



ST. MATTHEW'S STRATEGIC PLAN – February 2008

WHAT IS THE PURPOSE OF OUR STRATEGIC PLAN?

- To clarify who we are as a parish – our *raison d'être* – our particular mission in God's world;
- To establish a set of goals to focus and coordinate our work in the parish;
- To define specifically and communicate what we want to achieve together;
- To provide direction and guidance for the allocation of resources and the creation of structures necessary to realize our collective goals and objectives;
- To unify our parish as we work towards common goals;
- To provide renewed inspiration to existing parishioners, and
- To inspire new members to join us.

HOW WILL THE STRATEGIC PLAN BE USED?

The Strategic Plan will provide guidance, focus and coordination for all aspects of the parish, including:

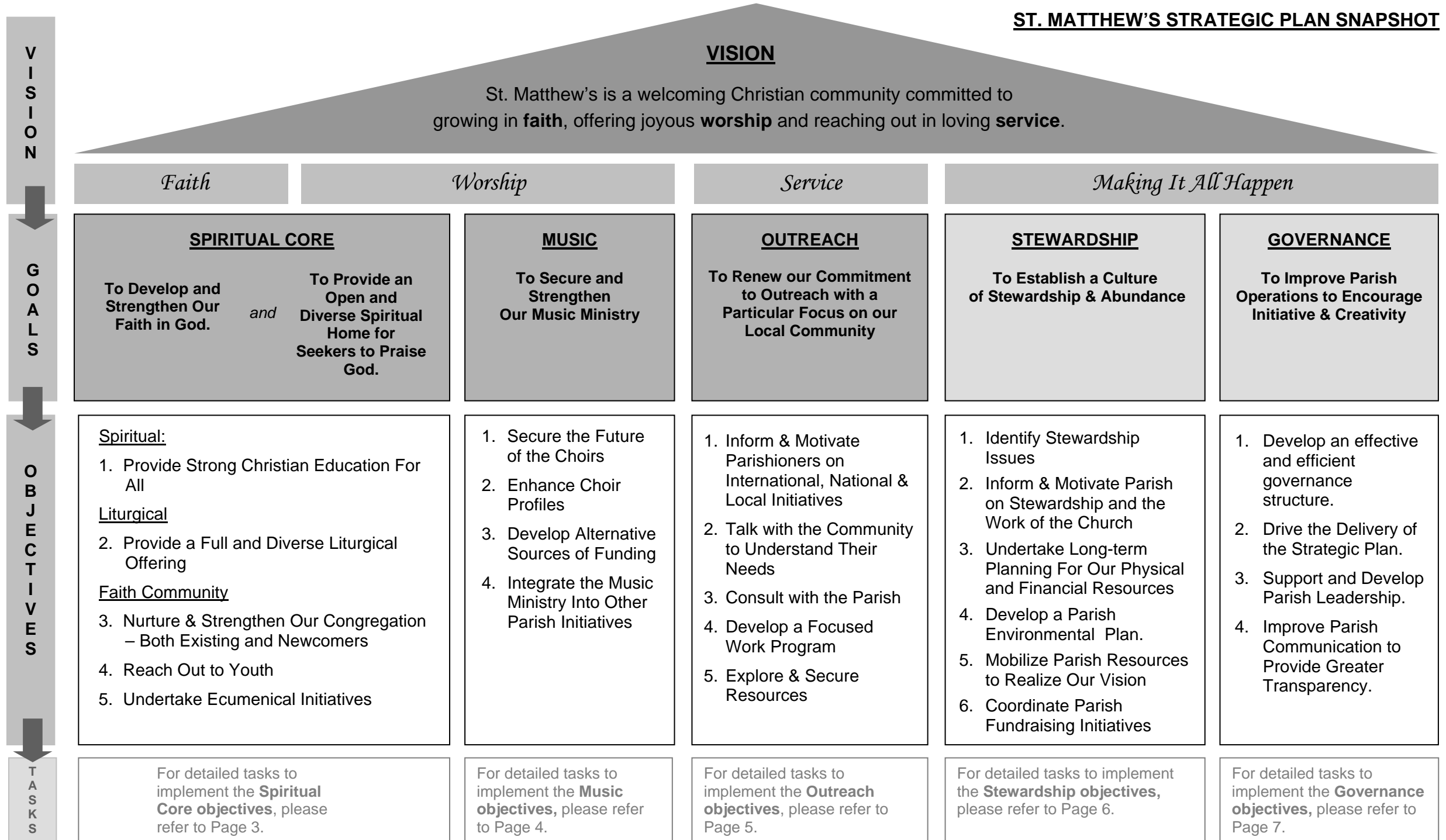
- The Clergy and administration in their work to serve the parish and community;
- The Corporation and Parish Council as they guide, make decisions and launch new initiatives;
- The Stewardship Committee in its work to mobilize the abundant resources we have within our parish;
- The Finance Committee as they plan adequate resources for the various ministries/committees working to achieve our collective objectives;
- The Outreach Committee as they define and pursue ways in which to serve the needs of the broader community;
- All the other ministries and committees – existing and new ones, as required – as they define their work over the next five years (e.g. Christian Education, Music, Environment.)

HOW WAS THE PLAN DEVELOPED?

- A Strategic Plan Task Group (SPTG) was established in the summer of 2007. This Group included four parishioners and Canon Pat.
- Over the summer, the SPTG undertook a broad review of the existing parish, considering the nature of our current community, our resources and the breadth of our activities.;
- In September 2007, the first facilitated workshop, open to all parishioners, was held. In this session, the participants:
 - reviewed the current parish situation,
 - examined the wording of the parish vision statement,
 - identified parish strengths and issues, and
 - identified a series of strategic issues on which to focus the Plan.
- The SPTG organized a series of focus groups to explore further the strategic areas that were identified and to brainstorm ideas for addressing them.
- In January 2008, a second workshop, open to all parishioners, was held. The participants reviewed and commented on a draft Strategic Plan which included a new vision statement, and a series of goals with associated objectives and tasks.
- With this input from the parish, the Strategic Plan was revised and circulated for final comments.
- The Strategic Plan was then presented for approval at Vestry on March 2, 2008.

HOW TO READ THE STRATEGIC PLAN

- The Strategic Plan is composed of three parts:
 - i. This **Introduction** page,
 - ii. A **Strategic Plan Snapshot** page, which states the Parish Vision and details the five (5) Strategic Goals and a series of Objectives for each Goal;
 - iii. Five **Individual Goals** pages, which deal with each of the five (5) Strategic Goals in more detail. Each page reiterates a specific Strategic Goal and associated Objectives, but also provides detailed Tasks under each Objective.
- The Tasks provide detailed guidance for those who will be implementing the Strategic Plan. While the Tasks are meant to be flexible, they do represent the input and ideas that were generated throughout the process and, therefore, should be addressed to the greatest extent during implementation.
- Parish Council will be responsible for the implementation of the Strategic Plan and will assign specific responsibilities and establish appropriate timelines following approval of the Plan at Vestry.



SPIRITUAL CORE GOAL

TO DEVELOP & STRENGTHEN OUR FAITH AND TO PROVIDE AN OPEN AND DIVERSE SPIRITUAL HOME FOR SEEKERS TO PRAISE GOD

OBJECTIVES	1. Provide Strong Christian Education For All	2. Provide a Full and Diverse Liturgical Offering	3. Nurture & Strengthen Our Congregation – Both Existing and Newcomers	4. Reach Out to Youth	5. Undertake Ecumenical Initiatives
TASKS	<p><u>Adults</u></p> <ul style="list-style-type: none"> i. Expand the healing ministry within the church and outside to the broader community. ii. Explore potential for contemplative prayer groups. iii. Develop a plan to make St. Matthew's a centre for excellence in Christian Education through: <ul style="list-style-type: none"> - challenging lectures, - Bible studies, - engaging workshops, - retreats away, - etc. iv. Maintain and expand the Chapel Chats program <p><u>Children</u></p> <ul style="list-style-type: none"> v. Develop a strategy for supporting and strengthening the Sunday School Program. vi. Identify and implement opportunities to engage children/youth in the regular Sunday services. 	<ul style="list-style-type: none"> i. Explore liturgical options that could be attractive to a broader audience, for example: <ul style="list-style-type: none"> - university students, - young families with demanding schedules, - teenagers. ii. Develop a comprehensive program of worship exploring, among other things, the potential for: <ul style="list-style-type: none"> - contemporary services, - Saturday or Sunday evening services, - ongoing Evensong, - re-launching Compline, - other types of spiritual gatherings outside the current liturgy. 	<p><u>Welcoming Newcomers</u></p> <ul style="list-style-type: none"> i. Maintain and expand, if feasible, the Open Doors program. ii. Establish a protocol for identifying, welcoming, following-up with and providing hospitality for visitors and new parishioners. (e.g. welcome pkgs, breakfasts) iii. Investigate and implement ways in which St. Matthew's can become better known in the community as a welcoming spiritual home. <p><u>Support Existing Parishioners</u></p> <ul style="list-style-type: none"> iv. With the Stewardship Committee, re-establish home visits to parishioners. v. Re-establish a pastoral care program involving members of the congregation to: <ul style="list-style-type: none"> - bring services to people who cannot come to church, - identify individual needs within our community, and - establish protocols for having those needs addressed. vi. Look for opportunities to enhance existing fellowship initiatives in the Parish. 	<ul style="list-style-type: none"> i. Establish a Task Force on Youth. ii. The Task Force should explore and investigate: <ul style="list-style-type: none"> - Success stories in engaging children, youth and young adults in church life, - Activities/supports that existing parish youth would like to see, - Opportunities for engaging university and college students. iii. The Task Force will develop a full evolution of programming for children/youth/young adults in consultation with <ul style="list-style-type: none"> - Clergy, - Sunday School Coordinators, - Christian Education Coordinators, - the Outreach Committee, and - the Music Committee. iv. The Task Force will identify all resource requirements to support such a program. 	<ul style="list-style-type: none"> i. In conjunction with <ul style="list-style-type: none"> - Clergy, - Christian Education coordinators, - Outreach Committee, - the Task Force on Youth explore ways in which our Parish can engage with other faith communities in worship, service, justice and learning.

MUSIC GOAL – TO SECURE & STRENGTHEN OUR MUSIC MINISTRY

OBJECTIVES	1. Secure the Future of the Choirs	2. Enhance Choir Profile	3. Develop Alternative Sources of Funding	4. Integrate the Music Ministry Into Other Parish Initiatives
TASKS	<p><u>Overall</u></p> <ul style="list-style-type: none"> i. Understand clearly where the choirs are going and prepare a five-year plan for both choirs (M+B & W+G) ii. Provide well-focused support to the Music Director <p><u>Boys Choir & Girls Choir</u></p> <ul style="list-style-type: none"> iii. Offer open choral services each year when potential choristers can take part. iv. Build more links with Ottawa schools. v. Investigate support for sending selected choristers to RSCM and Eton residential courses. vi. Provide awards for outstanding contributions by choristers. <p><u>Men's Choir</u></p> <ul style="list-style-type: none"> vii. Explore creating a special class of choir membership to accommodate good men singers with demanding lifestyles. viii. Explore creating special university /college student membership arrangement. ix. Consider the option of paying: <ul style="list-style-type: none"> - trebles an honorarium on the joining the Men's Choir when their voice breaks, and - Men's Choir leads. <p><u>Women's Choir</u></p> <ul style="list-style-type: none"> x. Encourage more youth membership. xi. Continue to expand musical repertoire and explore performance opportunities at other churches and events in/around Ottawa. 	<ul style="list-style-type: none"> i. Establish a Choir Alumni Association with annual subscription, meetings, newsletters, CD's, etc. ii. Establish a strong web presence and sustain development of Choir Archives. iii. Explore the potential to begin touring again. iv. Investigate opportunities to undertake new recordings. v. Seek out wider local, as well as national press coverage. vi. Explore the possibility of securing a suitable patron for the choirs. 	<ul style="list-style-type: none"> i. Establish a Choir Marketing Team to: <ul style="list-style-type: none"> - Seek opportunities for independent sources of choir funding such as private-sector sponsorship. - Investigate potential for choir alumni to sponsor specific projects. - Explore and undertake specific fundraising opportunities (e.g. gala dinner, choir-run efforts) ii. Coordinate with the Stewardship Committee to avoid donor & private-sector sponsor fatigue. 	<ul style="list-style-type: none"> i. Explore ways in which the Music Ministry can work with other Ministries to serve the broader community. ii. Encourage boys & girls to participate in other church-related activities.

OUTREACH GOAL – To Renew our Commitment to Outreach with a Particular Focus on our Local Community

OBJECTIVES	1. Inform & Motivate Parishioners on International, National & Local Initiatives	2. Talk with the Community to Understand Their Needs	3. Consult with the Parish	4. Develop a Focused Work Program	5. Explore & Secure Resources
TASKS	<ul style="list-style-type: none"> i. Work with Clergy to raise awareness and participation in outreach; ii. Provide parish with regular written communication (beyond the Pulse of the Parish) outlining: <ul style="list-style-type: none"> - What our parish is involved in locally, nationally & globally; - Specific ways in which parishioners can participate, contribute and become involved - Our plans for the future. iii. Explore ways in which the Outreach Ministry and Music Ministry can work together to serve the broader community. iv. Meet with all groups in the parish who are involved in outreach or have an outreach component to their activities to discuss ways in which to coordinate all of the outreach efforts. 	<ul style="list-style-type: none"> i. Meet with our existing outreach program leaders (i.e. Harmony House, Youth Services Bureau, Out of the Cold Suppers, Centre 507 Food Bank) to: <ul style="list-style-type: none"> - Review our current support, and - Determine other ways we can support their work. ii. Meet with community members and leaders (e.g. social service agencies, healthcare professionals, police, politicians, schools, businesses) to: <ul style="list-style-type: none"> - Let them know about St. Matthew's and our desire to serve our community, - Identify service needs in the community & any existing gaps in services, - Identify ways in which we might be able to help meet those needs. iii. Meet with other faith communities to: <ul style="list-style-type: none"> - Identify gaps in services, - Avoid overlap, - Determine opportunities to work together on a project. 	<ul style="list-style-type: none"> i. Consult with parish to: <ul style="list-style-type: none"> - Advise of community needs and ways in which we can serve; - Determine ways in which our parish is willing to support specific activities and projects. 	<ul style="list-style-type: none"> i. Based on identified community needs and confirmed parish support, develop a work program for specific initiatives, including: <ul style="list-style-type: none"> - Timelines, - Time & talent support requirements, - Budget requirements. 	<ul style="list-style-type: none"> i. Work with the Stewardship Committee and the Finance Committee to: <ul style="list-style-type: none"> - Explore strategies used at other parishes for funding/supporting outreach ministries, - Define ways of providing secure, on-going funding and support for Outreach at St. Matthew's including fundraising, and - Explore with the Diocese opportunities for funding support for specific Outreach projects/programs. ii. Coordinate with Stewardship Committee to avoid donor & private sector sponsor fatigue.

STEWARDSHIP GOAL – TO ESTABLISH A CULTURE OF STEWARDSHIP & ABUNDANCE

OBJECTIVES	1. Identify Stewardship Issues	2. Inform & Motivate the Parish on Stewardship & the Work of Our Church	3. Undertake Long Term Planning for our Physical & Financial Resources	4. Develop a Parish Environmental Plan	5. Mobilize Parish Resources to Realize Our Vision	6. Coordinate Parish Fundraising Initiatives
TASKS	<ul style="list-style-type: none"> i. Undertake periodic comprehensive reviews of the Parish resources, both financial and human (paid & volunteer). ii. Assess the implications of the Strategic Plan in terms of budget and human resources. iii. Consult with Parishioners to: <ul style="list-style-type: none"> - determine nature and level of support for the Strategic Plan - identify areas requiring stewardship education and communication. iv. Identify gaps between what is needed and the level of support. v. Explore options for meeting the requirements and develop a case for support. 	<ul style="list-style-type: none"> i. Incorporate Stewardship themes into preaching. ii. Organize parish events to raise awareness and understanding of Stewardship. iii. Develop communication tools to; <ul style="list-style-type: none"> - distribute on-going information and results on stewardship, - advise Parishioners of volunteer opportunities, - demonstrate various options for making financial gifts. iv. Develop and implement a program of visitation with Parishioners to: <ul style="list-style-type: none"> - increase awareness of ministries, activities and Strategic Plan, - determine Parishioners' talents, interests and needs, - promote stewardship. 	<ul style="list-style-type: none"> i. Regularly review and assess building condition and identify issues for attention. ii. Update on an annual basis the Long Term Capital Improvement Plan. iii. Develop a long-term financial plan which considers: <ul style="list-style-type: none"> - long-term objectives of parish ministries, - planned capital improvements, and - the long-term financial health of the parish. 	<ul style="list-style-type: none"> i. Raise awareness on environmental issues in the parish. ii. Explore and identify opportunities for "greening" our parish and adopting environmentally-sensitive practices in our operations. iii. Explore networking and resource opportunities with <i>Faith & the Common Good -Ottawa</i> with respect to Greening Sacred Spaces. iv. Develop an environmental plan identifying initiatives, approaches and any revenue requirements. v. Incorporate environmental considerations into all of our Parish decision-making. 	<ul style="list-style-type: none"> i. Establish a mechanism for linking Parishioner talents with volunteer requirements. ii. Develop and implement an annual Stewardship Program including giving. iii. Evaluate results, assess effectiveness of Program and provide feedback to Parish Council and other Committees. 	<ul style="list-style-type: none"> i. Determine the need for, and coordinate as required, any major broad-based Parish fundraising campaigns. ii. To avoid Parishioner & private sector sponsor fatigue, establish a protocol for tracking: <ul style="list-style-type: none"> - external private and business sponsorships of Parish events, - the extent to which Parishioners are being asked to donate and support events. iii. Provide coordination between groups within the Parish who are seeking community support for fundraising initiatives.

GOVERNANCE GOAL – TO IMPROVE PARISH OPERATIONS TO ENCOURAGE INITIATIVE & CREATIVITY

OBJECTIVES	1. Develop an effective and efficient governance structure	2. Drive the Delivery of the Strategic Plan	3. Support and Develop Parish Leadership	4. Improve Parish Communication to Provide Greater Transparency
TASKS	<p>i. Update the parish governance structure. The new structure should:</p> <ul style="list-style-type: none"> - establish clearly defined levels of authority and accountability, - provide the necessary elements to oversee the activities of the parish, - allow for groups, committees and individuals to obtain approval efficiently and not hinder initiatives, - provide balance between control and individual initiative and creativity, - be documented detailing roles & responsibilities. <p>ii. Implement a Parish Council structure whereby all council members – as a requirement of membership – are given a portfolio of responsibility to oversee. Portfolio responsibilities will include:</p> <ul style="list-style-type: none"> - overseeing the work of committees, - championing specific initiatives set out in the Strategic Plan, - reporting back to Parish Council on the progress of committee and/or initiative. 	<p>Parish Council to:</p> <p><u>Implementation</u></p> <ul style="list-style-type: none"> i. Establish a detailed framework for implementing the Strategic Plan and assign responsibilities accordingly; ii. Monitor the Plan’s progress and report against milestones on a regular basis to the Parish; iii. Take action to steer the plan in the appropriate direction. <p><u>Review</u></p> <ul style="list-style-type: none"> iv. Review the Plan annually and revise as needed, to ensure that the Strategic Plan is a living document and is continually used to guide the deployment of our resources in ways that are relevant to the mission and objectives of the Parish. v. Involve the Parish at large in the review process so as to validate and obtain buy in of the Plan. 	<ul style="list-style-type: none"> i. Develop a training program and mentoring process for key positions in the Parish including wardens, Parish Council members, and committees. ii. In conjunction with a training plan develop a Succession Plan for key positions. 	<ul style="list-style-type: none"> i. Create & maintain a Communication Plan which includes: <ul style="list-style-type: none"> - scheduling of topics and issues to be discussed at Parish Council prior to meetings to encourage participation, - regular updates on governance matters including Parish Council/Committee minutes and summaries of decisions taken throughout the Parish, - Coordination of web-based communications, - Coordination of external community communications by various ministries, - Consideration of other means to increase awareness and understanding of Parish issues and challenges. ii. Simplify the design and content of financial updates to provide easy-to-understand information.