

**“DRAW YOUR CHURCH
TOGETHER, O LORD...”**

DIOCESAN STRATEGIC PLAN

**THE ANGLICAN DIOCESE OF
WESTERN NEWFOUNDLAND
2004-2009**

CORNER BROOK, NL CANADA

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Bishop's Message

As Bishop for the Anglican Diocese of Western Newfoundland, I am pleased to provide the parishes with the diocesan strategic plan, "Draw Your Church Together, O Lord ..."

The plan evolved from a participatory process involving clergy and laity in the parishes of the diocese.

The plan is a five-year blueprint for renewing and developing the diocese for the future. It outlines strategies for planning, youth ministry, faith development, which clearly define realistic and achievable goals.

The Diocesan administration realizes that developing the diocese for the future in Western Newfoundland is not only its responsibility but also that of all the parishes. During the weeks ahead, the Diocesan administration along with the Diocesan Core Planning Team will meet with representatives of the parishes to establish an approach and strategy for implementation.

The goals and objectives for development in the future is based on the concept of the Bishop, as leader, along with the clergy and people in the parishes of the diocese, working together in a spirit of mutual self help and cooperation invoking the guidance of the Holy Spirit for the benefit of the entire diocese.

We look forward to working with the clergy and people in the parishes in our mutual efforts to encourage spiritual and organizational development of the diocese for the future.

Rt. Rev. Percy Coffin

Anglican Diocese of Western Newfoundland

Foreword

In the Spring 2003, the Anglican Diocese of Western Newfoundland embarked upon a process of strategic planning under the guidance of a facilitator, Regina Warren of Warren & Associates, and a Diocesan Core Planning Team.

Over the period of one year, the entire diocese including the parishes, was engaged in the strategic planning process. The process was designed to maximize participation and involvement of all clergy and laity in the parishes. The process began with the setting up of a core planning team to guide the process of strategic planning in the spring 2003. Clergy and laity were encouraged to participate at all stages in the development of the plan through a comprehensive facilitated consultative process. Two one-day planning sessions were held with clergy, one on January 8, 2004 at Cow Head for the St. Barbe and Deer Lake Deaneries and the other on March 18, 2004 in Corner Brook for the Humber and Bay St. George Deaneries. Four facilitator-training sessions were held with representatives of 19 parishes. They were held at Stephenville on January 31, 2004, St. Paul's on February 14, 2004, Corner Brook on February 24, 2004 and St. David's on March 20, 2004. The purpose of these facilitated sessions was twofold. One was to inform the parishes of the Diocesan strategic planning process and encourage their input. The other was to train parish leaders to enable them to engage in a similar process in each parish. The Core Planning team received submissions from 26 parishes, which involved over 350 parishioners. Representatives from the parishes throughout the diocese considered the input from the strategic planning process at a diocesan forum held in Killdevil on June 18/19, 2004 which was comprised of 24 clergy and 46 lay representatives from 25 parishes. At this forum, decisions were finalized around vision, mission, beliefs and values for the diocese. In addition seven strategic directions were identified and goals and objectives developed for implementation over the next five years of the strategic plan.

The strategic planning process attempted to build upon the previous strategic plan and the valuable work done by the Synod of 1992 for the benefit of the diocese.

Considerable time and energy have gone into the strategic plan by the core planning team, the volunteer parishioners in the parishes who have given unselfishly of their time to facilitate sessions in their local parishes, and the clergy throughout the diocese who supported the strategic planning process and provided leadership in encouraging participation in the local parishes, all working to ensure that a quality strategic plan was developed for the diocese. The current strategic plan outlines seven strategic and five operational priorities for the diocese. The diocesan strategic plan is intended to guide the Anglican Diocese of Western Newfoundland as it allocates resources, and plans and implements services as it moves with the implementation of its goals for the next five years.

Diocesan Guiding Principles

Guiding principles are the core value statements describing the ethical foundation and values, which form the parameters and framework on which all strategic directions and decisions are made.

In working to fulfill the goals and objectives of the Diocesan Strategic Plan, the Anglican Diocese of Western Newfoundland agrees to adhere to the following guiding principles/beliefs and values.

Values

The core values listed below reflect the organizational character of the Diocese. They identify a range of actions and behaviors that are critical to the achievement of the mission and vision of the diocese. The written statement of values provides people with an opportunity over the duration of this strategic plan to focus on and articulate these values as well as use them to guide and motivate their own behaviors and decisions.

Diocesan Vision

The vision of the Anglican Diocese of Western Newfoundland builds upon its strengths. It identifies the common ideal state that the Diocese is committed to bringing about. It is a blend of the ideas generated from the two planning sessions with the clergy, the parish facilitated discussion sessions, the Diocesan Forum and the response to information gathered throughout the research conducted over a nine-month period. All those involved in the process envisioned a diocese that will:

- ◆ Within the geographic diversity characterizing the diocese, maintain a strong spiritually vibrant and nurturing community;
- ◆ Enhance and preserve the quality of life of all members;
- ◆ Preserve our cultural heritage;
- ◆ Pursue a commitment to a stronger, healthier diocesan/parish relationship;
- ◆ Invest in human resource development and better deploy human resources;
- ◆ Promote the coming together of people with the clergy from different communities in Christian fellowship;
- ◆ Cultivate leadership within the clergy and lay ministry;
- ◆ Advocate local decision making and express the views of the local parishes at national level;
- ◆ Promote and encourage the involvement of youth, young families and seniors.

The future of the Anglican Diocese of Western Newfoundland is that of a self-sufficient, spiritually vibrant, and nurturing community as expressed in the vision, mission and value statements below.

Diocesan Mission

Mission is a collaborative expression of the purpose, intentions and priorities of the diocese. The vision and values are implicitly stated in the mission.

**THE ANGLICAN DIOCESE OF WESTERN
NEWFOUNDLAND**

VISION

*A spiritually vibrant, intergenerational community,
rooted and grounded in Christ,
committed to loving and serving God and the world,
guided by the Holy Spirit.*

MISSION

*The Mission of the Anglican Diocese of Western Newfoundland
is
To serve God by following Christ, using the gifts of the Holy Spirit.*

VALUES

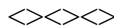
Serving

Giving/Stewardship

Faith development

Prayer

Worship



VALUES	VALUE ACTIONS
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Serving	To identify the needs of the community around us and to respond to these needs with love.
Giving/Stewardship	To discern the gifts, talents, and abilities we have been given by God and to learn to put them to use to serve God more effectively.
Faith development	To develop our own faith and share that faith with others.
Prayer	To develop strategies to build lives of prayer.
Worship	To affirm the value of gathering as a community in worship as a means of witness.

BELIEFS

Serving

We believe that we should fervently and humbly proclaim God's will, serving others as God serves us.

Giving/Stewardship

We believe that we are called by God to respond to God's love by returning a fair portion of our time, talent and resources.

Faith Development

We believe that we are called by God, individually and corporately, to grow into the full stature of Christ.

Prayer

We believe that we are called by God to prayerfully seek God's will, to experience God's love and to call others to a full life of prayer.

Worship

We believe that we are called by God, individually and corporately, to experience God's love through worship.

Scope of Input

Clergy and Parish Input into the diocesan Strategic Planning Process

Parishes were requested to reflect upon three questions.

- 1) Why does the Anglican Diocese of Western Newfoundland exist?
- 2) What characterizes the uniqueness of the diocese?
- 3) What do we do as a diocese?

From the input received, there were 24 reasons identified for the existence of the diocese. They include elements of Mission, Governance, Administration, Management, Unity, Leadership, Guidance, and Liaison. The Appendix lists the different reasons perceived by clergy and laity for the existence of the diocese.

In addition, parish input identified 30 distinguishing characteristics of the uniqueness of the diocese. The Appendix lists them under the categories of Geographic/demographic, People, Parishes; and diocese in general. These present a picture of the different ways in which the uniqueness of the diocese was viewed by clergy and laity.

In considering what we do as a diocese, there were 59 different tasks identified by clergy and laity. The Appendix includes them under themes of Ministry, Education/training, Recruitment, Advocacy, Outreach, Policy and Guidelines.

Lines of Business

A description of what we do as a diocese received through the parish input aptly describes the Lines of Business. It states that we

“Provide for leadership, administration, supervision and programming that supports the various areas of Christian ministry relevant to ‘the Good News’.”

And another

“... we continue the Tradition of the early Church – not just ancient rites and customs, but the living faith as lived out through history and which is still being lived out in this part of history.”

The Lines of Business also include education/programming, training, recruitment, advocacy, and outreach services.

The Challenge

In its early church life, Newfoundland was under the jurisdiction of the Bishop of London. From 1789, it was part of the Diocese of Nova Scotia. In 1839, it became the Diocese of Newfoundland and Bermuda until 1924. Synod was organized in June of 1873. The Diocese was transferred to the Province of Canada in 1949.

The Diocese of Western Newfoundland was created as a result of the restructuring of the Diocese of Newfoundland into three dioceses: Western Newfoundland, Central Newfoundland, and Eastern Newfoundland. The geographical boundary comprises that part of Newfoundland west and north of a line from Rencontre West to the western shore of Hind’s Lake, thence to Cull’s Island in Notre Dame Bay and along the north side of Notre Dame Bay, together with the Parish of Forteau, Labrador.

The Diocesan Synod was incorporated January 1, 1976, and organized in June 1976. The Diocese of Western Newfoundland is one of the dioceses of the Ecclesiastical Province of Canada and comprises 32 parishes encompassing an area of 23,000 square miles including part of Labrador, with an Anglican population of 36,000. The diocese is comprised of four deaneries; Humber; Bay St. George; St. Barbe and Deer Lake. Each deanery is comprised of small rural communities, which face varying degrees of economic disparity, population decline and out migration. Most parishes are now connected by road, but some still require water and air transportation. The large geographic nature and the multi-point parishes result in much travel and many church services.

Demographic changes in the population of the province generally have been dramatic. Since 1991, the Province’s population had declined by 8.8% due primarily to declining birth rates and net out-migration. The population is aging and becoming increasingly urban. For example, by 2010, adults over the age of 29 will account for 69% of the population. (Terms of Reference for a review of Post-Secondary Education)

Weaknesses

These demographic changes have an impact on the diocese. The population of the diocese is an aging one and young people and families are leaving the rural areas of the province in order to find employment. The dedicated people of the diocese, therefore, are of an “age” and there are fewer young people to replace them. Out-migration of young families in rural areas is prevalent.

The challenge for the diocese was demonstrated through the input received from clergy and parishes throughout the strategic planning process and through discussions at the Diocesan Forum. The input identified what was believed to be the diocese’s most important strengths, weaknesses, challenges and opportunities. They are summarized here for purposes of this report. A complete listing is contained in the Appendix.

Strengths and Weaknesses

Strengths

Strengths, or those things that we do well and can use as a foundation for future development, were identified as the following

- ◆ Willingness to work together
- ◆ Well trained and dedicated clergy
- ◆ Core group of committed lay leaders
- ◆ Large number of licensed lay ministers
- ◆ Collegiality of its clergy
- ◆ Unity of outlook and purpose
- ◆ Good organization of Synod and Executive Office
- ◆ Openness and welcoming nature of its people
- ◆ Guidance and leadership of the new Bishop
- ◆ Worship – well planned and flexibility of worship styles
- ◆ Strong active A.C.W. in each parish providing financial support
- ◆ Strong outreach efforts
- ◆ Ecumenical efforts encouraged
- ◆ Emphasis on prayer – prayer groups, prayer chains
- ◆ Open to change and improvement
- ◆ Respect for parish input into planning
- ◆ Encouraging youth participation
- ◆ Diocese supportive of the efforts of parishes

Weaknesses

Areas identified for improvement were the following:

- ◆ Communication
- ◆ Training of lay ministers and vocational deacons
- ◆ Transient clergy
- ◆ Implementation of Diocesan policies
- ◆ Assessment of parishes
- ◆ Buildings and maintenance
- ◆ Youth Ministry
- ◆ Ecumenism – networks – overcoming fear and distrust
- ◆ Isolation and rivalry between communities
- ◆ Poor stewardship of resources
- ◆ Financial burden resulting from large geography and declining population
- ◆ Program direction
- ◆ Lack of involvement/commitment/responsibility
- ◆ Nominal faith and participation
- ◆ Ministering to the different generations

Challenges and Opportunities

Challenges

The challenges are the areas that were identified as needing improvement in order to achieve the vision and goals.

The weaknesses identified above present the following challenges

- ◆ Aging population
- ◆ Influence of the media
- ◆ Trend toward secularism & perceived irrelevance of church
- ◆ Changing perception of the role of the church in the lives of people
- ◆ Lack of Youth Involvement
- ◆ Financial resources/stewardship
- ◆ Change and coping with it
- ◆ Becoming more mission-minded
- ◆ Managing too many church buildings & amalgamation of parishes/churches
- ◆ Challenges from demographics
- ◆ Competition with other activities on Sundays
- ◆ Keeping the Christian mission at the center of visioning, planning and ministry
- ◆ To be more compassionate, loving and serving in all levels of church organization
- ◆ Recruitment and encouraging people entering theological training
- ◆ Declining church attendance
- ◆ Human sexuality
- ◆ Meeting financial obligations

Opportunities

Existing, new and future opportunities were identified as

- ◆ Redefining ministry and parishes
- ◆ Consolidation - downsizing (of buildings – use for other purposes)
- ◆ Developing and exercising leadership
- ◆ Creativity re ecumenism
- ◆ Improving communications through use of technology
- ◆ Hunger of people for deeper spiritual nourishment, meaning, and directions.
- ◆ Take advantage of opportunities from outside the diocese for speakers, resources, etc.
- ◆ Opportunities for new and better lay leadership
- ◆ Programming throughout the diocese – guidance and direction
- ◆ Reaching out to the unchurched, youth and adults
- ◆ Communicating and proclaiming the vision and mission of the diocese
- ◆ Lay ministry
- ◆ Stronger emphasis on youth
- ◆ Explore new models for ministry

The Issues

The strategic planning process has identified seven strategic issues that have a critical impact on the ability of the Diocese to achieve its mission. They are:

Communication

Youth Ministry

Faith Development

Resource Management/Stewardship

Outreach

Conversation on Human Sexuality

Evangelism

Goals and objectives

For each strategic issue, a goal believed to be achievable within five years was identified, and ways of measuring success have been chosen. Objectives for each of the five years of the plan have been established.

ISSUES/GOALS/OBJECTIVES

The issues identified to be worked on over the next five years included:

Communication

Goal: Improve communication within the Diocese to articulate the goals, vision and activities of the Church.

- Objectives:**
1. By 2004 year end, Web-master in place and dedicated to keeping the Diocesan web-site current and informative.
 - ◆ Provide training workshops for parish web-site development
 - ◆ By annual meeting 2005, all parish vestries will have a communications officer and promotions committee in place.

2. By 2005-year end, all parishes will have Internet connections.
3. By 2006-year end, all parishes will provide information/activities to the diocese for quarterly newsletter to parishes.
 - Anglican Life review
4. By 2007, encourage all parishes to develop and maintain a parish Website.
5. By 2008, initiate the process of evaluation and review.
6. By 2009, follow-up.

Youth Ministry

Goal: Break any barriers that prevent youth involvement in and integration into the church

- Objectives:**
1. By 2004, the Diocese of Western Newfoundland will give approval from Synod to establish a committee to plan a Youth Conference (Synod) for 2006.
 2. By 2005, the Diocese of Western Newfoundland will set up a task force to research youth ministry and any barriers that exist.
 - ◆ Identify working models of youth ministry that exist within our Diocese and beyond.
 3. By 2006, the Diocese of Western Newfoundland will have a Youth Conference/Synod before the Diocesan Synod.
 4. By 2007, the Diocese of Western Newfoundland will provide the opportunity for all parishes to participate in music workshops specific for youth.
 5. By 2008, all parishes will engage in a youth ministry plan and prepare for our second biennial conference to evaluate and begin the process for the next strategic plan.
 6. By 2009, the Diocese of Western Newfoundland will see an increase in regular church involvement.

Faith Development

Goal: To develop our own faith and share that faith with others.

- Objectives:**
1. By 2005, initiate training at deanery levels for licensed lay ministers, Sunday school teachers, youth group leaders, and congregational leadership.
 2. By 2006, the Diocese of Western Newfoundland, reinstate annual diocesan conference for spiritual renewal and education.
 3. By 2007, facilitate regional gatherings focused on renewal and prayer.
 4. By 2008, the Diocese of Western Newfoundland, have a resource person or persons at diocesan level to assist parishes and congregations in developing and implementing programs.

Resource Management/Stewardship

Goal: To provide efficient management of the leadership skills and resources of the diocese.

- Objectives:**
1. By 2005, the Diocese of Western Newfoundland will establish a “Resource Data Base” accessible through the Diocesan Website.
 2. By September 2006, parishes with Clergy tenure of 5 years or more will have engaged in “Enabling Ministry through Evaluation”
 3. By September 2007, each parish will have at least two “licensed lay ministers” and the Diocese will have at least three persons in training for ordained ministry.
 4. By September 2008, the Diocese of Western Newfoundland will have significantly reduced the number of non-viable buildings.
 5. By 2009, the average contribution by each member will have increased by at least 25%.

Outreach

Goal: To respond to the needs of people whose voices are not always heard.

- Objectives:**
1. In 2004, the Diocese will identify and engage in partnership with a companion diocese.
 2. By September 2005, each Deanery of the Diocese will invite the Refugee Coordinator to a Deanery event so that we may learn how to sponsor refugee families more effectively.
 3. By 2006, the deanery will request an impact assessment from each of our communities that have been affected by moratorium, out-migration, and other demographic event.
 4. By 2007, the Diocese of Western Newfoundland will identify and include the disenfranchised in our church services.
 5. By 2008, the Diocese of Western Newfoundland will engage, on a volunteer basis, a senior cleric to be an advocate for the people whose voices are not heard.

Conversation on Human Sexuality

Goal: To actively engage in discussing the issues of human sexuality.

- Objectives:**
1. By 2005, the Diocese of Western Newfoundland will put in place mechanisms to research how we read and interpret scripture in dealing with controversial issues.
 2. By 2006, the Diocese of Western Newfoundland will identify and refine a list of human sexuality issues to be addressed, which would include same sex unions.
 3. By 2007, before the meeting of General Synod, the Diocese will have completed group discussions of human sexuality issues.
 4. In 2008, the diocese will continue the discussion particularly pertaining to the decisions of General Synod of 2007.
 5. By 2009, the diocese will prepare a statement and develop a strategy resulting from the strategic direction “Conversation on Human Sexuality” for consideration at the next strategic planning cycle.

Evangelism

Goal: To spread the Gospel of Christ.

- Objectives:**
1. By September 2005, The Diocese of Western Newfoundland will establish a sub-committee in each Deanery to educate and inform ourselves concerning evangelism in and beyond the diocese and in the foreign mission field.
 2. By September 2006, the Diocese of Western Newfoundland will invite the Anglican Fellowship of Prayer to work with the committee to develop and implement prayer workshops.
 3. By September 2007, the Diocese of Western Newfoundland will renew the message of Evangelism within the parishes.
 4. By September 2008, the Diocese of Western Newfoundland will endeavor to increase attendance at Divine Worship by 10% through a ministry of invitation.
 5. By September 2009, the Diocese of Western Newfoundland will have an evangelism team to continue work in and beyond the Diocese and in the mission field.

Implementation and Monitoring

Implementation of the Diocesan Strategic Plan involves identifying a process to continue to communicate and work together to accomplish the goals and objectives to fulfill the vision and mission

The strategic plan flows from the vision and describes the goals, objectives and plans necessary to actualize the vision. The strategic plan must be evaluated, affirmed and updated annually.

The strategic plan presents the diocese's most important ideas, issues and priorities. It is a document that will be helpful in guiding the operations of the diocese.

Implementation of the strategic plan is best achieved by developing a one-year workplan for each year of the duration of the plan. The strategic plan is reviewed and updated each year accordingly with ongoing monitoring and evaluation.

The goals and objectives for the first year workplan are based on the goals and actions in the four-year master plan.

In addition, with changes occurring in the environmental scan each year, additional goals and objectives may need to be added.

The following is a suggested framework for detailing the action items.

APPENDIX

**INPUT INTO THE STRATEGIC PLANNING PROCESS
FROM CLERGY AND PARISHES
April 2004**

SUMMARY

Q1. Why does the Western Diocese Exist? (24 reasons)

The most common reasons given were:

Mission:

- To spread/preach the Gospel – the Good news
- To fulfill the mission of the larger church.
- To help reconcile, heal and help people to obtain salvation,
- To help fulfill God's plan for his people
- To go into the world and make disciples of all nations in building up the Kingdom of God.

Governance

- As an organizational form (structure), to regulate and govern parishes within the Western Region of Newfoundland and the Straits of Labrador.
- To set standards (common services, adherence to approved forms of worship), policies.

Administration

- To be an administrative body to provide administrative services for parishes.
- To ensure consistency across all parishes

Management

- To manage and lead the parish level of the Anglican Church of Canada.

Leadership

- Under the Bishop as leader, to provide spiritual leadership (and coordination) for Anglicans within its boundaries.
- To provide Christian leadership, guidance and support.
- To lead and coordinate the efforts of all parishes in achieving the goals and vision for the diocese.

- **To coordinate religious instruction/education programs, educate parishes about the diocese**

Guidance

- To provide/advise spiritual guidance/leadership to Anglicans in this Diocese.
- To promote/preserve and enhance the Anglican tradition.
- To guide/support parishes in carrying out their mission.
- To support parishes that are not financially viable.

Unity

- Center of unity to unify parishes in a geographical area of the West Coast (and Labrador Straits).
- To bring parishes together as a group/family/collective body for sharing and decision-making.
- To promote creativity in working and being together.
- To facilitate/coordinate/enable ministry as a common link between the parishes.

Liaison

- To provide liaison with the National Church, to communicate its vision and to support it financially.
- To provide the link between the parishes comprising the Diocese

Q2. What characterizes the uniqueness of the Western Diocese? (30 distinguishing features)

The most common characteristics were:

Geographic/demographic

- Unique in that it is the only diocese that has a parish whose points are only accessible by boat.
- Large/vast/diverse (urban vs. rural) geographical area including the Labrador Straits.
- Low density/scattered, small rural population, mostly middle aged and seniors with few children and youth and young families
- Out-migration of families
- Seasonal employment/meager annual income
- Isolated communities
- Transportation issues
- Beautiful scenery/environmental opportunities/good wholesome outdoor recreation.
- Larger centres (but not a large financial “hub”) of the Diocese maintaining population size and slightly increasing.
- Tendency of people to migrate to larger centres.

People

- Diversity
- Friendly and welcoming (of other denominations)
- Small numbers but willing to try large things
- Dependency on the fishery and to a lesser degree forestry for survival
- Willingness to accept change (though not always) and to take on challenges,
- Ability to survive, adapt to changing circumstances
- Supportive
- Family oriented

Parishes

- Diverse needs
- Too many church buildings
- Too few parishioners
- Loss of leadership for the future due mainly to out-migration
- Large shortage of clergy
- People know each other in small rural parishes and in neighboring parishes
- Vision and goals of the various parishes may differ because of the large geographic size
- Church is the centre (socially) in many small rural communities.

Diocese in general

- Spiritual aspect
- Brings all congregations together for different reasons
- Fellowship of the Synod coming together each year is unique
- Some parishes are more financially viable than others
- Common goals and common programs
- Trying to maintain tradition – possibly too much emphasis in this aspect
- Encourages change

Q3. What do we do as a diocese? (59 things that we do)

Generally the diocese “provides for leadership, administration, supervision and programming that support the various areas of Christian ministry relevant to ‘the Good News’.” This includes, worshipping god, liturgy, preaching the Gospel and reading and interpreting scripture.

“Through the Apostolic Succession, we continue the Tradition of the early Church – not just ancient rites and customs, but the living faith as lived out through history and which is still being lived out in this part of history.”

Education/Training

Programming

Provide Christian Education (faith education) programs for children, youth and adults (sacraments, chaplaincy, visionaries), youth TEC, ALPHA, EFM, Cursillo, AFP, BAS, BCP, Pastoral Care, Hospital Chaplaincy, Killdevil Camp, Lay Ministries, Provide Religious (sacramental) and social programming and Sunday school.

Provide guidance in preparation for the sacraments of Baptism, Confirmation and Matrimony

Provide necessary support materials/resources (books & tapes) to prepare and run programs

Education for Ministry Program

Promotes Lay Ministry

Provide stewardship education

Matrimonial Commission

Deanery meetings

Ministry

Bishop’s Ministry

Leadership through the Bishop of the Diocese

Minister to the church

Mission focus

Administers and celebrates the Sacraments

Hold clergy retreats

Provide camping/conference opportunities at Killdevil

Support Queen’s College

Licensing lay ministers

Sunday school ministry

Sharing of resources from conferences both inside and outside the province, i.e. ALPHA tapes

Advocacy

Express the views of local parishes at national level

Maintains liaison with the National Church

Promote vision for ministry as a whole

Pastoral care

Support national and worldwide church

Provide leadership, direction and support for clergy and laity.

Promote financial programs, loans & grants

Outreach & Mission

Allocate monies to special funds

Support PWRDF Refugee

Pastoral Care

Support for food banks

Samaritan’s Purse

Outreach to infants and seniors

Avail of the Anglican Charitable Foundation for Children

Anglican Fellowship of Prayer

Mission focus

Recruitment

- Provide for recruitment of personnel
- Sponsor people for training
- Support candidates for theology programs (spiritual or financial)
- Hires clergy – appoints priests, chaplains
- License Ministers

Policy & Guidelines

- Participate in the development of a common national policy
- Determine and develop common national policy
- Develop a Diocesan Policy Handbook
- Determine policies regarding Baptism, Confirmation, Marriages, and Burials.
- Mitigate and regulate programs
- Organize Synods
- Direct and assist parishes in spiritual and financial matters
- Oversee finance/administration and human resources
- Provide guidelines relating to doctrine, liturgy and programs
- Provide a diocesan constitution as a guide for parish work
- Administer the Church under the Bishop's guidance & leadership
- Coordinates parishes
- Houses the Archives for the Diocese
- Control of Church property
- Encourage and support the ACW

SWOT ANALYSIS

Strengths (58)

Programs

- Faith building and development through quality programs
- Good resource material and sharing of same
- Financial support for programs
- Consistency/cohesiveness of programs
- Ongoing bible studies that are offered to people that want to participate and continue to grow in the faith journey.

Parish/Community

- Large numbers of Anglicans in some communities
- Small size of the parish allows the clergy to better know the people
- Openness and welcoming nature of the people
- Aesthetic value of the great outdoors and the recreation it provides

- Community comes together to maintain our buildings
- Community support – pastoral care in times of need
- Neighboring parishes and parishioners supportive of each other and the activities that take place.
- Although economic times are difficult/population declining, there is a strong support of world issues, community issues and strong support of charity from people of NFLD & Lab.

Unity

- Unity of outlook, common purpose & goals among/between clergy, parishes & people

Other Resources

- Good book room and staff

Outreach

- More interaction with other parishes
- Strong sense of community
- Good communication systems throughout the diocese
- Strong and valued lay ministry
- Strong committee structures
- Strong active A.C.W. in each parish to provide financial support and insight into the work of the Church
- Good personal relationship between bishop & people
- Spiritual guidance & encouragement
- Ecumenical efforts encouraged
- Growth in ecumenical services and functions
- A large youth base
- Support for Queen's College

Participation/Involvement

- More adult involvement in Christian Education
- Active Sunday School Programs
- Strong Cursillo movement
- Consistency/cohesiveness of worship and practices
- Willingness to work together
- Core group of committed, talented, devoted lay Ministers and lay people & leaders
- Large number of licensed lay ministers

Planning and Change

- The current process of strategic planning with parish input
- Respect for parish input
- Opportunity to participate and have input into diocesan affairs
- The process of strategic planning has included lay persons – sense of belonging not just to the parish but to the Diocese.
- Participation in events diocesan

Education/Training

Killdevil Centre a real asset for conferences, retreats, training programs, camps and so forth

Diocesan Administration

- Diocese supportive of parishes when there is a change that has to be embraced
- Good organization of Synod and the Executive Office
- Setting of protocols
- Bishop's efforts to keep in touch with the people through Episcopal visitations
- Strength in Episcopal visitations – opportunities to review assessments, plans, changes, reorganization
- Diocese oversees visits from other clergy in the absence of a rector
- Diocese is organized and pro active
- Encouraged changes in policies that meet the changes of today

Worship & Prayer

- Well planned worship services and administration of sacraments
- Flexibility of worship styles
- Growing acceptance of new forms of liturgy and openness to change & improvement
- Lay Ministers workshop on visitation and the Power of Prayer Workshop
- Power of Prayer recognized - Prayer Groups/Chains/Home prayer

Human Resources

- A wealth of knowledgeable people capable of giving excellent talks
- Commitment and quality of our greatest resource...our people
- Strong leadership of Bishop & Clergy
- Collegiality of its clergy – well trained and dedicated
- Accessibility of personnel to support individual and parish needs
- Some parishes trying new programs and doing good things.

Weaknesses/Areas Needing Improvement (61)

Communication

- Communication – poor & infrequent
- Lack of communication about programs, between different parishes, on the Diocesan/parish and personal level
- Rivalries between congregations – congregationalism – parochial thinking – geographic isolation
- Poor ecclesiology/separation between parishes – not enough sharing/interaction among parishes
- Communication – bridging between Synod Office and parishes
- Lack of understanding of the role of the Diocese and Diocesan Personnel and diocesan affairs

Stewardship

- Poor stewardship of resources
- Inadequate financial & human resources to support special ministries (music & programs for children and youth)
- Financial difficulties – fundraising drives people away.

Programs

Greater effort needed in

- Program direction
- Bridging program for children just confirmed
- Sunday School Programs – bible stories not being passed on
- Diocesan program for age between baptism and Confirmation
- Programs for adults and families
- Promotion of available programs
- Leadership for new and continuing programs, i.e. Pioneer Club
- Follow-up on Diocesan programs

Outreach

- Need to enlist/organize and train lay people for outreach and evangelizing
- Weak on Outreach at most local levels in parish and congregations
- Need for stronger ecumenism networks – fear and distrust
- Lack of “alternatives” among diocese
- Lack of outreach to those non-active parishioners
- Need for more visibility on part of the Bishop
- Addressing an aging population
- Diocese should increase the awareness of what its missionaries do and attempt to promote it more.

Human Resources

- Transient clergy
- Performance Evaluation
- Not engaged in “Enabling Ministry through Evaluation” (although in process)
- Need more incentives
- Need to review clergy selection and termination processes
- Too few young people getting into ordained ministry
- No serious attempts to encourage youth into ministry
- Lack of clergy collegiality –
- Define/refine and communicate the role of clergy in relation to parish expectations.
- Clergy care/family care needs to be reviewed – does not provide attractive stipends for clergy
- Volunteer burnout!
- Uniformity of standards for Baptism, Confirmation, Marriage
- Lack of self-confidence and leadership in many small communities

Youth

Lack of

- Youth group leaders
- Training for youth leaders
- Youth involvement
- Very little youth programs
- Youth ministry

Training

- Lack of properly trained lay ministers and ordained deacons
- Need choral and music workshops

- Need for a Diocesan library with books available for borrowing.
- Need for a resource centre with DVD’s and CD Roms
- Need a current manual

Spirituality

- Not enough emphasis on prayer
- Need more educational experiences that help us to know what we are all about as Anglicans
- Nominal faith and participation
- Lack of affirmation of lay ministry

Policy Dimensions

- Diocesan policy implementation – not equally applied
- Assessment method – the formula, unfair to weaker parishes
- Look at consolidation and amalgamation of smaller communities. Trying to support too many buildings and maintenance.
- Too much emphasis on maintenance as opposed to mission
- Clergy – business vs. pastoral concern
- The large geographic nature and the multi-points of some parishes resulting in much travel, many church services and financial burden needs to be considered.
- Lack of definitive policies
- No diocesan stand on economic issues affecting our parishes
- Too many changes too quickly with respect to prayer & hymn books
- Lack of commitment on part of many individuals to the present and future of the Anglican Church
- Need for a common vision for the future

Challenges (54)

Demographic Challenges

- Low economic growth as a result of economic downturn especially in rural areas
- Reluctance to go outside own community church
- Aging population
- Out-migration /declining population/fewer births

External Influences

- Negative Media coverage/influences e.g. residential schools, TV & Internet
- Secularization of society
- Changing perception/attitude of church in society and in people's lives – family lifestyles
- Government interference
- Perceived irrelevance of church
- Secularization of school system

Outreach

- To be more accepting, open and inclusive
- Lack of evangelistic outreach

Administration

Election of Episcopal leadership – need wider leadership

Youth Involvement

- Failure to engage young people (13 – 29 years)
- Meeting the needs of our youth
- How to improve church attendance among younger people
- To realize and act on opportunities for youth using youth who are already involved

Human Resources

- Recruit and encourage people to enter theological training
- Lack of people entering theological training
- Clergy morale – need wellness officer

Participation/Involvement

- Declining attendance at worship

- Encouraging more active involvement of all Anglicans
- Transportation issues
- How to get more males involved in our parishes
- Younger families moving away
- Loss of personal contact
- Lack of parental involvement to guide children and involve them in the Church

Sexuality

- Same sex unions
- Church scandals
- Ordination of homosexuals
- Residential School issue
- Legal battles, i.e. native Schools issue
- Human sexuality (homosexuality, same-sex unions)]

Financial Resources

- Financial viability of parishes ((Finances, parish budgets, diocesan assessments becoming unmanageable, consolidation of church buildings, financial support of the church, meeting financial obligations to the National Church
- Stewardship – develop new ways to promote stewardship

Change

- Reluctance among parishioners to accept and adapt to change
- Apathy
- Overcoming attitudes that get in the way of moving to the 21st century

Spirituality

- Becoming more mission-minded
- To be more compassionate, loving, serving in all levels of church organization
- Empathy
- Keeping the Christian mission at the center of visioning, planning and ministry
- Spreading the Good News in the age of competing interests/activities and increasing rejection of God/Church
- Addressing spiritual challenges caused by the stresses of life
- Coping with peer pressure (both youth and adult)

Ministry & Worship

- Alternate models for ministry
- Teaching around discipleship and prayer within the church

Opportunities (34)

Internal

- Be an advocate for youth services/programs
- Redefining ministry
- Redefining parishes
- Creative use of church buildings (museums, historic sites, other environments)
- Development of leadership skills among those left behind from out migration
- Utilize talents, special abilities and gifts to become full-time and supplementary ministries
- Improved communication with parishes/congregational involvement in decision-making (this process)
- Hunger of people for deeper spiritual nourishment, meaning and spiritual direction
- Take time for and to increase Christian fellowship
- Opportunities for new and better lay leadership – more involvement of and engaging lay people, more males involved
- Team ministry/gift sharing
- Provide diocesan leadership and resource to get programs going and also help parishes that show initiative
- Evaluate current use of buildings
- Parishes to do reviews to determine efficiencies.
- Parishes can be reconfigured to make the demographics better and resources better utilized.
- Proper training to visit sick and shut-ins
- Stronger emphasis on youth involvement and participation in church services
- Need to have programming guidance from the diocese
- Take advantage of the numerous potential leaders within our congregations that need to be mobilized toward a common goal.
- Keep finances/assessments to a minimum
- Hire a program officer to address the educational/program needs of parishes
- Focus efforts on programs and less on buildings
- Evaluate current usage of programs and provide support in their implementation

External

- Tourism initiatives
- Awareness of demographics

- Creativity with respect to ecumenism – cooperation, sharing buildings, services, etc.
- Work with other denominations for shared facilities
- Become more visible in areas of great need (war, famine, food banks, etc.)
- Take advantage of opportunities from outside the diocese – speakers, resources, government and agency services, etc.
- Reaching out to the unchurched, youth and young adults, young families
- To communicate and proclaim the vision and mission of the Diocese
- Use technology to connect and inform parishes, e.g. improving Diocesan Website
- Improved communication with parishes/congregational involvement in decision-making e.g. this strategic planning process
- Provide more opportunities to get input and also promote interaction between us and other parishes
- Be proactive in contemporary issues
- More of an advocacy role
- New models for ministry (shared ministry)
- Continued stewardship education
- Opportunity for prophetic ministry on social justice issues relating to economy, unemployment, out-migration, reductions of public services
- Opportunity to be a more welcoming church
- More parish consultation on moral issues
- Re-evaluation of the diocese since the split into three in NFLD

VALUES

Values Identified in 1992 (25)		Values suggested to be promoted in the Strategic Plan (2004 – 2009)
Thankful people		Thankfulness (2)
Tradition		Tradition (5)
Forgiveness		Forgiving (4)
Loving		Loving (5)
Responding		Responding (1)
Community		
Worshiping		Worshiping (9)
Teaching		Teaching & Learning (7)
All Ministries valued		All ministries valued (3)
Challenging		
Learning		Learning
Sincerity		
Non-judgmental		Non-judgmental (3)
Giving		Giving/Stewardship (15) (Giving)
Stewardship		
Faith		Faith (12) (It was suggested to call this Faith Development)
Dignity		
Reaching Out		
Listening		Listening (4)
Accountability		Accountability (4)
Evangelism		Evangelism (8)
Servant Community		Servant Community/Reaching Out (16)
Power of Prayer		Prayer (9)
Embracing Diversity		Embracing Diversity (3)
Humility		Humility (1)
THOSE SUGGESTED AS NEEDED TO BE ADDED (2004)		
Identify	Holiness	Apostolicity
Unity	Catholicity	Scripture
Reason	Compassion	Inclusion
Communication	Commitment	Sacramental (Spending lives to serve God and each other)

THOSE SUGGESTED TO BE EXCLUDED FROM THE '92 LIST	ANOTHER SUGGESTION
Tradition Non-judgmental	Christian Attributes (forgiveness, loving, responding, sincerity, nonjudgmental, dignity, openness to change, humility, acceptance)

