



*The Anglican Church of*  
**St John The Divine**



# *A heart for Victoria*

**A Strategic Plan**  
**Vestry 2018**

## Introduction

We begin with a Why Statement short, the basis of who and what we are – summed up as ‘why we are doing what we are doing’

This is expanded into a Vision Statement – a statement of intent. Within this is the vision upon which planning is built. Following that is the link to the Diocesan Vision, within which all the goals that follow fall, and a reminder of the marks of Mission which undergird the life of the Anglican Communion.

Then the strategy comes from these steps:

- Identifying a few goals that are aligned with the Community’s long-term mission. Goals that will work towards the realising of the Vision
- Identifying potential strategies/action steps for reaching those goals

As time goes on, these goals will be addressed, adjusted and amended. Perhaps some of them will be reached! But we will continue creating and evaluating potential long- and short-term strategies in light of mission, financial capacity, strengths, and other criteria

Most contemporary thinking in business, church and NFP planning says that a strategic plan cannot be static – a plan that says in 5 years X will be the case, or even in two or three years Y will be the case is unable to cope with the rapidly changing climate the Church finds itself in, or indeed with the speed of change in wider society. This plan will need to be constantly revised and reassessed – and to continue asking the question as to whether the Mission (Why) and Vision stated below are congruent with the community St John’s claims to be, and is.

## Why Statement

***A heart for Victoria***

## St John’s Vision

*Learning and Living the love of God that we may proclaim and share it:  
To be a church for all, in the heart of Victoria.*

The Anglican Church of St John the Divine seeks to be an **affirming, welcoming, inclusive, Spiritual Community**. Rooted in the **Anglican Tradition**, we are **progressive, open, questioning, and nurturing**. We want to be a **reconciling and reconciled** community, to be **advocates** for social change for the betterment of all people, to **connect** to our local community, to **celebrate the arts**, to share a **sense of joy, hope, and life**, in worship which is both **grounded in liturgy** and **informed by contemporary thinking and expression**. As a **loving, hospitable** community we wish to be a **safe space**, in which **healing** may occur and people are **cared for, affirmed** for who and what they are, and can **grow, learn**, and be **challenged** in their thinking and in their journey of faith, and in their calling to be **disciples** of Christ.

## **Background to Vision and points to consider**

As part of the Anglican Diocese of Islands and Inlets (AKA The Diocese of British Columbia) we seek to be and to make disciples, and we see our calling to fulfil the three areas of the Diocesan Mission Statement, paying attention to the calling to address

**Faith in Foundation** – stewarding the assets and careful management of the Church

**Faith in Formation** – the programs, worship, and nurture of the people of our community  
and

**Faith in Action** – living out the values we hold and making a difference, in Christ's name, in the world.

All of these we hold within the calling of the Anglican Church of Canada to live out **The Five Marks of Mission**

- **To proclaim the Good News of the Kingdom**
- **To teach, baptize, and nurture new believers**
- **To respond to human need by loving service**
- **To seek to transform unjust structures of society, to challenge violence of every kind and to pursue peace and reconciliation**
- **To strive to safeguard the integrity of creation and sustain and renew the life of the earth**

## **Preamble**

In the process of consultation, reporting, reflecting and learning that has taken place in the past five years – through the excellent work of “Quo Vadis?” our “Why” days, Strategy Survey and the ongoing consideration of who we are and what we do – we, as a community have not yet come up with a plan which will challenge, inspire, and ask whether we are moving forward in our desire to be a living, active, vital expression of church for today and the years to come.

We are at a crossroads – we can keep on doing what we do and bear the consequences of that (for better or worse) – or we can seek to do a few things well and open ourselves to the possibility of more! I believe we are called to be a transformed and transforming community, and I hope that our desire to hold on to the good within our shared life will also allow us to consider the need to change and grow to be all that we are called to be.

This strategic plan is not finished. It is, and will continue to be, a work in progress – a work to which we are all called, and a work which will open us up to new possibilities whilst, I hope, preserving the best of the life and community which is St John the Divine. My hope is that it is not just a consolidation of what we are doing, but a leading us on, into new ground, opening us up to the possibility of transformation and change. It does not attempt to give every group in St John's ‘what they want’ for, as Dan Hotchkiss says in ‘Governance and Ministry’: “Congregations do some of their best work when, instead of giving people what they want, they teach them to want something new.”

What new things are we being called into? Where are we going next? Are we willing to go somewhere else?

During this consultation process we picked up some **main themes**:

- Being a 'faithful community' – recognising that our spiritual life is the engine that drives all we do.
- Possibilities of new styles/content in worship (within/beyond the main Sunday services??)
- Connection with the Arts community – use of Art in worship/devotion, use of St John's space for concerts. Displays, events. Expression of Arts within community, by community.
- Community – being a place of welcome and hospitality, opening up our doors, and offering healing and care to all who come. A strong sense of 'being together', opportunities to gather informally as well as formally, fun and engaging events. A strong pastoral care team.
- Offering a place where every person can exercise their gifts, as volunteers, prayers, supporters.
- Good use of our space, for multiple events and activities. Consideration of re-ordering of space following reports on redevelopment of Church building, longstanding redevelopment work, consideration of 'lower hall' improvements, how to use space in Parish house, possibilities of new office/meeting/music space in expanded facilities as result of redevelopment.
- Addressing what we give, why we give, and to what we are giving – sharing our vision in order that people know that the time, money, energy they give is going somewhere.
- Exploration and working towards a Transforming Futures campaign.
- To ask whether we are on the right track. Where are we going, how can we get there, what resources do we have, and not have.
- To explore whether there is appetite for change. And to be clear on the non-negotiables.
- To consider what it means to 'be disciples'

**Areas to address as part of our ongoing process:**

Willingness to change, not just 'tinker' or 'work around the edges'

What is the heart of St John's?

What are our priorities?

What is our potential?

What are our pitfalls?

## **The Plan**

The basis of the plan is the goals that we are aiming for – they are aspirational, hopefully challenging, and hopefully inspiring! These goals are

## **Faith in Foundation**

- To have buildings and facilities which meet the needs of St John's community now and into the future

- To have stable and sustainable finances, budgets that meet needs of ministry, investment in the work and future of our church.

## **Faith in Formation**

- To offer programs, services and events meeting the needs of the St John's community and the wider world
- To be a caring, nurturing, healing community
- To be a communicating and connected community
- To have integrated and co-ordinated Ministries appropriate to the mission and vision of St John's
- To be a learning community

## **Faith in Action**

- To be a community that is engaged, connecting, and making a difference in the world – outward looking, responding to the needs around us
- To be a reconciled and reconciling community

## **Next Steps**

The conversation continues – under the guidance of PC (Parish Council) we will be reviewing, considering, and working towards a conclusion to this part of the process by July 2019 – with the aim of having a working strategic plan, including dates and personnel assignments by that time. We will begin working on the action points within the plan immediately.

Each group and committee within the community will be asked to create their own strategic plan based on these goals – and to continually review and refine their plans as we move on together. We will also seek to create spaces where we can talk to one another about our hopes, concerns, and ideas for this community and our ministry to and in the wider world.

It's important to say here that we cannot do all of this at the same time – this is an ongoing plan, not one where every part will be addressed at once. PC, Rector and Wardens, the Staff Team, and individual groups and ministries will need to decide on their priorities within this plan and focus on them for a time, then review, reassess and recommit to either continuing that focus, or moving to another depending on progress that has been made.

## Faith in Foundation

Goal	Action Steps	Responsible Person or Group	Due Date	Status
To have buildings and facilities which meet the needs of St John's community now and into the future	Maintenance Schedule & Costings	Property	Fall 2019	
	Space and Use Audit	Redevelopment & Property	November 2019	
	Scheme of Works for major projects/consideration of fundraising campaign	Property & Financial Group & Stewardship Group	Vestry 2020	
	Redevelopment Evaluation & Presentation	Redevelopment Group	Vestry 2020	
	Consultation with Staff regarding needs and shortfalls in current provision	Property	November 2019	
	Consultation with Arts and community groups re needs and possibilities	Working group led by Rector	July 2019	
To have stable and sustainable finances, budgets that meet needs of ministry, investment in the work and future of our church.	Budgeting report (AKA Narrative Budget)	Finance	Vestry from 2019	
	Review of Investment Committee	Finance	June 2019	
	Stewardship Program	Stewardship (with Rector)	October 2019	
	Fundraising evaluation moving towards a Transforming Futures Campaign in partnership with wider Diocese	Finance and Stewardship	Vestry 2020	

## Faith in Formation

Goal	Action Steps	Responsible Person or Group	Due Date	Status
To offer programs, services and events meeting the needs of the St John's community and the wider world	Worship review of all services currently offered, consideration of pattern of worship	Liturgy Group and rector	June 2019	
	Create space for daily prayer	Rector & Liturgy Group	March 2019	

	Exploration of Small Group possibilities	Rector (& Working Group)	May 2019	
	To review our connections with Arts groups, and to support the Arts within and beyond the community	Arts Working Group	July 2019	
	Annual celebration of the Arts	Arts Working Group	Spring 2020	
To be a caring, nurturing, healing community	Support and Training of Pastoral Care Team	Staff	Ongoing	
	Recruitment of Pastoral Care volunteers	Pastoral Care Team, Clergy	Ongoing	
	Clear Definition of Pastoral Responsibilities	Rector	April 2019	
	Regular meeting of Healing Team with Rector/Clergy team members	Clergy	Starts March 2019	
To be a communicating and connected community	Sharing and regular updating of Strategic Plan	Rector, Wardens, PC	To PC Feb 2019, present to Vestry 2019, set up review group March PC 2019  Three-monthly review by PC July, October 2019 and January 2020 – review presentation to Vestry 2020	
	Schedule for advertising and publicity to be published covering whole year	Administrator & Rector	March 2019	
	Website to be current and regular (bi-weekly minimum) contributions from staff members to Blog	Rector, Staff, Web team	Schedule for blog available end March 2019  Report to PC in September 2019	
	Regular meetings to communicate with parish current activities and financial situation	Rector, Staff, Finance, Wardens	First meeting April 2019, subsequently quarterly	

	To have regular social events for St John's community – and draw up calendar for such events	Staff	Published by end March 2019 Evaluation Jan 2020	
	Review Communications plan and update	Staff and PC	April 2019	
To have integrated and co-ordinated Ministries appropriate to the mission and vision of St John's	Staff and lay leadership to share planning and strategy duties	Rector, Wardens, PC	June 2019 for first session	
	Staff Reviews & Staff Development Annual schedule	Rector & Wardens	Schedule available end March 2019	
	To identify training needs for staff and laity.	Rector, Staff, Wardens	Initial presentation May 2019	
	Offer regular training days for lay and ordained leaders	Rector, Staff, Wardens	Schedule available October 2019, to be revised January 2020 then annually	
	To have in place Co-ordinators for volunteer ministries	Rector	May 2019	
	Quarterly meetings for chairs/heads/co-ordinators of all ministries/committees (staff and volunteers)	Staff	First meeting by June 2019	
	To review and clarify our governance procedures	Rector, Staff, Wardens	July 2019	
	To have 'every member ministry' where all can offer there gifts and talents	Rector, Volunteer co-ordinators	October 2019	
To be a learning community	Make training available or find training for all who offer to minister within and beyond the community	Rector, Wardens, Volunteer Co-ordinators	Ongoing – report to vestry annually	
	Creation of learning co-ordinating group or appointment of learning facilitator	Rector	Report to PC May 2019	
	To have regular courses on issues of concern	Rector, Staff, SJSAG Learning Group/Facilitator	Report to PC September 2019	



	To Explore visiting speaker series/days	Rector, Learning Group/Facilitator	Report to PC Quarterly starting October 2019	
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## Faith in Action

Goal	Action Steps	Responsible Person or Group	Due Date	Status
be a community that is engaged, connecting, and making a difference in the world – outward looking, responding to the needs around us	To explore possibility of stronger connections with local faith groups (including Mosque, Ismaili Community and Congregation Emmanu-el)	Working group	Report to PC by June 2019	
	To grow our relationship with GVAT, and work together on effecting social change in partnership with other organisations	GVAT reps, Clergy, Staff, Wardens, PC	Report and Evaluations to PC June 2019	
	Connect/Partner with another Parish in ACoC	Rector	June 2019	
	Connect/Partner with another Diocese/Province in Anglican Communion	Rector	July 2019	
	Seek out opportunities to work for Social Justice, through advocacy and support of Local and National organisations	SJSAG	ongoing	

	To advocate for the broadening of the ACoFC Marriage Canon – formation of an action group working towards General Synod in Vancouver	Clergy	July 2019	
	Raise profile of PWRDF, make PWRDF a priority in St John's community	Rector, PWRDF Reps	Review by Feb 2020	
	To strengthen links with local churches and work together with other denominations and traditions	Clergy and Lay Reps (to be chosen)	Ongoing	
	To continue and strengthen relationship with our Cathedral	Wardens, Clergy	Ongoing	
To be a reconciled and reconciling community	To build connections with local Indigenous Groups	SJSAG & Staff	Ongoing	
	To continue to explore being a safe space and a social space for LGBTQ2s people	Staff and Wardens Group	Ongoing	
	To have process for conflict resolution within the Parish	Wardens	October 2019	
	To offer spaces for community consultation and questioning	Rector and Wardens	ongoing	