

**'Turning Hope into Action'**

*Future Directions  
for  
The Diocese of Saskatoon  
2008-2014*

**For Approval by Diocesan Synod  
April, 2008**

*"with bold new decisions, your people arise."*

## Why a Strategic Ministry Plan Now?

- We are called by God to steward the resources we have and to grow the ministry of God's people in the area we serve. Careful and prayerful planning is needed to effectively steward and grow.
- Diocesan demographics are changing. Several areas are growing in population. Others continue to reduce in numbers. This situation provides both opportunities and challenges in terms of assessment of current community needs and the Diocesan capacity to respond.
- Financial support from parishioners is not meeting current day-to-day requirements, nor is it building the capacity for growth and expansion.
- Society has vastly changed in its attitude towards church, towards Christianity. We need to consider how we reach out to a more secular non-churchgoing society, attracting new people to Christ, making connections with those who no longer attend, and at the same time continuing to minister to current parishioners.
- The national church's Letting Down the Nets Program (2004-2007) offered considerable help to several dioceses who were looking to improve stewardship education and action. Our Diocese was unable to apply because it did not have a strategic plan, one of the essential criteria for application to be a pilot project. After discussions, the national church agreed to offer assistance to our Diocese to do such planning. This was an opportunity that the Diocesan Synod wanted to take advantage of. Consequently, a consultant was provided to assist us in this process of strategic ministry planning. Such a plan will position us well to apply for future help from the new Diocesan Services section of the national church's Office of Development.

## **Mandate**

### **Motion from 2006 Diocesan Synod**

**Motion by: Dr. Phil Carverhill**

**Seconded by: Rev. Joanne Beacon**

**That the Bishop appoint a steering group to lead the formulation of a 3-5 year strategic plan for the Diocese. The plan would arise out of a systematic process that would run over the next two years and be presented to the 2008 Diocesan Synod for approval. The process would determine priorities and action strategies for development. Parishes and diocesan groups would be consulted in this process and ongoing reports made to Diocesan Council. A facilitator would be sought from General Synod's Letting Down the Nets program.**

**(Clergy and Lay voting together by show of hands.)**

**CARRIED.**

## **Responsibilities of the Future Directions Task Force**

Consider suggestions from members of Diocesan Synod given in 2006

Consult as broadly as possible with parishes

Develop a plan in detail building on our strengths and addressing our areas of weakness

Outline key activities and outcomes

Prepare a final report for the Diocesan Synod in April 2008

## **Final Expected Outcome**

A Future Directions Plan for the Diocese of Saskatoon that is welcomed by most at the Diocesan Synod in April of 2008 and able to be implemented within the resources of the Diocese.

## **Members of the Future Directions Task Force**

**Pastor Jim Halmarson, Christ Church, Saskatoon**

**Elaine Hrychenko, St. James, Endeavour**

**The Rev. Ann Marie Nicklin, St. Paul's, Biggar**

**The Very Rev. Terry Wiebe, Parish of St. John, Saskatoon, Dean**

**Nancy Yee, All Saints' Parish, Saskatoon**

**CONSULTANT: Suzanne Lawson**

## Advice to the Future Directions Task Force

### From Members of Diocesan Synod, 2006

Advice	
Surround all the planning and sharing of opinions with prayer	Do not be afraid to take us in new directions.
Think like you've never walked through a church door in your life	We need the tools to attract the many people who know nothing about Christianity, especially children.
Consult. Listen. Don't assume or interpret.  Consult, consult, consult	Always remember that Jesus and His love are at the centre of your work.
React to demographics. We must be willing to move with change in society and the world.	If any decisions are to be made that affect gay and lesbian folks, please involve them directly in consultation as they are already part of the church.
Consider the needs and opportunities to serve and minister to First Nations. Make sure aboriginal people are on the Task Force.	Put regular updates in the Saskatchewan Anglican.
Answer the key questions. Lay a firm foundation for this work among us. Do not leave cracks open for misinterpretation.	
Congregational health is physical, mental and spiritual. Find ways of ensuring such health so that we can become a unique place of healing and ministry.	

## Process

The full Diocesan Synod membership was deeply engaged in a beginning consultation in the spring of 2006.

Another consultation was held with about twenty people in the Synod Office, people chosen from all parts of the Diocese and people representing various ministry areas.

A Future Directions Task Force came together in the fall of 2007 to move the plan forward in preparation for Synod in April of 2008. Consultations were held in each of the three deaneries in late fall of 2007 with trained facilitators, and their results summarized.

A draft set of priorities was developed by the Future Directions Task Force out of the consultations in 2006 and 2007, and in response to the trends noted about our church and about our geographic area.

After all the input was weighed, this draft plan was developed for Diocesan Synod in April of 2008.

## Basic Assumptions Underlying the Plan

- Responsible solutions to problems and challenges require careful planning and inclusive processes.
- Careful planning will aid in the stewarding of the gifts of the whole People of God in this Diocese.
- A wide consultation process inclusive of age, gender, status, “old” and “new”, rural/urban Anglicans etc. produces both ideas and energy; the results of these consultative processes need to be carefully weighed.
- The Diocese of Saskatoon is not “headquarters”, a separate ministry, but the ministry of all of us together in this particular geographic area of Canada. Our ministry as the Whole People of God in this part of Saskatchewan is supported by a minimally-resourced office located in Saskatoon, and led by our Bishop. Our ministry here is broadened and supported as well by the Anglican Church of Canada and the Anglican Communion, both of which we financially and energetically support.
- The Diocese of Saskatoon is blessed with many gifted parish communities, and with some parishes whose devout members are too few to continue ministry in the ways they have been accustomed to.
- Christians are by their very nature called to grow individually and corporately as congregations. Such growth will have impact on the deepening of parishioners’ faith, the capacity to serve their communities, and the contribution to the wider church and the world

## How Information Has Been Gathered

### Consultations:

With all Diocesan Synod members in a facilitated workshop at Synod in 2006

In a two-day workshop with a small group of leaders in the fall of 2006

With parishioners and clergy in three locations across the Diocese in the fall of 2007

Through input received from others whose advice would be useful

### Sources:

Restless Churches, Reginald Bibby

Holy Conversations, Gil Rendle and Alice Mann

Natural Church Development, Christian A. Schwartz

Stats Can information 2004

Ipsos Reid survey

Anglican Church of Canada Attendance

Saskatchewan School Boards & Saskatchewan Health Districts

## Important Issues/Questions to be Addressed in the Plan

(as outlined through the initial consultation at Diocesan Synod, 2006)

- How do we help our churches and people move from a focus on survival to a focus on mission and growth?
- How do we deal with fear and division, and improve dialogue in our congregations around the topics that divide us?
- How will we engage youth in our communities in a faith journey?
- How can we learn how to speak of our faith so that others are engaged and encouraged?
- How can we get the money and the energy to strengthen existing ministries and plant new churches where they are needed?
- How can we help develop leadership skills and wellness in our clergy and lay leaders?
- How can we build relationship with aboriginal people in the cities and towns, and on reserves?
- When is working ecumenically the best way forward in communities?
- How do we make change happen while honouring our traditions?

## Important Trends

### About the Church in Canada

- God is not an abstraction to Canadians
- Believers are in the majority in every region
- But just one in ten Canadians attends church weekly
- Most Canadians think you don't need to belong in order to believe
- A majority of weekly attenders don't think you need to go to church in order to be a good Christian
- Even regular attenders feel private beliefs trump church teaching
- Declining confidence in the Church is part of a larger trend (same for Supreme Court, large corporations, political parties)
- Churches are not the only groups seeing a decline in membership (sports groups, service groups, hobby groups)
- Religion is seen as a force for good by a majority of Canadians
- There is no bias against the church (weekly attendees feel there is one; not a view shared by non-attenders)

***Primary Message: Canadians are generally receptive to religious principles and activities, but don't see much need to belong to a church***

## Key Strengths

- Each parish contains “solid” people, people committed to Jesus, who reflect commitment as well to each other and to their call to be disciples
- We share a common history and tradition as Anglicans on the prairies
- We have strong leadership and committed clergy, staff, lay leaders and an active lay ministry
- We have a popular and strong bishop who relates well to people
- The College of Emmanuel and St. Chad’s is in our Diocese
- We bring both rural and urban sensibilities to our planning
- Because we are a small Diocese, connecting with each other is possible to organize, as witnessed by the Diocesan Outreach Network
- We have good ecumenical experience to build on
- We recognize that planning needs to be done and that having priorities means that we will experience change

## Challenges

- Our reluctance to change stands in the way of our call to mission
- Rural depopulation/out-migration in some areas
- Aging membership; lack of young families and young people
- A reduced capacity in volunteering within the parish and in ministry to the broader community
- Many “census Anglicans” are not drawn to regular church attendance
- There are new areas in Saskatoon where there is no church presence
- We have big distances to cover
- Excitement about our call to ministry is often missing
- Financial resources to extend our ministry are not easily available
- We are inclined to be averse to taking risks, even measured risks
- Ministry to and with the aboriginal community is not strong
- The rural/urban differences are seen as weaknesses, not strengths
- There is little lay leadership training
- Stewardship is not understood or valued as an integral part of the Christian faith

# Criteria Used for Choosing the Elements of Turning Hope into Action

## **Faithfulness**

- Does it fulfil our vision?
- Does it fulfil our mission?
- Does it guide us to serve God and our neighbour?

## **Renewing**

- Is it Christ-centred? Spirit-filled?
- Is it exciting and imaginative?
- Does it give us the tools so we can share our faith?
- Does it respond to our basic challenges?
- Will it increase commitment?

## **Workable**

- Can it be accomplished progressively within the required time period?
- Do we have the gifts/skills in place to achieve it, or can we develop them over time?
- Can we evaluate the progress being made each year?
- Can we set aside work that is no longer a priority to free energy to accomplish these priorities?

## **Responsible**

- Is it a proper use of our energy, our gifts, and our financial and human resources?

# **TURNING HOPE INTO ACTION**

## **Our Proposed Mission**

As a Diocese of Anglican Christian disciples, we seek to be lively and welcoming communities of faith who serve God and serve others. Our parishioners will be prayerful, grounded in Scripture, welcoming and attentive to the needs and aspirations of our neighbours.

## **Our Proposed Vision**

Christ calls us to be a vigorous, faith-filled Diocese of the Anglican Church of Canada, where parishes, parishioners and leaders are empowered together to share the Gospel message with enthusiasm and hope, and live the Gospel message in its fullness.

## **Our Aspirations**

- To provide visionary leadership in parishes and in the Diocese, and at the provincial and national levels of the church
- To be accountable and transparent to each other and to the communities in which we live
- To demonstrate good will and presume good will in others
- To make visioning and reaching beyond ourselves a norm, in parishes and across the Diocese
- To see ourselves as an important contributor to the Anglican Church across Canada and to the worldwide Anglican Communion
- To base our actions on hope and possibilities

## **Values that Guide our Actions**

Building on the model of Jesus Christ, our historic faith, and the Biblical witness, we commit to:

- Community-building;
- Welcoming diversity;
- Compassion;
- Respect, and
- Acting boldly

# Turning Hope into Action: A Proposed Plan for The Diocese of Saskatoon

## Priorities

*Increase true Christian community across the Diocese*

*Steward resources in each Deanery to meet the needs of the population and to further the church's mission*

*Build a deeper understanding of the roots of our faith as Anglicans through a variety of educational methods*

*Increase financial and human resources for parish and Diocesan support*

*Assist parishes to explore their mission, their service and their outreach in their communities and elsewhere*

*Develop a Diocesan infrastructure and modify existing structures to enable and ensure implementation of Turning Hope into Action*

## Mission, Vision and Values

### Mission

As a Diocese of Anglican Christian disciples, we seek to be lively and welcoming communities of faith who serve God and serve others. Our parishioners will be prayerful, grounded in Scripture, welcoming and attentive to the needs and aspirations of our neighbours.

### Vision

Christ calls us to be a vigorous, faith-filled Diocese of the Anglican Church of Canada, where parishes, parishioners and leaders are empowered together to share the Gospel message with enthusiasm and hope and live the Gospel message in its fullness.

(cont'd in next column)

## Mission, Vision and Values (cont')

### Values

Building on the model of Jesus Christ, our historic faith, and the Biblical witness, we commit to:  
**Community-building;**  
**Welcoming diversity;**  
**Compassion;**  
**Respect: and**  
**Acting boldly**

## Gifts we need

Coordination of efforts towards the priorities

Careful planning of each priority and program related to it

The ability to decide and hold to priorities

Broad-based mentoring/supporting/training of current and evolving leaders

Effective methods for connecting with each other

Friendly welcoming style

Ongoing awareness of and integration of trends

Ongoing monitoring of changes in parish and community needs

Ability to successfully lead the Diocese through transitions

Periodic careful evaluation of priorities and initiatives

Future direction thinking

## Priority One

### Increase true Christian community across the Diocese

Core Initiatives	Timing	Resources	Expected Outcomes
<ul style="list-style-type: none"> <li>▪ Hold one educational/inspirational Diocesan-wide event in the year there is no Synod (some ideas to consider include a workshop on welcoming churches; Biblical scholar/teacher presentations; children’s and youth ministry; environmental stewardship; This event will also offer opportunities for consultation on issues of importance.</li>   <li>▪ Develop the concept of “Companion Parishes”. Each parish to have one event with their Companion Parish at least once every two years (e.g. pot luck dinner; intergenerational learning about a Biblical theme day; environmental clean-up day; visit with the Bishop day; visit the Cathedral day; clergy exchange for a few days or a week). Urban/rural matches would benefit the Diocesan-wide community-building best.</li>   <li>▪ Test regional / joint catechesis classes for youth and adults from neighbouring parishes</li> </ul>	<p>Set up planning committees in June 2008, 2010, 2012. Events to be in spring 2009, 2011, 2013</p> <p>Develop promotional material and start with pilot projects in 2009.</p> <p>One deanery to pilot in 2010; others to follow if evaluation indicates this is useful.</p>	<p>The national church Diocesan Services may well be able to connect committee with some other dioceses who do this regularly.</p> <p>Engage the Diocesan Outreach Network in helping make the matches. Publicity about these pilot projects in the <u>Saskatchewan Anglican</u> will encourage other parishes to adopt.</p> <p>Bishops who have done this in the past can link the bishop and regional deans with the organizing groups in their dioceses who may have best practices perfected.</p>	<p>A community-building event of educational/spiritual value for an increasing number of parishioners every two years, evaluated each time to ensure improvements the following time.</p> <p>2-3 pilots in 2009; increases every year</p> <p>One in 2010; two in 2011. More if found to be useful in building community across parish boundaries.</p> <p>(cont’d)</p>

<ul style="list-style-type: none"> <li>▪ Develop an email listserv to be used twice a month to enable the sharing of news from parishes and from the Synod Office. Recruit a volunteer editor and creative team to manage this tool of linkage across the Diocese.</li>   <li>▪ Establish/re-establish ties with aboriginal groups</li> </ul>	<p>Recruit a volunteer editor/creative team in summer of 2008; begin in fall 2008. See information on selection process later</p> <p>Begin responding to the Feb. 2008 report of the Bishop's Task Force on Aboriginal Ministry immediately.</p>	<p>Recruitment strategies should follow good volunteer management principles.</p> <p>Anglican Council of Indigenous Peoples</p> <p>Bishop Mark MacDonald, new national Anglican indigenous bishop</p>	<p>Volunteers in place by Sept. 1, 2008; first emails out Sept./ Oct. 2008.</p> <p>Active ministry with aboriginal people</p>
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## Priority Two

### Steward resources in each Deanery to meet the needs of the population and to further the church's mission

Core Initiatives	Timing	Resources	Expected Outcomes
<ul style="list-style-type: none"> <li>▪ Assist deaneries in establishing task forces to consider current realities and mission opportunities. These task forces may include our Lutheran partners, aboriginal leaders and other churches etc. In some cases, there may be a need to seek the resources to plant new churches in the area; in other places, collaboration with other denominations or neighbouring Anglican churches may be the best stewardship.</li> </ul>	<p>Bring regional deans together to map steps to take and timetable spring 2008.</p> <p>Establish task forces fall, 2008</p> <p>Reports with action plans to be presented to Diocesan Council for approval by Nov 2009. Budget and human resource requirements to be assigned for implementation of plans Spring 2010</p>	<p>Regional dean to provide leadership to task force, or designate leader for the task with whom s/he would keep closely connected.</p> <p>Collaborative discussions between bishop and ELCIC bishop</p>	<p>Three working task forces by Oct. 2008</p>
<ul style="list-style-type: none"> <li>▪ Consider contracting with Myrlene Boken, a church demographer, to discern the demographic challenges of each parish/area in Saskatoon as a step in the discernment process for the Saskatoon deanery task force.</li> </ul>	<p>Seek evaluative input from other dioceses which have used her skills. Make a decision, and seek resources to fund this initiative.</p>	<p>Feb. 2009</p> <p>Funding opportunities include St. Luke's Fund; Anglican Foundation; FaithLife Financial</p>	<p>A decision on whether to contract with MB and, if yes, a contract signed</p>
<ul style="list-style-type: none"> <li>▪ Consult parishes in the Deanery during the preparation of the report and once the recommendations are made</li> </ul>	<p>Spring 2008 and early fall 2009</p>		<p>(cont'd)</p>

<ul style="list-style-type: none"> <li>▪ Develop an action plan in each Deanery that responds to the recommendations</li> <li>▪ Implement the Deaneries' plans</li> <li>▪ Diocesan representatives (bishop, dean, archdeacons, regional deans) engage actively in parish initiatives in planning their futures so that there is alignment and support among all initiatives.</li> </ul>	<p>Feb. 2010</p> <p>Beginning spring 2010</p> <p>Ongoing</p>		<p>A detailed action plan for each Deanery</p>
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## Priority Three

### Build a deeper understanding of the roots of our faith in Diocesan Anglicans through a variety of educational methods

Core initiatives	Timing	Resources	Expected Outcomes
<ul style="list-style-type: none"> <li>▪ Conduct an extensive consultation across the Diocese and with other denominations to assess the needs that parishioners and current clergy have for ongoing education about the faith.</li>   <li>▪ Develop a plan for lay and clergy education that will test two different ways of extending the learning possibilities (e.g. on-line courses; weekend event; small groups weekly etc.). Utilize both “experts”, trained lay volunteers, and students of Emmanuel-St. Chad’s. Search out possible resources to fill those needs.</li>   <li>▪ Seek funding for expansion of successful programs that require additional resources</li>   <li>▪ Roll out those programs that are successful</li> </ul>	<p>Fall 2008</p> <p>Develop plan along with resource needs and possibilities in spring 2009.</p> <p>Seek funding in 2009.</p> <p>Implement plan through pilot projects first starting in 2010 and then roll out in 2011 and on.</p>	<p>Emmanuel-St. Chad’s students may be able to help with the consultations, given training</p> <p>Diocese of Toronto website has many resources, both of their own and from across the Anglican Communion</p> <p>Using this model for planning might be useful</p> <p>National church Office of Development will assist in finding potential sources and in coaching on grant-writing.</p>	<p>A clear direction for educational program priorities for the next 6 years, outlining resource (financial and human) required along with a definite timetable for implementation.</p>       <p>Three pilot projects in action spring 2010</p>

## Priority Four

### Increase financial and human resources for parish and Diocesan support

Core Initiatives	Timing	Resource Requirements	Expected Outcomes
<ul style="list-style-type: none"> <li data-bbox="232 344 1003 520">▪ Begin stewardship educational programs across the Diocese, starting with a centralized two-day training workshop for parish leaders. Supply parishes with stewardship tools, Bible studies on stewardship, information, and other resources to assist these programs.</li>   <li data-bbox="232 991 1003 1126">▪ Consider a collaborative approach of the 3 Saskatchewan Dioceses (perhaps with the Lutheran Diocese) to General Synod to engage a part-time planned giving/major gift consultant.</li> </ul>	<p data-bbox="1048 344 1285 480">Negotiate with the national church for assistance in these initiatives</p> <p data-bbox="1048 520 1330 695">Conduct two-day training workshop for working group, parish leaders and clergy in Nov. 2008</p> <p data-bbox="1048 735 1352 911">Develop a plan for resource development, editing, distribution and training in resource utilization in 2008</p> <p data-bbox="1048 991 1361 1198">With the help of the national church, Bishop to begin discussions with two other Diocesan bishops in Saskatchewan at next House of Bishops</p>	<p data-bbox="1406 344 1720 520">The national church's Diocesan Services program is eager to help in the implementation of these initiatives</p> <p data-bbox="1406 991 1711 1166">Seek help in negotiating this from national church Diocesan Services and/or planned giving consultant</p>	<p data-bbox="1765 344 2078 552">A well-received workshop, with attendees feeling energized and equipped to begin or improve their work in parishes.</p> <p data-bbox="1765 735 2063 911">An implementable plan for sharing of best practices and resources with these stewardship leaders.</p> <p data-bbox="1765 991 2063 1094">A planned-giving consultant beginning to work by fall 2009</p>

## Priority Five

### Assist parishes to explore their mission, their service and their outreach in their communities and elsewhere

Core Initiatives	Timing	Resources	Expected Outcomes
<ul style="list-style-type: none"> <li data-bbox="232 381 927 555">▪ Recruit and train 3-5 volunteer congregational development consultants to work with parishes through sharing best practices, providing assistance in parish planning, envisioning possible outreach, and possible parish structures.</li>   <li data-bbox="232 959 927 1054">▪ Hold a workshop for each parish over three years on becoming a welcoming parish, utilizing a variety of available models</li>   <li data-bbox="232 1246 927 1382">▪ Develop easy mechanisms for encouraging outreach connections with parishes in the Council of the North Dioceses and abroad. Promote these connections.</li> </ul>	<p data-bbox="987 381 1305 663">Seek applications in winter of 2008; choose first consultants in spring 2009. Their combined task is to facilitate the above work and to make parish connections regularly to help them.</p> <p data-bbox="987 919 1272 1126">Develop program formats in fall 2008 so that options can be offered to parish churches beginning in 2009</p> <p data-bbox="987 1206 1301 1342">Develop mechanisms in spring of 2011; promote in summer and fall of 2012</p>	<p data-bbox="1350 381 1664 624">Several dioceses have trained volunteers in this role. Seek advice and possible access to training events from them (e.g. Niagara, Toronto)</p> <p data-bbox="1350 919 1664 1094">Ask Diocesan Services at national church to access possible formats, external resources/facilitators etc.</p> <p data-bbox="1350 1206 1664 1414">Consult with the Partnerships Department at the national church, and also with the Chair of the Council of the North.</p>	<p data-bbox="1713 381 2029 663">3-5 trained consultants in one of Fresh Start, Natural Church Development, stewardship education etc. by fall 2009 with a plan for their utilization in place.</p> <p data-bbox="1713 703 2018 879">Add at least one area of expertise each year for the next two for these and additional consultants.</p> <p data-bbox="1713 919 2018 1062">2-3 parish workshops in 2009; increasing numbers in subsequent years</p>

## Priority Six

### Develop a Diocesan infrastructure and modify existing structures to enable and ensure implementation of Turning Hope into Action

Core Initiatives	Timing	Resource Requirements	Expected Outcomes
<ul style="list-style-type: none"> <li>▪ Establish an Implementation Task Force to ensure implementation and monitor progress (see Appendix C for Terms of Reference)</li>   <li>▪ Establish a Future Directions Task Force to continue the diocesan commitment to look ahead and plan responsibly (see Appendix D for Terms of Reference).</li>   <li>▪ Develop a small working group for each of the priorities to champion and ensure implementation (see Appendix E for Terms of Reference).</li>   <li>▪ Provide a Diocesan workshop in leading through transitions for Diocesan Council members, working group and task force and committee leaders, the bishop, archdeacons, regional deans and the dean as well as other interested people.</li>   <li>▪ Provide a Diocesan-wide workshop in volunteer administration in churches for parish and Diocesan clergy/lay teams.</li> </ul>	Spring 2008	<p>Selection process for members and chairs of these groups as well as a volunteer editor and computer expert for the email listserv to be led by the dean. Applications will be sought broadly. (See Terms of Reference in Appendices C, D, and E)</p> <p>Contact Diocesan Services for suggested leaders for such an event</p> <p>See above</p>	A plan that is fully implemented, yet able to be responsibly adjusted if times and circumstances change.
	Spring 2008		A group in place committed to looking ahead, watching trends, and preparing for the next strategic planning process to begin in 2012.
	Spring 2008		A plan for implementation of each priority; and then the implementation of the plan through an extended team of volunteers led by the working group.
	Winter 2008-9		A workshop attended by over ½ of those listed.
	Fall 2008		At least 8 teams in attendance

(Cont'd)

<ul style="list-style-type: none"> <li>▪ Provide after each Diocesan Synod an extensive orientation for Diocesan Council members, new and experienced so that they may build their new leadership team together, understand their role as stewards and leaders of the Diocese (not representatives of parishes) and understand their job descriptions, policies, procedures etc.</li>   <li>▪ Provide for two of the four meetings a year of the BARDS (bishop, archdeacons, regional deans and dean) a significant leadership development workshop (full morning or afternoon).</li>   <li>▪ Provide immediate training for each newly-appointed archdeacon and regional dean; assign a mentor for each newly-appointed archdeacon, regional dean, <u>and priest</u> in the Diocese.</li>   <li>▪ Review and rewrite the canons to reflect the impact of this plan.</li> </ul>	<p>An extended first meeting</p>    <p>Each year</p>    <p>As appointments are made</p>    <p>For Synod in 2012</p>	<p>See canons, current job descriptions. Other dioceses may have format and content ideas, or manuals</p>    <p>A small planning team would build the program based on expressed needs of the group</p>    <p>Books and papers on mentoring are available.</p>	<p>Diocesan Council prepared to act as a leadership team for the Diocese.</p>    <p>An engaged and continually enriched clergy leadership team.</p>    <p>Better equipped clergy leaders earlier.</p>
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## Gifts Needed and How to Develop Them

*Note: Values listed as central to the plan and to our lives as Christians need to permeate all of our initiatives. We need to particularly live into the Baptismal Covenant daily.*

**Coordination of efforts towards the priorities:** The Diocesan Council through the Implementation Task Force will have this role as its major responsibility. The Implementation Task Force will connect with the working group leaders at least semi-annually on progress towards each priority and will alert Diocesan Council to issues needing to be addressed related to coordination.

**Careful planning of each priority and program related to it:** Time needs to be taken up front for planning approaches; most priorities have starting times indicated. A small workshop on the elements of program planning should be offered to the leaders of each of these task groups, once recruited, and a one-pager handout prepared for them.

**The ability to decide and hold to priorities:** The Implementation Task Force will have a presence on the Diocesan Council and, through that link person, the Council needs to be attentive to the emergence of new ideas and priorities. The link person should seek clarity first around the amount of energy required for these new ideas and/or priorities. Then, there should be a rigorous examination of their priority status (using the criteria in this plan) and a decision to drop other initiatives to make way for their implementation if that is decided upon. (Note: there is a big difference between enhancement of existing programs, which should be ongoing, and significant new ideas.)

**Broad-based mentoring/supporting/training of current and evolving leaders:** Current leaders, both clergy and lay, will focus their attention on their own leadership skills through their attendance at workshops offered and community-based continuing education opportunities. See Priority Six for specific training and mentoring responsibilities. The requirement to develop future leaders, their successors, is also a serious issue for the Diocesan leaders. Much of the bishop's, archdeacons' and regional deans' time will be allocated to mentoring and encouraging leaders across the Diocese.

**Effective methods for connecting with each other:** See the Priority One related to addressing this need.

**Friendly welcoming style:** See Priority Number Five as well as the expressed need to find ways to make meaningful connections with aboriginal peoples.

**Ongoing awareness of and integration of trends:** Both the Implementation Task Force and the Future Directions Task Force will annually be attentive to trends, how they are impacting or will impact the Diocesan plans.

**Ongoing monitoring of changes in parish and community needs:** As above.

**Ability to successfully lead the Diocese through transitions:** Workshops on leading people through transition will be offered to clergy and staff and current leaders in the fall of 2008. Such workshops may need to be repeated annually as change progresses.

**Periodic careful evaluation of priorities, initiatives:** We need to find ways to evaluate our progress and clearly indicate what has been accomplished, being prepared to stop an initiative after a time should progress not be occurring. However, we must be aware that some of what we are trying to achieve is not easily measurable, so measurement is not the only factor in evaluation. This evaluation is primarily the task of the Implementation Task Force, but the need to evaluate must permeate all activities.

**Future direction thinking:** The Future Directions Task Force will lead this, but others (in the Diocese and in parishes alike) will learn to focus more on the future and less on the past if the church is to survive.

## **Impact on Structure**

### **The Bishop**

The Bishop will be the primary champion of the plan and its implementation. He will constantly demonstrate his commitment to the priorities adopted by Synod.

### **Current Committees**

The Diocesan Council will spend far more of its time on taking leadership in promoting the priorities of the Plan than on hearing reports on day-to-day operations. Diocesan Council, clergy, lay leaders, current committees, new task forces, will learn to live in an atmosphere of mutual accountability as leaders of the Diocese.

### **New Task Forces/Committees**

See Priority Six.

### **Coordination**

A Diocesan Council through its Implementation Task Force will coordinate the implementation of the plan. Suggested changes to this Plan will be thoroughly and thoughtfully considered.

### **Training Requirements for Volunteers/Staff/Clergy**

See Priority Six

### **Staffing Requirements**

As stewardship efforts increase, an additional full-time equivalent position for Diocesan staff in the program area should be considered.

## Check List for Assessment of Future Emerging Priorities/Program Suggestions

*Before any significant initiative is undertaken in the Diocese after this Plan has been adopted, the proposal should be carefully assessed using the following check list to ensure that we keep our strategic focus.*

- ✓ Is this simply an enhancement of an existing program or initiative that can be managed with existing resources OR is it a new initiative?
- ✓ Is it aligned with one of the priorities? (If not, it should not be attempted unless there is a significant and demonstrable reason for doing so.)
- ✓ If so, does it become a replacement for one of the core initiatives because it now better reflects what is needed at this time?
- ✓ Is there the human and financial energy to accomplish it, along with the various core initiatives outlined in the plan?
- ✓ Are there any other community organizations or church that are currently addressing or trying to address these needs, whose work we could support rather than beginning our own project?
- ✓ Does one of the key priorities in the plan need to be changed or dropped in order to accomplish this? (If so, it would need to have the Diocesan Council agree to such a change on behalf of the Diocesan Synod between Synod meetings)

### What Will Change and What Will Not Change?

Will change	Will Not Change
Increased commitment to mission	Synod every two years
Increased collaboration with other dioceses, with the national church, and with the ELCIC	Supportive responsive Diocesan staff
More opportunities to meet together, learn together, become more Christ-centred	Our strong commitment to General Synod, and, through them, to the Anglican Communion
A stronger sense of shared purpose, aligned with our mission	We are episcopally led and synodically governed
Some positive local and regional ministry to improve our ministry	
An embracing of stewardship as being about more than money	
Less emphasis on buildings and more on ministry	
An adoption of future direction thinking while learning from our past	
In time, financial stability and growth	

## Draft Timetable

*Note: If the pilots are deemed useful, acceptable, encouraging, they will extend beyond the start dates indicated. If evaluation proves them otherwise after two years of testing, these initiatives should either be adjusted or dropped.*

2008	2009	2010	2011	2012	2013/2014
Plan Diocesan-wide educational/inspirational event/conference	Hold Diocesan-wide event/conference	Plan Diocesan-wide educational/inspirational event/conference	Hold Diocesan-wide event/conference	Plan Diocesan-wide educational/inspirational event/conference	Hold Diocesan-wide event/conference
Develop material and plan for "Companion Parish" concept	Pilot 2-3 Companion Parishes	Extend number of Companion Parishes			
		Pilot regional confirmation service	Extend regional confirmations if useful		
Launch monthly email listserv across Diocese	Extend reach				
Begin response to Bishop's Task Force on Aboriginal Ministry	Continue				
Establish Deanery planning task forces	Hire church demographer if deemed helpful. Deanery task forces to report to Diocesan Council for approval	Begin implementation of Deanery task forces approved recommendations			
Conduct assessment of educational needs and hopes for clergy and laity	Develop education plan  Seek funding for educational programs not included in budget	Launch educational pilot projects	Extend successful programs		

<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013/2014</b>
Hold 2-day stewardship training session	Launch pilot projects in stewardship in parishes				
Develop plan for resource development	Implement plan				
	Planned giving consultant in place				
	Recruit and train volunteer congregational development consultants; launch their work in parishes requesting assistance	Extend training for these consultants; extend their work in parishes			
	“Becoming a Welcoming Parish” workshops begin in pilot parishes	Extend to complete one-half of parishes	Provide workshops in remaining half of parishes		
				Consider ways of connecting with Council of the North parishes/overseas partners	Implement plans with interested parishes/groups
Hold Diocesan workshop on Leading Through Transitions (link with stewardship workshop)					
	Hold Diocesan workshop on volunteer administration in churches for clergy/lay teams			Review, revise canons to fit new ways of working ----- Launch a strategic planning process for 2014-2020	

## Proposed Motions for Diocesan Synod

1. That this Mission Statement be affirmed for the Diocese of Saskatoon: *As a Diocese of Anglican Christian disciples, we seek to be lively and welcoming communities of faith who serve God and serve others. Our parishioners will be prayerful, grounded in Scripture, welcoming and attentive to the needs and aspirations of our neighbours.*
2. That the Vision Statement be affirmed for the Diocese of Saskatoon: *Christ calls us to be a vigorous, faith-filled Diocese of the Anglican Church of Canada, where parishes, parishioners and leaders are empowered together to share the Gospel message with enthusiasm and hope and live the Gospel message in its fullness.*
3. That Turning Hope into Action, Future Directions for 2008-2014, be accepted in principle as a living guide to helping the Diocese of Saskatoon move towards its Vision and live out its Mission.
4. That the Diocesan Council take leadership in ensuring implementation of this Plan through establishing an Implementation Task Force reporting to the Council quarterly and to the Diocesan Synod in 2010 and 2012, to ensure coordination across the different priorities, to evaluate the progress towards the Plan, and to monitor and adjust the timetable if necessary. The Terms of Reference are in Appendix C.
5. That the Diocesan Council establish a Future Directions Task Force to continue that the Diocese develop a future-thinking perspective on its ministry. The Terms of Reference are in Appendix D.
6. That applications be sought broadly for volunteers (both clergy and lay) to fill the positions in these new task forces, for the working groups, and for specific volunteer positions related to the email listserv. Applications to be received by June 15<sup>th</sup> and decisions on appointments made by a selection committee led by the Dean immediately thereafter.

# Appendix A

## Compilation of Individual Contributions to the SWOT Analysis for Diocese of Saskatoon

March, 2006

### Strengths

Traditions upheld	
A popular and strong bishop who relates well to people, is strong	15
Being a small Diocese where we can come together/communicate well	15
Strong leadership and committed clergy, staff	14
Financial stability/financial resources	13
Help one another	11
College of Emanuel/St.Chad	
We have the ability to recognize that planning needs to be done	8
Ecumenism	7
Strong lay ministry, lay leaders	7
We have a history together, a sense of belonging/deep Anglican roots/tradition shared	6
Committed congregations/people	6
“Solid” people/people of good will/commitment to Jesus, in every parish	5
Basic infrastructure in place/a strong centre	4
Strong deep genuine relationships/friendly/hospitable/sense of family	4
We have a valuable message for the world	4

### Weaknesses/Limitations

A lack of young families/youth; aging membership	21
Reluctance to change; traditions that aren't moveable; it's a struggle to think in new ways/complacency	16
Farflung parishes/small numbers/big distances	9
Size of Diocese/distances	9
Our area's depletion of rural population	7
Serious rural/urban split	7
Aging population; cannot volunteer as often	5
Lack of committed financial support	5
Rural aging population	5
Outdated canons	4
Numbers are shrinking...leads to low level despair	4

## Threats

Wasting energy on same-sex blessing issue/ a tool to separate the church; Scripture vs. same-sex blessings; other divisive issues	14
Secularism/indifference to church	10
Materialism/commercialism/corporatism	10
Old age of so many of the faithful/aging donor base	9
Resistance to, fear of, change/internal dissent	7
Internal divisions; different theological and doctrinal differences	7
Reluctance as individuals to talk about our faith	6
Fear of, resistance to change	5
Not being able to attract new people	4
Indifference/apathy; being oblivious to what's really happening	4
Declining rural population	4
We don't evangelize, talk to others about our faith	4
Long term finances	4
Competition with lifestyle, sports, activities/ individual and family priorities	4
Church competition/winner mentality	4

## Opportunities

Finding new ways to spread the Gospel/evangelism	11
Ecumenism; ecumenical partnerships	10
Spiritual hunger	9
A need for healing	9
Census Anglican numbers are high/church attendance low	7
Partnerships (e.g. with other parishes, other denominations)	7
Invite and attract young people, offer direction	7
Focus on ministry	7
We can set a new course/make a new strategic plan	6
Saskatoon/Lloydminster are growing	5
More youth churches; youth ministry	4
A vast unchurched group to reach out to	4
Real renewal, revitalization	4
Aboriginal population growing	4
Connections and contacts with aboriginal peoples/ Aboriginal involvement	4

### **Issues/Questions the Plan Should Address/Answer**

Reaching Generation X/youth; further develop youth involvement and education	23
Needs of WHOLE Anglican community (youth, first nations, in the closet, rural, urban etc.)	16
Ecumenical partnerships	12
Evangelism/learning to share our faith	8
The relationship with indigenous peoples on reserves and in the cities	7
How to increase our membership/renew parishes/make disciples	7
Appropriate allocation of resources/financing the plan	6
Moving from maintenance to mission churches, churches that will thrive	5
Ways to deal with resistance to change/willingness to change	4
How can we make change happen without losing our historical roots?	4
How do we react to demographic shifts, including rural depopulation?	4
How do we get people in churches and have them all feel comfortable/alive (past members, new members, new Christians, young, old)?	4
Revisioning, revitalizing, the church and its message	4
Retraining of clergy/broader guidelines and support for young clergy	3
How do we deal with fear and division?	3
What can we do with our buildings?/Give up our expensive buildings/rationalize	3
How can we improve dialogue/communication to provoke understanding and tolerance on divisive issues?	3
Consolidation/reorganizing of Saskatoon churches	3
How do we assist parishes with growth potential?	3

### **Additional Ideas/Comments**

Title: finding and walking the road  
Educate membership around sensitive issues to improve dialogue  
Actively involve aboriginals in house churches, other innovative ways of worship  
Focus on God/faith rather than material needs  
Church style, flexibility and creativity/worship alternatives...what works and what doesn't?  
Set up prayer support for the strategic plan/future  
Locally raised up ministers with ongoing training  
Who is our neighbour?  
Inclusiveness: who is worthy? How do we create barriers?  
Watch the tendency to dilute the Gospel to gain members  
All parishes to be involved in the plan  
Financial situation  
House churches?  
Change length of parish incumbencies to help lessen parishes with no priest

## Appendix B: Synod Consultation Synopsis

### *1. Priorities*

#### **Top five Responses:**

- To find ways for parishes to share resources on a diocesan-wide basis.
- To help parishes move from maintenance to mission.
- To help us understand our Anglican Heritage.
- To promote a sense of community within the diocese
- To promote and develop Stewardship in the parishes.

#### **Other Responses:**

- To involve youth in the life of the church.
- To use technology to reach people.
- To help laity to speak of their faith comfortably.
- To assess the viability/sustainability of our urban parishes.
- To discover ways to animate people spiritually.
- To investigate ways to support aging Anglicans.
- To help parishes learn how to do evangelism.
- To plant the church (not buildings!) where the need is.
- To create programs which promote Social Justice.
- To help parishes learn how to be more hospitable.
- To increase the visibility of our parishes in communities.
- To provide better & greater communication within the diocese.
- To encourage Social Outreach in the diocese.
- To offer training and study for laity (other than Cursillo).
- To support rural parishes with Ecumenical Dialogue and Strategy.
- To promote growth through evangelism.
- To personal change change (spiritual growth) within the diocese.
- To promote and develop good leaders (lay and clergy).
- To develop a system of effective clergy care/mentoring.
- To explore alternate shapes to ministry.
- To provide training for laity.
- To establish a plan for church planting.
- To train people in mission / evangelism.
- To assist parishes in developing effective, achievable Stewardship plans.
- To assist parishes in becoming welcoming places?
- To develop a Diocesan Renewal Committee.
- To find ways to minister to the community, spiritually and materially.

## 2. *Important Issues/Questions to be Addressed in the Strategic Plan*

How can we make our worship more relevant?

How do we get more young people and families into the church?

How do we encourage better Stewardship and help smaller parishes ?

How do we help our churches and people move from a focus on survival to a focus on mission and growth?

How can we build better relationships with aboriginal people on reserves and in the cities and towns?

How do we deal with fear and division, and improve dialogue in our congregations around the topics that divide us?

How will we engage youth in our communities in a faith journey?

How can we learn how to speak of our faith without turning others off?

How can we get the money and the energy to strengthen existing ministries and plant new churches where they are needed?

How can we foster better communication and transparency between parishes/diocese?

What are new trends in ministry than we can explore?

How do we encourage or enhance adult education for ministry?

How do we talk to others about our faith in meaningful ways?

How can we learn to accept each other and our differences?

How can the laity receive education for leadership in Church and community?

How can we make faith / church fun?

How do we help smaller parishes meet their budgets?

How do we get more young people into the church?

How do we keep people coming back?

How do we compete with sports, shopping, technology, etc.?

How do we get our parishes to be the hubs of our communities?

What are the diocese's plans for replacing our ministers?

Do we have a plan for training lay leaders to assist our ministers or serve as "backups"?

How do we help our parishes find their Vision for ministry?

How do we move from chaplaincy to mission?

How do we invite / attract: 'ethnic Anglicans' & unchurched?

## Appendix C : Draft Terms of Reference for the Implementation Task Force

### Purpose

On behalf of the Diocesan Council, to:

- oversee and monitor the implementation of Turning Hope into Action, recommending alterations to the plan and/or timetable to the Diocesan Council if circumstances warrant.
- ensure that additional priorities proposed by anyone to the Diocesan Council are carefully weighed before acceptance and that the plan itself is then adjusted.

### Composition

3-5 members, including at least one member of the Future Directions Task Force (2007-8), and at least one member of the Diocesan Council.

Inclusion of both clergy and lay members is essential.

### Qualifications/Skills

- Commitment to the priorities and initiatives of the plan
- Proven organizational and administrative skills
- Knowledge of the Diocese

### Method of Selection

A Selection Committee chaired by the Dean will appoint members and the chair. Applications will be sought through a broadly-circulated advertisement. The deadline for applications of June 15<sup>th</sup> will enable this and other groups to begin work by September 1<sup>st</sup> at the latest. The Selection Committee is empowered to invite people who have not submitted applications, if that process is needed to ensure that the appropriate people are in place to do the work.

### Term of Office

Initial appointments will be for 1, 2 and 3 years to ensure both continuity and turnover. Terms may be renewable, but all terms end in 2014.

### Meetings

Meets at least quarterly

### Responsibilities

Become familiar with all the elements of Turning Hope into Action

Monitor the plan's implementation by

- providing support and counsel to the chairs of each of the working groups, and
  - seeking a progress report from each working group quarterly.
- Help Diocesan Council in its leadership role for the plan's implementation by:
- providing a quarterly progress report, incorporating working group reports and other information;
  - alerting Diocesan Council to concerns, suggesting possible remedial action;
  - proposing adjustments to the plan and/or the timetable based on new realities;
  - ensuring that any emerging priorities are assessed by Diocesan Council using the checklist provided in Turning Hope into Action;
  - drafting regular reports for them to submit to the national church and any other funders/partners.

## **Appendix D : Draft Terms of Reference for the Future Directions Task Force**

### **Purpose**

To help the Diocesan Council and the Bishop lead the Diocese into a future-oriented mission-focused way of thinking on all matters, and to, in this way, prepare the Diocese for the next strategic planning process.

### **Composition**

4 members, including the Bishop, at least one member of the Future Directions Task Force (2007-8), and at least one member of the Diocesan Council. Inclusion of both clergy and lay members is essential.

### **Qualifications/Skills**

- An orientation to future thinking
- Experience in thinking “outside the box” in the corporate, voluntary or public sector
- Attentiveness to trends, changes in societal and church transitions

### **Method of Selection**

A Selection Committee chaired by the Dean will appoint members and the chair. Applications will be sought through a broadly-circulated advertisement. The deadline for applications of June 15<sup>th</sup> will enable this and other groups to begin work by September 1<sup>st</sup> at the latest. The Selection Committee is empowered to invite people who have not submitted applications, if that process is needed to ensure that the appropriate people are in place to do the work.

### **Term of Office**

Three years, renewable once

### **Meetings**

Meets at least three times a year to share what its members are seeing, hearing, about future trends, and to discuss what the implications are for the Diocese in the future.

### **Responsibilities**

- Become familiar with all the elements of Turning Hope into Action
- Be watchful of, and collect information about trends, statistics etc. that will have or do have an impact on the Diocese of Saskatoon
- Alert the Implementation Task Force and/or the Diocesan Council to any of these trends that are of immediate importance and require action
- Bring the perspective of the future to discussions at Diocesan Council and Diocesan Synod
- Keep good files on future trends ready for the next strategic planning process

## **Appendix E : Draft Terms of Reference for the Working Groups (one for each priority)**

### **Purpose**

To take leadership in implementing one of the priorities outlined in turning hope into Action.

### **Composition**

3-5 members, at least one of whom is a member of Diocesan Synod.

### **Qualifications/Skills**

- Commitment to the priorities and initiatives in Turning Hope into Action
- Action-oriented organizers
- Ability to recruit and sustain interest of others in implementation of the priority assigned
- Knowledge of the Diocese

### **Method of Selection**

A Selection Committee chaired by the Dean will appoint members and the chair. Applications will be sought through a broadly-circulated advertisement. The deadline for applications of June 15<sup>th</sup> will enable this and other groups to begin work by September 1<sup>st</sup> at the latest. The Selection Committee is empowered to invite people who have not submitted applications, if that process is needed to ensure that the appropriate people are in place to do the work.

### **Term of Office**

Three years, renewable once

### **Meetings**

Meetings will be held bi-monthly

### **Responsibilities**

- Become familiar with all the elements of Turning Hope into Action
- Take responsibility for the assigned priority
- Develop a plan and timetable in detail to guide the implementation of that priority
- Recruit the necessary task forces and working groups and individuals to implement according to the timetable
- Coordinate all the planning and activities related to the priority
- Alert the Implementation Task Force to any concerns, barriers, roadblocks
- Report to the Implementation Task Force when requested, at least semi-annually
- Propose any adjustments needed to the Implementation Task Force
- Ensure that the work in the assigned priority is aligned with the work in the other priorities