

**IMPLEMENTATION TEAM REPORT to EXECUTIVE
Re. STRATEGIC PLAN
NOVEMBER 2012**

- The Implementation Team recently met October 1st and 2nd in the Sault, preceded by a working retreat at Villa Loyola in August. Ven. Anne Germond led a very enriching retreat program for us in August, interspersed with business sessions. It is with gratitude that we welcome Anne as a new member of the Implementation Team in preparation for David Buley's pending sabbatical and related absence from our team.
- During our last 2 sessions, in addition to reporting progress to date of strategic actions, we began a comprehensive evaluation of Plan objectives and strategies as well as initiatives and progress . We are basically at the mid-point of the 5 year period of the Strategic Plan.
- The 7 major Strategic Objectives remain validly intact. However, over the last 2 ½ years, new challenges have arisen, requiring us to look at new directions and consider shifts in strategies to achieve the strategic objectives of the Plan. In addition, parish assessment processes have begun and as anticipated, new needs, directions and strategies will emerge across the Diocese.
- At the recommendation of Executive, 3 committees were established in early 2011 to facilitate strategies in Communications, Social Action through Mission and Worship. These committees have faced difficult challenges in achieving their targets and we are now required to look at restructuring to find new paths forward.
- We have always believed the Strategic Plan needs to remain a living document, dynamic and not static, in our Diocese that is ever changing and moving forward in Christ.
- As a simple measurement tool to help us evaluate where we are in terms of progress with our strategic objectives and strategies embodied therein, we applied the following evaluation statements to each of the 32 strategies that are part of our 7 Strategic Objectives.

Progress Evaluation Scoring

- (3) All elements of the strategy have been successfully completed.**
- (2) The elements of the strategy are well under way and should be successfully completed within the five year period**
- (1) Work has begun on the strategy elements, but accelerated action is required.**
- (0) Significant action has yet to begin.**
- n/r Committee hasn't rated this strategy yet**

REVIEW OF STRATEGIC OBJECTIVES AND STRATEGIES – October 2012

Review of Strategic Objective 1: Healthy Congregational Development

1:1 Research and develop Benchmarks for a health parish (*Progress Score : 3*)

- Completed
- Benchmarks being reviewed in Algoma Anglican
- Intention is that Benchmarks will be referenced by parishes in final stages of assessment process and rationalisation processes.

1:2 Initiate training in Change Management and Pastoral healing (*Progress Score : 2 – 3*)

- Training initiated but not completed.
- Jay has introduced a model for parishes to work with. Facilitation of change dynamics will be required on an ongoing basis.
- Program Associates currently being asked to monitor needs at deanery level and are in position to see need for follow-up and to act on this.
- Jay hopes to identify additional resource people in each deanery.

1:3 Train Deanery Assessment Teams (*Progress Score : 3*)

- Initial training completed and Jay maintaining contact.

1:4 Implement the assessment process (*Progress Score :2*)

- Assessment process initiated and well under way across the Diocese. Completion target date 2013.

1:5 Rationalize buildings and resources within Algoma (*Progress Score : 0 - 1*)

- Jay developing process proposal to be discussed by Implementation Team for consideration and approval by Executive Committee.
- Discussion should include alternate ministry and how to provide the best ministry for the people of Algoma.
- Rationalisation process needs to be available as soon as possible for parishes and deaneries who are nearing completion of assessment processes.

Review of Strategic Objective 2: Authentic Evangelism

2:1 Establish a Diocesan Evangelism Team and appoint a Canon Missioner (Progress Score: 0)

- Implementation Team advised not to proceed; Bishop felt that the model of a Canon Missioner was not a wise model for the Diocese and not an effective model for evangelism. Executive approved a budget without this item.

2:2 Provide training for Parish Evangelism Teams (Progress Score: 1)

- John Bowen training initiated in all deaneries. Follow-up pursuits left to Deaneries to initiate.
- Initiatives likely to emerge from local assessment processes.

2:3 Promote Come to Church Sunday (Progress Score: 1)

- Parishes are following up with varied approaches.
- Many resources materials have been adapted to our local Algoma context.
- Michael Harvey attended Clergy Conference .

2:4 Encourage Parish involvement in Alpha, Challenge, Cursillo and Parish missions (Progress Score: n/r)

- Participation and involvement happening to varying degrees locally without central organization and not taking place in the manner described in the Strategic Plan.

2:5 Develop an Evangelistic Mission Tour (Progress Score : 1)

- Technically, begun with John Bowen's visits to each Deanery
- We still have linkage with John Bowen and should explore future interaction with the Wycliffe Institute.

Review of Strategic Objective 3 Involved Children and Youth

3:1 Provide teaching and strategies to clergy and lay leaders on effective Ministry to youth and children in parish life (Progress Score : 0)

- There is no longer a Program and Youth Consultant or Diocesan Youth Co-ordinator to coordinate centrally, as called for in the original plan.
- Some local activities taking place. Child and Youth Ministry Facilitators will likely have some impact in this area.

3:2 Engage a part time child/youth worker for each deanery (Progress Score : 3)

- Part-time child/youth workers in place in every Deanery, proactively working with each other.
- They are all active and are doing a great job and will benefit from opportunities to meet together.

3:3 Develop tools to increase the profile of child and youth group activities in Deaneries and Parishes (Progress Score : 1)

- This strategy seems to be in transition. Again, leadership elements prescribed in Strategic Plan are not in place.
- Local initiatives taking place.

3:4 Develop guidelines for adults and seniors to acknowledge, encourage and empower children and youth (Progress Score : 1)

- Needs to be hands-on and activity based in parishes, not guideline dependent.
- Need mind-changing and on-going activities to facilitate paradigm shifts.

3:5 Develop initiatives for youth and their leaders to volunteer in their church and in the wider community (Progress Score : 0)

- Implementation Team members (Craig & Ven.Dawn) discussed status of Diocesan Youth Committee, which has been in hiatus, with John Swayze at Executive Committee meeting.
- Will attempt further discussion with John and Alicia Dumas at next Implementation Team meeting.

Review of Strategic Objective 4 Dynamic Communication

*Restructuring of Communications Committee is required at this time. Three members have resigned. New leadership, Rev Kelly Baetz, has been confirmed and it is intended that she will be present at future Implementation Team meetings to establish a closer, supportive relationship.

4.1 Develop a new Website (Progress Score : 3)

- Diocesan website in place.

4.2 Post the Mission and Vision Statements and 7 Core Values (Progress Score : 3)

- Parish postings believed in place.

4.3 Videoconferencing and Electronic Classrooms (Progress Score : 0)

- Acknowledged that Strategy #4 would be very expensive to complete. Communication Committee will be asked to monitor technological developments and propose ways to realistically take advantage of technological resources.

4.4 AV Media for worship (Progress Score: 1)

- AV media in use in a number of parishes.
- Some anecdotal concerns concerning impact on worship. Worship Committee will hopefully address emerging issues.

4.5 Increased and organized use of radio and television (*Progress Score: n/r*)

- Implementation Team not aware of current use of local media in parishes.
- Perhaps guidelines would be useful.

Review of Strategic Objective 5: Empowering Clergy and Lay Development

5:1 Implement an effective Clergy Evaluation process (*Progress Score : 2*)

- New evaluation process completed with archdeacons.
- Process being initiated with clergy.

5:2 Develop a Diocesan Vocation Discernment Program and provide a Mentorship Program for new incumbents (*Progress Score : 2*)

- Many people are exploring vocations at present in our Diocese. No official discernment program in place.
- Some mentorship activities in place.
- Fresh Start program in Diocese of Toronto being looked at.

5:3 Establish Regional Ministry Conferences For Lay People and Clergy (*Progress Score : 2*)

- Clergy conference held every 2 years.
- Annual Diocesan conference for Lay People taking place as well as some local training initiatives.

5:4 Provide education and support opportunities for Clergy families, and update the policy related to Clergy Study Leave (*Progress Score: 1 -2*)

- Education & support for clergy families will be raised at Bishops' Council.
- Clergy study leave is part of the employment contract; policy doesn't need to be updated, but if we had itinerant clergy it would make it easier for clergy to take study leave.

5:5 Establish a Diocesan Resource Base (*Progress Score: 2*)

- Growing number of web-based resources.
- Expanded use of Algoma Fax network will be considered.

Review of Strategic Objective 6: Effective Social Action through Mission

6:1 Establish a Diocesan Social Justice and Mission Committee (*Progress Score: 3*)

- This Committee is in place under leadership of Beth Hewson.

*This committee too faces functional challenges re. membership participation and local effectiveness at deanery levels. Beth is being asked to attend future Implementation Team meetings to effect a closer working relationship with the Implementation Team.

6:2 Allocate a percentage of Diocesan income to local outreach and mission and mandate parishes to do likewise (*Progress Score : 1*)

- Beth Hewson, Committee chair, commented that discussion has begun on this issue at two Deanery meetings, but the Diocese needs a process; the parishes need a mandate, and this is a potentially stressful issue.
- Committee could do more fact-finding to see what is actually happening.
- Implementation Team will continue to look at modifying this strategy. The broader goal seems valid, but perhaps the strategy should be reviewed.

6:3 Create Discernment and Training Workshops (*Progress Score : 1*)

- Beth Hewson understood from a preliminary discussion with the Bishop that the Committee should not proceed with this Strategy at this time.
- Bishop has requested this be an agenda item for discussion and action with Provincial House of Bishops.

6:4 Develop a Diocesan Policy regarding environmentally friendly practices for Parishes (*Progress Score : 1*)

- Committee has begun to seek out current parish practices and activities and share with other jurisdictions.

Review of Strategic Objective 7: Inspiring Anglican Worship

7:1 Create a Diocesan Excellence in Worship Committee (*Progress Score : 2*)

- David Buley, Chair of the Committee, commented that the Committee is established; developing music resources and educational materials that will be available to parishes. Most important resources are human resources to show how the whole body of the faith community can be effectively involved in worship. A long process; won't be complete in two years.
- At next Implementation Team meeting, results of previous residential meeting of Committee will be shared with Implementation Team. David on sabbatical leave in new year.

7:2 Establish a Website page providing worship resources, including liturgy and music (*Progress Score : not rated*)

- Some material is now on the web.

7:3 Implement the Mystery Worshipper Program (*Progress Score : 0*)

- Implementation Team and Bishop agree that this will not be pursued.

*Implementation Team has agreed that this Strategic Objective needs to be reworked. The Team will ask the Worship Committee to bring forth a proposal for deanery workshops on liturgical leadership, for clergy or laity or both, that would involve both the Bishop and Jay. This proposal should be brought to the next Implementation Team meeting. Suggestion that Bishop's Council also keep this Strategic Objective as an agenda item.

*The Implementation Team will meet November 21 and 22 in Sudbury.