

Our Ministry Plan 2014-2018

Where We Are Going
as best we can tell from here

prepared for Vestry, February 2014

Summary

St. Christopher's does not need a radical change in direction in the next five years, but should work towards

- deepening and extending the ministries already in place
- refocusing programs and resources to address key critical challenges.

Mission

Our current mission statement remains faithful and inspiring:

We are called to be

- a **dynamic, inclusive, diverse community**
- **rooted in the life-giving, life-affirming, life-changing love of God**
- **reaching beyond ourselves**
- **caring for creation**
- **making a difference with others**

Program

Our mission shapes our key activities. That is why we focus on:

- **Parish Culture ...** fostering an energetic parish culture of inclusion and innovation
- **Deepening Discipleship in all ages ...** using all the opportunities available to deepen our commitment to God's mission of love and justice
- **Compassion & Care ...** reaching beyond ourselves to serve others with compassion
- **Greening ...** becoming more environmentally responsible and sustainable in what we say and do
- **Open Doors + ...** growing Open Doors with our partners in the community

Critical Challenges & Desired Outcomes

To fulfill our mission in the next five years, we will need to address five critical challenges. This table outlines those challenges and the outcomes we desire in order to fulfill our mission in the next five years.

Critical Challenges	Desired Outcomes
<p>1. Growing through a Generational Shift: We know that most of our financial and volunteer resources come from retired people who are aging and we are committed to growing our resources to support a growing ministry. In the next five years, we need to learn how to respond to the unique preferences and patterns of different generations in order to grow participation, sustain financial support, and build volunteer energy.</p>	<ul style="list-style-type: none"> ➤ People of all generations participate in, benefit from, and contribute to the programs of St. Christopher’s ➤ St. Christopher’s has the resources it needs to fulfill its mission
<p>2. Building Community Partnerships: We know we can accomplish more with others than we can on our own and, based on our recent experience, we are confident that we can create community partnerships that will result in volunteers, program resources, and funding for the work we do in the community. In the next five years, we need to continue expanding our network of community partners.</p>	<ul style="list-style-type: none"> ➤ St. Christopher’s has a wide network of partners that enhances its capacity and effectiveness.
<p>3. Improving Communications & Use of Technology: We know we have a great story to tell, but we don’t tell it very well. We also know that new technologies offer new opportunities. In the next five years, we need to learn how to inspire and invite others by telling our story well using all the media available.</p>	<ul style="list-style-type: none"> ➤ Parishioners and residents of Burlington are well-informed of St. Christopher’s programs and are inspired by what they hear.
<p>4. Deepening Discipleship: No one participates in a faith community by habit or obligation any more. Instead, newcomers are attracted by the faith and witness of ordinary Christians. In the next five years, we need to nurture deeper discipleship and more passionate spirituality among people of all ages in our congregation.</p>	<ul style="list-style-type: none"> ➤ Participants in St. Christopher’s programs grow spiritually and talk openly, comfortably, and honestly about how their faith informs and shapes their daily life.
<p>5. Building Human Capital: To accomplish all of the above in the next five years, we will need to sustain a strong staff team, add staff where needed, develop skilled program leaders, and support volunteers.</p>	<ul style="list-style-type: none"> ➤ Leaders at St. Christopher’s, both staff and volunteers, are well-equipped, effective, empowering, and engaging.

Key Indicators

Here are some of the ways we can know that we are achieving the results we desire:

<p>1. Growing through a Generational Shift:</p>	<ul style="list-style-type: none"> – The generational profile of St. Christopher's (that is, the proportion of parishioners in each generational cohort) in Sunday worship and on the parish list reflects the generational profile of Burlington. – Parishioners of all ages are equally active as participants, volunteers, and donors. – Parishioners in all cohorts identify ways they are engaged, supported, and challenged by parish programs. – The number of identified givers has increased by 5% by the end of year 5. – Average Sunday attendance has increased by 5% by the end of year 5.
<p>2. Building Community Partnerships:</p>	<ul style="list-style-type: none"> – All Open Doors programs have active partnerships that play a significant role in the programs' success. – At least half of the parish's programs in Compassion & Care and Liturgy & Learning involve partners in the wider community or wider church.
<p>3. Improving Communications & Use of Technology:</p>	<ul style="list-style-type: none"> – The parish website is updated regularly and a majority of users (both parishioners and others) report it is informative and easy to use. – The majority (50%+1) of individual parishioners over the age of 12 are connected to the parish through social media. – Almost all (80%) of households on the parish list receive a regular information from the parish electronically. – The parish establishes and achieves a challenging target for hits on its web site and followers for its social media (Twitter feed, blogs). – At least 10% of residents over 15 in Burlington report they have heard of St. Christopher's or Open Doors and can accurately describe at least one initiative or program of the parish. This percentage increases between years 3 and 5.
<p>4. Deepening Discipleship:</p>	<ul style="list-style-type: none"> – A majority (50%+1) of individuals over the age of 15 in church on an average Sunday answer "yes" to the question: Would you describe yourself as a disciple or follower of Jesus? The percentage of parishioners answering "yes" increases between years 3 and 5. – A majority (50%+1) of these would be able to provide a specific example when asked: What difference does that make in your daily life?. The percentage of parishioners able to provide a specific example increases between years 3 and 5.

	<ul style="list-style-type: none"> - At least 25% of individuals over the age of 15 in church on an average Sunday can describe at least one way their participation at St. Christopher's has led to a positive change in their feelings, attitudes, or behaviour within the last three years. The percentage of parishioners reporting such a change increases between years 3 and 5. - At least 25% of regular volunteers can describe how their volunteer work at St. Christopher's relates to their faith or spirituality. The percentage of parishioners able to offer such a description increases between years 3 and 5.
<p>5. Building Human Capital:</p>	<ul style="list-style-type: none"> - On a range of responses ("not at all", "somewhat", "well", "very well", "thoroughly"), at least 80% of parish volunteers answer "very well" or "thoroughly" when asked: <ul style="list-style-type: none"> o How well did you understand your role or task when you began volunteering? o How well-equipped did you feel after volunteering for a couple of months? o How well did the program co-ordinator (volunteer or staff) support you in fulfilling your responsibilities? o To what extent did you receive honest feedback on your work from the program co-ordinator? o To what extent did you receive the support you needed to address issues or concerns raised in such feedback? - On a range of responses ("not at all", "somewhat", "well", "very well", "thoroughly"), all paid staff answer "very well" or "thoroughly" when asked: <ul style="list-style-type: none"> o How well did your immediate supervisor orient you to your responsibilities as outlined in your job description? o How well-equipped do you feel to fulfill those responsibilities? o How well did your immediate supervisor support you in fulfilling your responsibilities? o To what extent did you receive honest feedback on your work from your immediate supervisor? o To what extent did you receive the support you needed to address issues or concerns raised in such feedback? - All paid staff participate in performance reviews at least every other year based on feedback from parishioners and colleagues. The recommendations of each performance review are acted upon.

Ongoing Discernment

- The Five Year Plan will be endorsed by the Annual Vestry Meeting in February 2014 and ongoing monitoring of progress will be entrusted by Vestry to the Parish Council.
- The Five Year Plan will be reviewed at each Annual Vestry Meeting.
- Parish Council will organize itself to monitor progress on the Plan, beginning with the annual retreat in March 2014.
- Parish leaders (staff and key volunteers) will be asked to prepare annual work plans and periodically update them to fulfill our mission, sustain our programs, and address our critical challenges. They will begin with the first-year initiatives outlined below.
- These work plans will be monitored at:
 - staff meetings (weekly)
 - Corporation meetings (monthly)
 - Parish Council meetings (monthly)
- Progress will be reported through The Messenger and reports to Annual Vestry Meeting.

First Year Initiatives

Because addressing our critical challenges involves learning, we can't (and shouldn't) determine exactly where we will be in five years' time. We can specify what we will be doing in 2014:

<i>Critical Challenge</i>	<i>Key Initiatives</i>	<i>Relationship to the Mission</i>	<i>Program Area or Lead Actor</i>
All	<ul style="list-style-type: none"> • Establish baselines for key indicator measures. 		Rector & Staff
Growing through a Generational Shift:	<ul style="list-style-type: none"> • Ensure Sunday morning services and mid-week educational programs relate well to the experience of people aged 25 – 55 by enhancing participation in Discernment Day and Liturgy & Learning Planning Teams by people aged 30 – 55. • Have intentional conversations with Boomers, Gen Xers, and Millennials to identify barriers to their participation and develop new approaches to Liturgy & Learning planning that take their lifestyles and interests into account 	<ul style="list-style-type: none"> → a dynamic, inclusive, diverse community → rooted in the life-giving, life-affirming, life-changing love of God 	Rector
	<ul style="list-style-type: none"> • Develop inter-generational greeter & hospitality teams with job descriptions that suit the interests and limitations of younger generations 	<ul style="list-style-type: none"> → a dynamic, inclusive, diverse community 	Rector with J. Jupp and E. Winslow
	<ul style="list-style-type: none"> • Review the age profile of all volunteer groups to identify opportunities to expand participation 	<ul style="list-style-type: none"> → a dynamic, inclusive, diverse community 	Parish Council

	<ul style="list-style-type: none"> Review the age profile of our donor base and develop a plan to increase giving by donors under 60 	<ul style="list-style-type: none"> → a dynamic, inclusive, diverse community → making a difference with others 	Stewardship Committee
	<ul style="list-style-type: none"> Provide opportunities for different generations to build trust and relationships with one another. Methods include: Youth involvement in worship and parish events, highlighting youth initiatives/learning, nurturing volunteers in CYAFM and facilitating youth volunteering in the church community. 	<ul style="list-style-type: none"> → a dynamic, inclusive, diverse community 	Director of CYAFM
	<ul style="list-style-type: none"> Create a variety of programs and volunteering opportunities in Open Doors that respond to generational trends both within the congregation and in the general community. 	<ul style="list-style-type: none"> → reaching beyond ourselves → making a difference with others 	Open Doors Co-ordinator & Steering Committee
	<ul style="list-style-type: none"> Reduce the average age of the Choir to better reflect the age profile of Burlington, through targeted recruitment, ensuring choir participation is practical for working people, and music activities that can bridge Shine and the Choir. 	<ul style="list-style-type: none"> → a dynamic, inclusive, diverse community 	Director of Music & the Performing Arts
	<ul style="list-style-type: none"> Evaluate the effectiveness of Compassion & Care initiatives in meeting the needs of people in various generational cohorts; adjust programs to serve a wider spectrum of ages and needs. 	<ul style="list-style-type: none"> → making a difference with others 	Pastoral Associate
	<ul style="list-style-type: none"> Identify the unique needs and interests in Compassion & Care Ministry of younger volunteers and develop programs to facilitate their participation. 	<ul style="list-style-type: none"> → a dynamic, inclusive, diverse community 	Pastoral Associate
	<ul style="list-style-type: none"> Explore ways to build bridges across generational groupings in Compassion & Care ministries 	<ul style="list-style-type: none"> → a dynamic, inclusive, diverse community 	Pastoral Associate
Building Community Partnerships:	<ul style="list-style-type: none"> Invite neighbouring parishes to participate in Discernment Day, Liturgy & Learning planning, and mid-week educational programs 	<ul style="list-style-type: none"> → reaching beyond ourselves 	Rector
	<ul style="list-style-type: none"> Continue hosting community organizations and enhance their experience as site users by: <ul style="list-style-type: none"> Empowering user groups to make safe and effective use of our parish centre outside of office hours Streamlining the work of our custodial/set up staff in preparation for and after group use of the facility 	<ul style="list-style-type: none"> → reaching beyond ourselves → making a difference with others 	Parish Administrator

	<ul style="list-style-type: none"> ○ Creating an easy to use “User Manual” which includes where to find things, how to use equipment, who to call in an emergency ○ Developing a policy to determine which events require the presence of an on-site coordinator 		
	<ul style="list-style-type: none"> • Ensure performing arts groups will perform outside the parish (e.g., re-establish performances at Christopher Terrace, participate in the Great Fall Hymn Sing with other Burlington churches) 	→ reaching beyond ourselves	Director of Music & the Performing Arts
	<ul style="list-style-type: none"> • Continue building our reputation as a venue for the performing arts. 	→ making a difference with others	Director of Music & the Performing Arts
	<ul style="list-style-type: none"> • Facilitate CYYAFM fieldtrips, events, learning, and interactions with groups outside of our usual church gatherings in order to deepen our relationships with others and our understanding of self and God’s presence in our world. 	<ul style="list-style-type: none"> → reaching beyond ourselves → making a difference with others 	Director of CYYAFM
	<ul style="list-style-type: none"> • Facilitate the creation of a “Halton Meals Network” to share best practices and explore opportunities for collaboration • Deepen existing partnerships with Open Doors (e.g., with Partnership West, Halton Public Health, ReFresh Foods) • Develop new strategic partnerships for Open Doors that help to sustain all areas of our operations 	<ul style="list-style-type: none"> → reaching beyond ourselves → making a difference with others 	Open Doors Co-ordinator & Steering Committee
	<ul style="list-style-type: none"> • Continue to work with other churches and community agencies to provide comprehensive education for new and experienced Compassion & Care volunteers (such as the existing annual Compassion & Care Education Day and a new 6 week introductory course). 	→ making a difference with others	Pastoral Associate
	<ul style="list-style-type: none"> • Initiate a conversation toward a Bereavement Care Summit within the broader community (including the LHIN, Halton Region, hospice, funeral homes, and religious organizations). 	→ making a difference with others	Pastoral Associate
Improving Communications & Use of Technology	<ul style="list-style-type: none"> • Develop a comprehensive media plan for the parish with expert input 	→ reaching beyond ourselves	Parish Council
	<ul style="list-style-type: none"> • Develop and implement a media plan for Open Doors (with policies and procedures) which utilizes a variety of media tools. 	→ reaching beyond ourselves	Open Doors Co-ordinator & Steering Committee

	<ul style="list-style-type: none"> • Make the best use of existing technologies, by <ul style="list-style-type: none"> ○ Following up on all invalid email addresses to ensure database is brought up to date for electronic communication. ○ Identifying the % of parish households already connected electronically. ○ Exploring options for improving the visibility of high traffic items on our existing website. ○ Increasing the frequency of website updates. 	<ul style="list-style-type: none"> → a dynamic, inclusive, diverse community → reaching beyond ourselves 	Parish Administrator
	<ul style="list-style-type: none"> • Study options and implement a plan for a new electronic sign on the front lawn of the church 	<ul style="list-style-type: none"> → reaching beyond ourselves 	Corporation
	<ul style="list-style-type: none"> • Use electronic media as a tool in Liturgy and Learning planning and follow-up (e.g., online planning meetings, theme planning blogs, sermon blogs) 	<ul style="list-style-type: none"> → rooted in the life-giving, life-affirming, life-changing love of God 	Rector
	<ul style="list-style-type: none"> • Explore ways to connect pastorally using various tech or media options, including using our current website to best advantage. • Increase the frequency and breadth of advertizing for various Compassion & Care groups and resources. 	<ul style="list-style-type: none"> → reaching beyond ourselves 	Pastoral Associate
	<ul style="list-style-type: none"> • Explore the possibility of webcasting the Sunday service(s) to a local seniors' residence or long term care site. 	<ul style="list-style-type: none"> → reaching beyond ourselves 	Pastoral Associate
	<ul style="list-style-type: none"> • Make the best use of existing technologies in Music and the Performing Arts programs, including: <ul style="list-style-type: none"> ○ Make better use of facebook to advertise parish musical events. ○ Encourage individuals who have indicated that they will attend an event to invite their friends. ○ Keep event pages active. ○ Use thought provoking graphics for concert posters 	<ul style="list-style-type: none"> → reaching beyond ourselves 	Director of Music & the Performing Arts
Deepening Discipleship:	<ul style="list-style-type: none"> • Sustain our current approach to Liturgy & Learning 	<ul style="list-style-type: none"> → rooted in the life-giving, life-affirming, life-changing love of God 	Rector
	<ul style="list-style-type: none"> • Repackage the "Questioning Faith" program as a (re-)Introduction to the faith; 	<ul style="list-style-type: none"> → rooted in the life-giving, life- 	Rector

	<ul style="list-style-type: none"> • Train lay leaders to facilitate it (with only a couple of drop-ins from the Rector and staff); • Offer it at least once in 2014. 	affirming, life-changing love of God	
	<ul style="list-style-type: none"> • Ensure that the Open Doors mission and vision continue to be directly aligned with St. Christopher's mission and Five Year Plan. 	→ rooted in the life-giving, life-affirming, life-changing love of God	Open Doors Co-ordinator & Steering Committee
	<ul style="list-style-type: none"> • Create safe spaces where newer and existing members can get to know each other and share their faith stories, by <ul style="list-style-type: none"> ○ Holding regular Newcomers Gatherings. ○ Initiating "Old" Newcomers Gatherings. 	→ a dynamic, inclusive, diverse community	Parish Council
	<ul style="list-style-type: none"> • Revitalize the Ministry Development team to monitor the processes of invitation, welcoming, incorporation, participation, and ministry deployment 	→ a dynamic, inclusive, diverse community	Parish Council
	<ul style="list-style-type: none"> • Present music and productions that resonate with people and deepen their spirituality, e.g., <ul style="list-style-type: none"> ○ Using familiar music or teaching new music to ensure participants are comfortable singing. ○ Using lyrics that help integrate faith and daily life. • Find ways to measure the congregation's level of engagement in worship and the impact of that engagement. 	→ rooted in the life-giving, life-affirming, life-changing love of God	Director of Music & the Performing Arts
	<ul style="list-style-type: none"> • Recognizing Compassion & Care ministry, although rewarding can also be stressful and isolating, ensure volunteers have opportunities for prayer and reflection corporately as well as having resources for individual or small group prayer. 	→ rooted in the life giving, life affirming, life changing love of God	Pastoral Associate
	<ul style="list-style-type: none"> • Continue to offer an Annual Women's Retreat . 	→ rooted in the life giving, life affirming, life changing love of God	Pastoral Associate and Planning Team
Building Human Capital:	<ul style="list-style-type: none"> • Implement recommendations of 2013 staff reviews and plan for 2015 staff reviews 	→ making a difference with others	Rector & Corporation
	<ul style="list-style-type: none"> • Improve and update our volunteer database to capture current volunteer 	→ making a difference with	Parish Council with Parish

	involvements, skills / interests, police checks	others	Administrator
	<ul style="list-style-type: none"> Provide a warm welcome, suitable roles, sufficient support, and professional development opportunities to all those volunteering in CYYAFM in order to ensure satisfying and life-giving experiences for our volunteers. 	→ a dynamic, inclusive, diverse community	Director of CYYAFM
	<ul style="list-style-type: none"> Develop an HR plan for Open Doors to support our program that builds on the strengths of staff and volunteers and extends their skills 	<ul style="list-style-type: none"> → a dynamic, inclusive, diverse community → reaching beyond ourselves 	Open Doors Co-ordinator & Steering Committee
	<ul style="list-style-type: none"> Meet with Compassion & Care volunteers individually (once per year) and with Compassion & Care ministry teams (at least 2 times per year) for support and ongoing training. 	→ making a difference with others	Pastoral Associate
	<ul style="list-style-type: none"> Continue to support and encourage the formal and informal pastoral relationships among Compassion & Care volunteers (both one-on-one and in group settings) that sustain our volunteers and contribute to their skills. 	→ making a difference with others	Pastoral Associate
	<ul style="list-style-type: none"> Create a choir committee (composed of one person from each section plus the Director of Music and the Performing Arts) to enhance the volunteer experience through social functions, trips, cabarets, fundraising, and pastoral support. 	→ a dynamic, inclusive, diverse community	Director of Music & the Performing Arts

Motion for Vestry 2014:

THAT this Vestry endorse the Ministry Plan 2014 – 2018 as presented and entrust Parish Council with ongoing monitoring of our progress.