

PRAYER FOR VISION 2021

***Loving God of past, present and future,
we celebrate your church through the life and witness
of the people of St. Michael's Multicultural Anglican Church.***

***May we seek to heed your call to our multicultural community,
to be outward looking, even as far as the extended Anglican Communion,
to role model for our Diocese a ministry of diversity and tolerance,
called into the fellowship of Jesus Christ,
to serve God's mission in the world.***

***As we plan for new beginnings in your church
help us to be open and honest with one another
as well as with ourselves.***

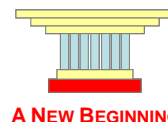
***May we together make bold decisions to further enrich
and develop St. Michael's unique way of being church.
We make this prayer in the name of your son, Jesus Christ,
through the Holy Spirit.***

Amen

2007-2021: 12 Seminal Documents

"Continued Implementation of Strategic Priorities"

- | | |
|---------------------------------|---|
| 1. Ministry Plan | - March 29, 2007 |
| 2. Parish Profile (version 1) | - September 16, 2007 |
| 3. Parish Profile (version 2) | - February 8, 2009 |
| 4. Parish Profile (version 3) | - April 8, 2009 |
| 5. Parish Profile (version 4) | - February 21, 2010 |
| 6. Parish Profile (version 5) | - February 20, 2011 |
| 7. 2021 Strat Plan: Vision 2021 | - 14 September 14 (& 22 Feb 2015 at Vestry) |
| 8. Implementation Mandate | - 22 February 2015 |
| 9. 2-Year Strat Plan Review #1 | - 14 September '16 (& Feb 2017 at Vestry) |
| 10. 2-Year Strat Plan Review #2 | - 14 September '18 (& Feb 2019 at Vestry) |
| 11. 2-Year Strat Plan Review #3 | - 14 September '20 (& Feb 2021 at Vestry) |
| 12. ???2028 Strat Plan??? | - February 2021 |



1. FROM THE 2021 STRAT PLAN EXECUTIVE SUMMARY

The 2021 Strat Plan report carried with it a recommendation to continue with a modified oversight mandate, and that for the next seven years (2014-2021), an updated membership & mandate proposal be prepared for the next vestry, as follows:

“CONTINUED IMPLEMENTATION: A second insight we take from the Diocesan Strategic Plan 2018 is their principle of *“continued implementation of strategic priorities.”*

- *The strategic planning team has recommended that it continue with a modified oversight mandate, tasked with oversight of the implementation, and that formal reviews in preparation for Vestry occur in 2016, 2018, and 2020. These reviews would have two primary objectives: one, update the PMR scores for that year (in the 'Big Picture' graph on the inside cover); two, provide status on the 21 SMART Goals.”*

2. MANDATE

The mandate for the 2021 Strategic Planning Implementation team would be as highlighted in the box above.

As per the constitution, this initiative would continue under the oversight of the Finance & Strategic Planning committee.

3. Membership

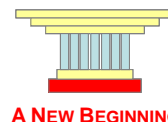
The members of the Finance & Strategic Planning committee would continue on the 2021 Strategic Planning Implementation team.

- Up to six additional members, as in 2012, would also serve as representatives of the congregation. Members who served from 2012-2014 would continue if they wished.
- Additional members, to make up any gap in the previous point, would be recommended by the Finance & Strategic Planning committee to Church Committee and the next vestry.

4. Schedule

1. 2016 - Meeting(s) to prepare a report for 2017 Vestry
2. 2017 - Vestry presentation of 2015-2016 progress, with recommendations.
3. 2018 - Meeting(s) to prepare a report for 2019 Vestry
4. 2019 - Vestry presentation of 2017-2018 progress, with recommendations, including recommendations re: the need for an updated Strat Plan.
3. 2020 - Meeting(s) to prepare for 2021 Vestry
4. 2021 - Vestry presentation of 2019-2020 progress (& updated Strat Plan?)

In the ‘odd’ years (i.e. 2015, 2017, & 2019), oversight of the 21 SMART Goals will be the responsibility of Church Committee, with bi-annual reviews.



5. 2016 – Review #1 – 2021 Strat Plan Update for 2017 Vestry

On the second anniversary of the 2021 Strat Plan Team's finalization/ratification (14 IX '14 at Whistler), the 2021 Strat Plan Team did their first 'official' review for the 2017 Vestry, as specified in the previous paragraph (see 4.1, highlighted in grey, on the previous page). As specified in the MANDATE ratified at the 22 February 2015 Vestry (see Section 1, highlighted in blue, on the previous page), the team undertook two primary focal points:

1. **18 'Sail' Objectives** - the 18-point Diocesan 'Sails' template was adapted as our model on which to measure progress, including 2 'actual' mileposts (2010 and 2013), & St. Mike's objective for 2018. On page 4, a graph shows progress in the two years since 14-IX-14.

See Figure 1: 18 'Sail' Questions/4 Overarching Goals after 2 years (page 4)

The data points for 2016 are in blue, and clearly show progress in all four areas. We predict that we are on track to achieve the 2018 objectives.

2. **21 SMART Goals** - on page 5, a graph summarizes progress on the 21 SMART Goals in the first two years (2015 & 2016) of the 7-year Strat Plan. The composite number as at 14-IX-'16 is 55% completion.

See Figure 2: 21 SMART Goals after 2 years (page 5)

As a team, we keep in mind that 7 years were allowed to achieve the 21 SMART Goals and the associated 'Sail' Objectives. We are very pleased with how much progress has occurred in the first two years of our 7-year program. In fact, the team was universally surprised that we had achieved so much – it seemed that creating the Strat Plan was a lot more work than implementing the Strat Plan!

A few significant highlights from the first two years of Strat Plan 2021:

1. **90%** - Three SMART Goals stand out as having 'over-achieved' at 90% completion – MEAL MINISTRY, PAD, and the SANCTUARY were well under way prior to the 2021 Strat Plan, but nevertheless continued to overachieve.
2. **Gold Medal** - It was in the area of LEADERSHIP that the most progress was made; after just 2 years, 64% of the SMART Goal work in this category is done. 3 of these were brand new objectives for St. Mikes (EAM, DSPD, and MBTI).
3. **17 of 21** – We made progress on 17 of the 21 SMART Goals. The only four which saw no progress were Via Media, Wheelchair Access, Narrative Budget, and Parking. It is felt that these are achievable over the next five years, but that we have been focusing on what is most important to St. Michael's at this time.

RECOMMENDATION: Our recommendation is to continue with the plan for the next two years, as is, as we have been doing for the past two years. Our progress (55%) has far exceeded expectations.

Respectfully Submitted to Church Council and the 2017 Vestry by the 2021 Strat Plan Team

- As unanimously ratified on 14 IX '16 by SB, BC, MC, TC, WT, BA, MK, JB, & GT

The Rev. Wilmer Toyoken & Greg Tatchell, Strat Plan Co-Chairs

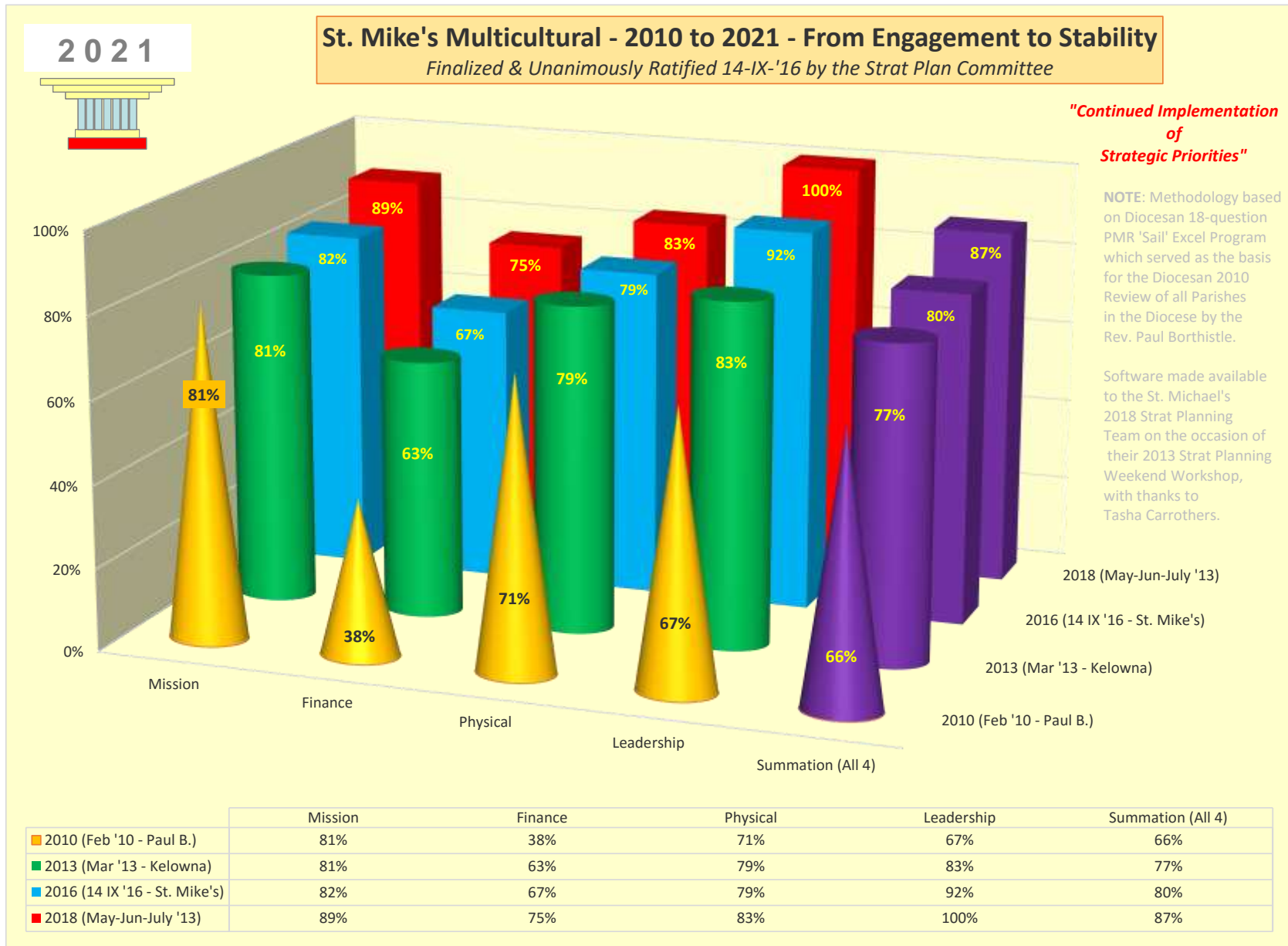


Figure 1: 18 'Sail' Questions/4 Overarching Goals – 2-Year Review #1 (14 IX '16)

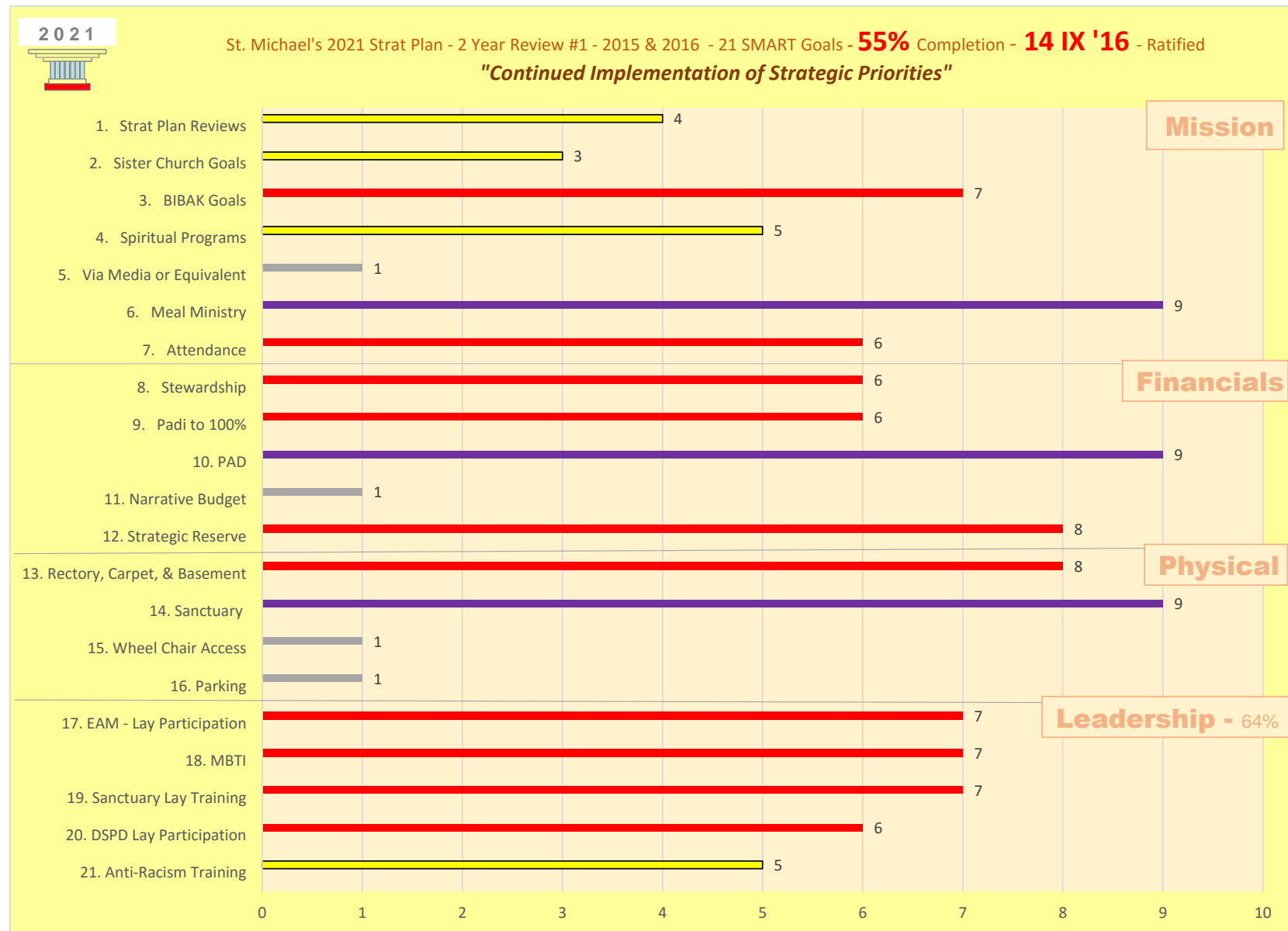


Figure 2: 21 SMART Goals - 2-Year Review #1 (14 IX '16)