initiate workshops about maintaining healthy parishes	Continue workshops
2. Authentic Evangelism	Establish a diocesan Evangelism Team	Maintain training for Parish Evangelism Teams
	Appoint a Canon Missioner	Develop an Evangelistic Mission tour to visit each Deanery
	Develop and train Parish Evangelism teams	
3. Involved Children and Youth	Provide information to clergy/lay leaders on effective Ministry to children/youth	Hire child/youth workers for each Deanery
	Develop guidelines for adults to affirm children/youth	Develop youth initiatives for mission
	Develop tools to enhance child/youth involvement in parishes	



4. Dynamic Communication	Post mission/vision/core values in every church	Establish electronic classrooms
	Re-design diocesan Website	Explore the use of AV Media for worship
	Explore media opportunities	
5. Empowering Clergy and Lay Development	Develop a Clergy Evaluation process	Establish a resource base
	Provide a Mentorship Program for new incumbents	Establish regional ministry conferences
	Provide support for Clergy families	
6. Effective Social Action through Mission	Establish a Social Justice and Mission committee	Deliver discernment workshops
	Encourage Diocese and parishes to allocate a % of income to local mission	
	Focus on the <i>Greening of the Church</i>	
7. Inspiring Anglican Worship	Create a diocesan excellence in worship committee	Establish a worship resource page on the website
		Implement the Mystery Worshipper Program



CONCLUDING COMMENTS AND RECOMMENDATIONS

With the approval of the Strategic Plan for the Anglican Diocese of Algoma, the Executive Committee, in consultation with the Deanery Councils, has fulfilled the mandate given to it by the Synod of 2007. The Plan is bold and exciting. It can change the nature of our Diocese, strengthen our core values and enhance our opportunities to serve, grow and proclaim Christ's love in Algoma and beyond.

The great task ahead however, is to ensure the implementation of the Strategic Plan in a manner that is effective, affordable and measurable. Change and challenge will be an inevitable part of the process as must be compassion and understanding.

An effective Strategic Plan is results oriented. It demands action and it fosters change. There are 32 specific strategies outlined in this Strategic Plan and various groups and committees will be on the front line to ensure their completion.

The Strategic Plan calls for additional human and financial resources for the Diocese. There will be new staff positions and there will be a need to access external professional resources, in order to effectively implement the strategies contained in the Strategic Plan. There will also be a limited number of capital costs, especially in the area of effective communications. In order to accomplish this, there will need to be an examination of the resources, both human and financial, that we have within our current structure to meet the requirements of the Strategic Plan, as well as an assessment of the resources we lack in both these areas.

The Bishop and the Executive Committee, in consultation with the Treasurer, where applicable, are responsible for reviewing current financial obligations, reallocating financial and human resources and assessing savings that can be achieved through the implementation of the Strategic Plan. To this extent, the cost of implementing the Strategic Plan will be funded through the budgeting process of the Diocese. Cost measures within the Strategic Plan, should be phased in a manner that is bold and innovative in its determination to achieve the objectives of the Plan, consistent with responsible budgeting and financial planning and empathetic to current economic challenges.



RECOMMENDATIONS

In order to ensure the success of the Strategic Plan as a living and breathing document, the Facilitators make the following recommendations.

1. That the Strategic Plan for the Diocese of Algoma and the recommendations contained herein, be approved by the Executive Committee.
2. That the Strategic Plan be ``launched`` on a Diocesan wide basis, in a manner that compliments and celebrates the consecration of Bishop Andrews.
3. That a Management Consulting firm be engaged to make recommendations to the Bishop and Executive Committee related to an administrative structure for the Diocese that meets the requirements and objectives of the Strategic Plan. The cost for this service should not exceed \$20,000.00 and should be funded from the refund account related to Residential schools.
4. That a Strategic Plan Implementation Committee be appointed by the Bishop and the Executive Committee consisting of an equal number of Clergy and lay persons and with staff acting in an advisory capacity only. The Implementation Committee would report to the Executive Committee and would have the following responsibilities.
 - ▶ To recommend, in consultation with the Bishop and Treasurer, a Budget for the Strategic Plan and a Financial Strategy to achieve it.
 - ▶ To prioritize the strategic initiatives in the Strategic Plan consistent with urgency and financial resources.
 - ▶ To co-ordinate with the appropriate Working Groups, the implementation of the Strategic Initiatives and to oversee these activities.
 - ▶ To develop a process of measuring the effectiveness and implementation of the Strategic Plan that will include reporting progress to the Executive Committee, quarterly.
5. That the Executive Committee closely monitor, through the Implementation Committee, the progress of the Strategic Plan to ensure compliance, quality, and adherence to the principles outlined in the Plan.



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6. That the Executive Committee formally report at each relevant Synod, in relation to the progress and effectiveness of the Action Items outlined in the Strategic Plan.
7. That the following two motions, having been referred to the Executive Committee for consideration, by the 2007 Synod, be deemed to have been encompassed in the Strategic Planning process and do not require independent action.

Motion #8 That there be a committee struck to review the structure and role of Deanery Councils and Archdeacons.

Motion #9 That there be a Committee struck to conduct an analysis of each congregation, using the Church Model criteria.

May the grace of our Lord Jesus Christ and the love of God and the fellowship of the Holy Spirit, be with us all evermore.

The Rev. Deborah Kraft
Hugh Mackenzie
Facilitators

Ash Wednesday
February 25th, 2009