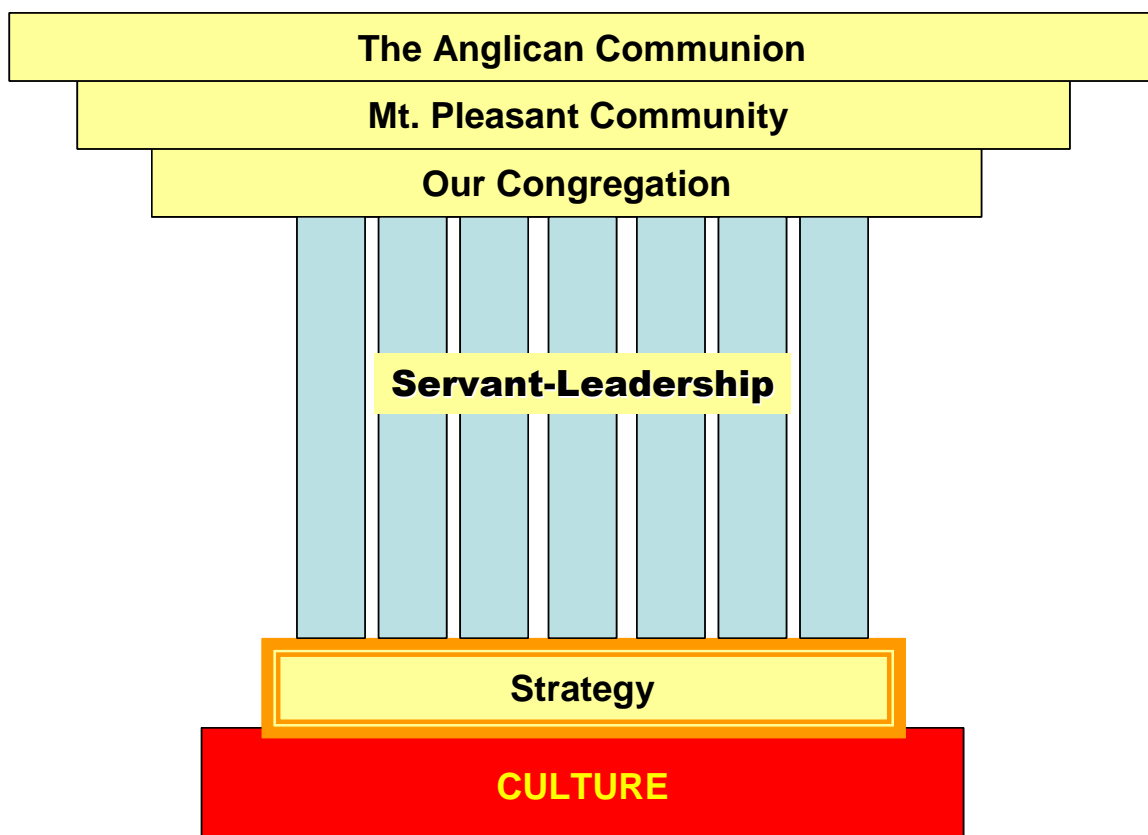


**St. Michael's 2018  
Strategic Planning Initiative  
Ratified Project Plan**

# **STRATEGY & LEADERSHIP**

*in a*

## **Community & Cultural Context**



*Ratified by St. Michael's Church Committee*

*April 17, 2012*

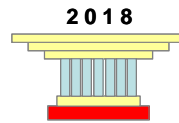
# **St. Michael's Multicultural Anglican Church** ... in Mount Pleasant



A Parish of  
The Diocese of  
New Westminster  
ANGLICAN CHURCH OF CANADA

409 E. Broadway  
Vancouver, BC V5T 1W8 604.876-8191

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## **ST. MICHAEL'S 2018 STRATEGIC PLANNING INITIATIVE RATIFIED PROJECT PLAN**

AT 2012 VESTRY, ST. MICHAEL'S MADE A 3 YEAR COMMITMENT TO AN UPDATED STRATEGIC PLAN UNDER THE DIRECTION OF THE FINANCE & STRATEGIC PLANNING COMMITTEE (FSPC). THE TWO BASIC PRIMARY BUILDING BLOCKS ARE ST. MICHAEL'S 2007 MINISTRY PLAN AND THE DIOCESAN 2018 STRATEGIC PLAN (PLAN 2018).

THREE WEEKS AFTER VESTRY, THERE WAS A FORMAL KICK-OFF OF THIS PROCESS AT A 3 DAY WORKSHOP AT PENDER ISLAND, MARCH 9-11, 2012. THE STRATEGIC PLANNING TEAM COMMITTED TO THIS PROCESS INCLUDED SIX MEMBERS FROM THE CONGREGATION, AND THE SIX CONSTITUTIONAL MEMBERS OF THE FSPC.

OVER THE THREE DAYS, FOUR SEPARATE WORKING SESSIONS WERE HELD, TOTALING OVER 10 HOURS.

1. THE FIRST SESSION, ON FRIDAY EVENING, HAD EACH OF THOSE PRESENT FOR THE WORKSHOP (10 IN TOTAL) TELL A STORY FROM ST. MICHAEL'S PAST. PRESENTED CHRONOLOGICALLY, THE 1ST STORY WAS OF 1907, WHILE THE 10TH WAS OF THE BISHOPS APPOINTMENT OF A PRIEST-IN-CHARGE IN NOVEMBER OF 2011.
2. THE SECOND SESSION, ON SATURDAY MORNING, WAS A ST. MICHAEL'S FOCUS ON ITS 2007 MINISTRY PLAN, ITS 2011 PARISH PROFILE, & THOSE ASPECTS OF ITS CONSTITUTION THAT PERTAINED TO STRATEGIC PLANNING.
3. THE THIRD SESSION WAS A DIOCESAN FOCUS, ON ITS PLAN 2018, & ITS 2010 PMR FOR ST. MIKE'S. THE TEAM THEN TOOK A WELL-EARNED BREAK FOR FELLOWSHIP & RECHARGE AMIDST THE BEAUTY OF PENDER ISLAND.
4. AFTER A 'RUACH' FILLED MORNING SERVICE SURROUNDED BY THE BEAUTY OF GOD'S NATURE (SEE PICTURE ABOVE), THE FOURTH SESSION BEGAN. THE FOCUS OF THE LAST SESSION WAS TO REVIEW ALL WE HAD COVERED IN THE FIRST THREE SESSIONS, REFLECT ON HOW WE HAD DONE, AND ESTABLISH A SCHEDULE FOR THE PROJECT PLAN.

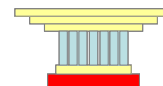
- I. SCHEDULE:**
1. 7 MEETINGS IN 2012, REPORTING TO 2013 VESTRY.
  2. WORKSHOP/RETREAT #2 AFTER 2013 VESTRY.
  3. FINAL DRAFT TO CHURCH COMMITTEE IN OCTOBER 2013.
  4. RATIFICATION AT JAN 2014 CHURCH COMMITTEE, THEN 2014 VESTRY.

- II. OBJECTIVES - BACKGROUND, OBJECTIVES, PARTICIPANTS & AUTHORITY:**
1. SIGNED BY STRATEGIC PLANNING COMMITTEE AT PENDER ISLAND (ATTACHMENT I).
  2. MISSING ONE SIGNATURE (BRIGITTE LAWENG, IN THE PHILIPPINES).
  3. Tabled at MARCH 20<sup>TH</sup> CHURCH COMMITTEE MEETING.

- III. MAP OF PROJECT INPUTS – A TRIANGLE, A SQUARE, A SAIL AND A DONUT:**
1. DEVELOPED OVER THE COURSE OF THE 4 WORKSHOP SESSIONS (ATTACHMENT II).
  2. INCORPORATES ALL OF THE MAJOR INPUTS REVIEWED OVER THE WEEKEND.
  3. Tabled at MARCH 20<sup>TH</sup> CHURCH COMMITTEE MEETING.

**IV. How We Did** - THE OVERWHELMING CONSENSUS WAS, ONE, THAT THE INFORMAL, REMOTE LOCATION KEPT US REALLY FOCUSED AND PRODUCTIVE; TWO, THAT THIS OPTIMIZED TEAM COHESION & ENHANCED FELLOWSHIP; AND, THREE, THAT WE SHOULD PLAN ON A SECOND SUCH WORKSHOP AFTER THE 2013 VESTRY.

THIS PAGE IS THE FIRST PAGE OF A 5-PAGE PROJECT PLAN (SUBMITTED TO THE APRIL 17<sup>TH</sup> CHURCH COMMITTEE MEETING FOR RATIFICATION). AFTER RATIFICATION AT THE APRIL 17<sup>TH</sup> MEETING, THIS 5-PAGE DOCUMENT BECAME THE OFFICIAL PROJECT PLAN FOR THE 2018 STRATEGIC PLANNING PROCESS AT ST. MICHAEL'S.



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## **ST. MICHAEL'S 2018 STRATEGIC PLANNING INITIATIVE**

- 1. WHAT IS THE DRIVER OF THE ST. MICHAEL'S 2018 STRATEGIC PLANNING INITIATIVE?**

The focus of the '*St. Michael's 2018 Strategic Planning Initiative*' is to update the Strategic Plan developed in 2007 for the Canonical Committee process. That process was successfully concluded on Nov. 15, 2011, with the appointment of a Priest-in-Charge for St. Michael's, the Rev. Wilmer Toyoken.
- 2. WHAT HAS CHANGED BEYOND HAVING A PRIEST-IN-CHARGE?**

Three things have changed. First, the primary objectives established by the 2007 plan have been achieved. We need to establish new objectives. Second, the Diocese of New Westminster has ratified a new Diocesan Strategic Plan at the 2010 Diocesan Synod, titled 2018. A new Strategic Plan for St. Michael's must incorporate consideration of that plan, just as our updated Constitution incorporated changes to Diocesan Canons. Third, just before the Olympics, the Diocese produced a PMR (Parish Mission Review) for St. Michael's, to which a canonical response was developed at Vestry. The PMR and our response need to be incorporated into St. Michael's new Strategic Plan.
- 3. WHAT ARE THE OBJECTIVES OF THE 2018 STRATEGIC PLANNING INITIATIVE?**

The objective of the '*St. Michael's 2018 Strategic Planning Initiative*' is to produce a St. Michael's specific 2018 Vision, Mission and Strategic Plan that builds on four elements; First, our 2007 Strat Plan; Second, the 2010 PMR (and our vestry response); Third, our 2012 Constitution; and, Fourth, the Diocesan 2018 Strat Plan.
- 4. HOW MUCH IS IT EXPECTED THAT THIS NEW INITIATIVE WILL CHANGE THE 2007 PLAN?**

By way of analogy, the 2011 Constitutional changes grew the 1989 Constitution from 27 to 60 paragraphs, and included many additional updates for the pre-existing 27 paragraphs. The changes to St. Michael's Strategic Plan is anticipated to be along the lines of the 2011 changes to the Constitution; i.e. greater than 50%.
- 5. WHY GREATER THAN 50%?**

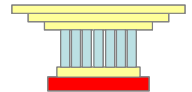
In 2007, we began with a blank sheet of paper. In 2012, we not only have our 2007 plan as a base, we have the 2010 PMR, our 2012 Constitution, and the Diocesan 2018 Strategic Plan. The 2010 PMR in particular is substantively focused on St. Michael's, and has guided the Wardens and St. Michael's over the last two years.
- 6. WHERE DOES THE AUTHORITY COME FROM FOR THIS INITIATIVE?**

Strategic Planning was specifically added to the 2012 St. Michael's Constitution. It was delegated to the Finance & Strategic Planning Committee (**FSPC**), with the mandate of synthesizing with the 2018 Diocesan Strategic Plan. It was included in the Warden's 2012 Vestry recommendations, and provisions for it were built into the 2012, 2013 and 2014 Budgets. It is also recognized that the ultimate authority for this initiative is the congregation, as part of the process, and as the ultimate ratifying body for the work.
- 7. WHO IS REPRESENTING THE AUTHORITY OF THE CONGREGATION IN THIS WORK?**

Six members of the congregation have agreed to join this initiative as representatives of the authority of the congregation; Terry & Marg Cutforth, Sandra Baldo, Brigitte Castro, Brigitte Laweng, and Grace Wandag.
- 8. WHO IS RESPONSIBLE/WHO PROVIDES THE LEADERSHIP?**

The 6 members with congregational authority join the 6 with the constitutional authority to lead this work; the Rev. Wilmer Toyoken, Moses Kajoba, James Baldo, Martine Lubin, Bart Alatan, & Greg Tatchell (chair). The congregational & constitutional signatures ratifying the objectives of this page follow on the next page.
- 9. WHAT ARE THE TIMEFRAMES?**

Less than the 64 months of the Canonical Committee process. The budget has made provisions for up to a three year project (2012-14). The team of the 12 disciples will develop a specific schedule and objectives for presentation and ratification at the May 2012 Church Committee meeting. That schedule will likely incorporate the need for a second retreat in 2013, following a team presentation by the 12 to the 2013 Vestry.



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**ST. MICHAEL'S 2018  
STRATEGIC PLANNING INITIATIVE**

**STRATEGIC PLANNING COMMITTEE RATIFYING SIGNATURES**

of

**THE ST. MICHAEL'S 2018 STRATEGIC PLAN INITIATIVE OBJECTIVES**

as

**FINALIZED AT THE 2018 STRAT PLAN INITIATIVE RETREAT/WORKSHOP**

at

**PENDER ISLAND, MARCH 9-11, 2012**

**CONGREGATIONAL AUTHORIZATION**

\_\_\_\_\_  
Terry Cutforth

\_\_\_\_\_  
Marg Cutforth

\_\_\_\_\_  
Sandra Baldo

\_\_\_\_\_  
Brigette Castro

\_\_\_\_\_  
Grace Wandag

\_\_\_\_\_  
Brigitte Laweng (*in the Philippines*)

**CONSTITUTIONAL (FSPC) AUTHORIZATION**

\_\_\_\_\_  
Moses Kajoba

\_\_\_\_\_  
Martine Lubin

\_\_\_\_\_  
The Rev. Wilmer Toyoken

\_\_\_\_\_  
Greg Tatchell (chair)

\_\_\_\_\_  
James Baldo

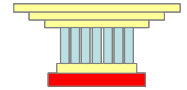
\_\_\_\_\_  
Bart Alatan

*(James & Bart both in absentia, but both with full prior consultation)*

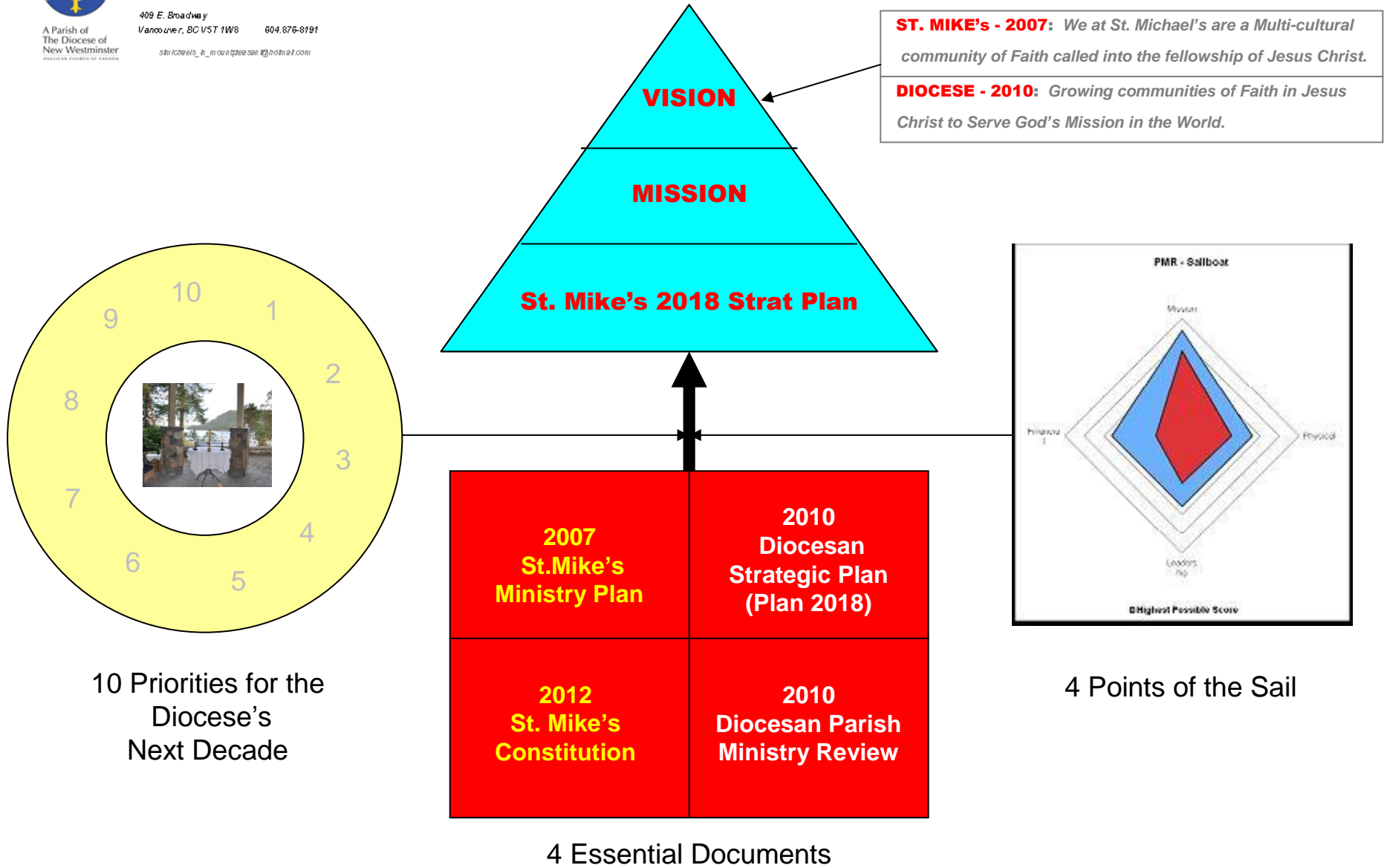


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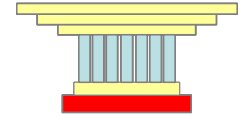


# A Triangle, A Square, A Sail and a Donut



**ST. MIKE'S - 2007:** *We at St. Michael's are a Multi-cultural community of Faith called into the fellowship of Jesus Christ.*

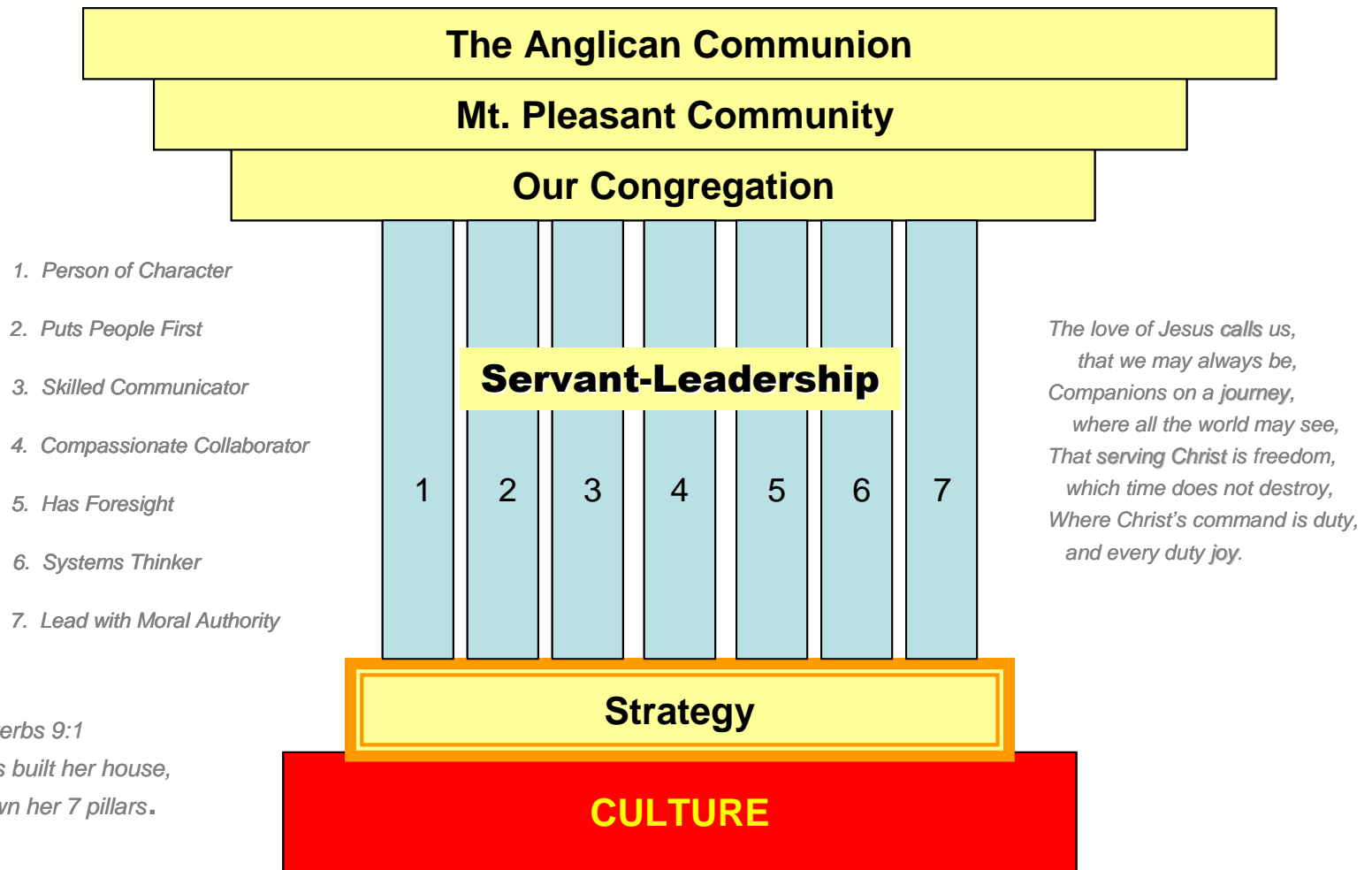
**DIOCESE - 2010:** *Growing communities of Faith in Jesus Christ to Serve God's Mission in the World.*



# STRATEGY & LEADERSHIP

in a

COMMUNITY & CULTURAL Context

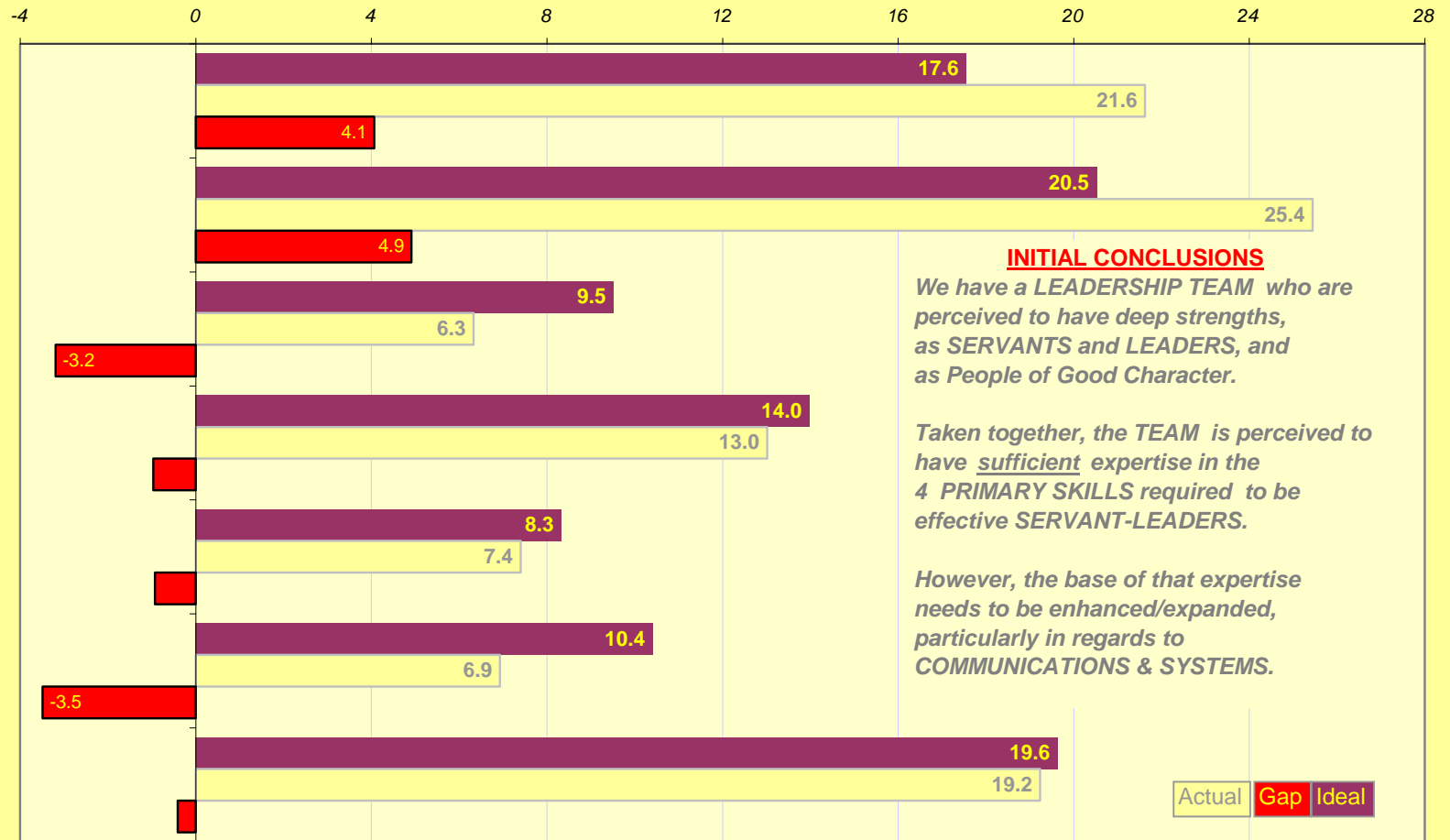
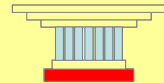


Proverbs 9:1  
Wisdom has built her house,  
she has hewn her 7 pillars.

## The 7 Pillars of Servant-Leadership at St Mikes

### The Gaps: Actuals vs Ideals

2018



	Leadership	Systems	Foresight	Collaboration	Communications	People	Character
<b>Ideal</b>	19.6	10.4	8.3	14.0	9.5	20.5	17.6
<b>Actual</b>	19.2	6.9	7.4	13.0	6.3	25.4	21.6
<b>Gap</b>	-0.4	-3.5	-0.9	-1.0	-3.2	4.9	4.1

April 23, 2012