

ST. MATTHEW'S

THE ANGLICAN CHURCH IN THE GLEBE

**Strategic Plan
2019-2021**

St. Matthew's Strategic Plan 2019-2021

From the Rector

Jesus Christ is the same yesterday, today, and forever.

Hebrews 13:8

This report marks the final chapter of a strategic planning process (SPP) that began in 2016 and builds on two prior reports to Vestry. Without the strong leadership and hard work of many parishioners, we could not have arrived where we are today. On behalf of the entire community, thank you.

St. Matthew's is a remarkable community with a proud history of ministry and music and continues to be one of the Diocese of Ottawa's largest thriving parishes. Given our rapidly changing context, the strategic planning report presented to Vestry in 2017 confirmed that St. Matthew's is ready for change. The renewed team that followed earnestly explored the strategic directions it had received, as reported in 2018. This report marks the end of a further year of exploration and the start of a broader conversation about the future shape of mission and ministry in our area.

The building condition assessment report completed in the early spring of 2018 revealed that the building of St. Matthew's will require significant yearly expenditure to maintain it. Some areas will require further investigation in 2019 to determine the extent of the problem. At roughly the same time, St. Matthew's was approached by other church communities to discuss potential ministry sharing. It became clear that several communities, including parishes in the deanery of Ottawa Centre, are facing similar challenges. Incumbents and wardens of the Ottawa Centre deanery met in Bishop-led conversations and the clergy of the deanery met also on a separate occasion. St. Matthew's was identified as an "anchor" parish in Ottawa Centre, and although there is opportunity to explore shared ministries, at this time, there is not an obvious partner for a more structural relationship. The Bishop has also affirmed that St. Matthew's challenges are not ours to "fix" alone. We will continue to explore partnership opportunities within the diocese as well as other ecumenical partners. At the same time, we are invigorated to renew the inspiring presence and ministry of St. Matthew's in the Glebe as outlined in the strategic plan.

We step into the future with passion, courage and tremendous hope. We have named some key principles and themes and a plan that will help us navigate these uncharted waters. We must address the issues pertaining to our building and our sustainability in an age of Church decline; yet, let us not forget that we are the body of Christ. We can rest assured that St. Matthew's will continue to serve as His heart and hands well into the future. We are blessed with many assets for the task ahead, most importantly, *you*.

Jesus Christ is the same yesterday, today and forever, and he is already here, waiting for us as stewards and co-creators of the world he gave himself to save.

Gregor +

The Strategic Planning Process Journey

The development of St. Matthew’s strategic plan for 2019-2021 is set in the context of the need for change both at the parish and diocesan level. St. Matthew’s has developed and implemented two strategic plans over the last 10 years that were successful in bringing change and improvements to many aspects of our church.

Just the same, there are a number of factors that suggest incremental change may not be sufficient to ensure that St. Matthew’s will thrive well into the future. Factors such as an aging parish population, declining financial support, an aging building with significant maintenance needs and possible structural upgrades, and the need to move in concert with changes at the diocesan level all indicate that significant shifts are needed.

As a result, the strategic planning process for 2019-2021 was viewed as an opportunity to take a longer view of our future and ask ourselves *what does God see for St. Matthew’s many years from now, and what do we need to do differently to sustain us into the future?* These questions have guided us through a multi-year journey (see below). Additional documents and references are available here on St. Matthew’s website:

<http://www.stmatthewsottawa.ca/index.php/files-resources/strategic-plan>

2016-2017 Launch of SPP	2017-2018 Shaping the Future	2018-2019 Year of Exploration
<ul style="list-style-type: none"> ◆ Vestry 2016 – Launch of SPP process. ◆ Document review – <i>SPP Backgrounder</i> – review of previous St. Matthew’s strategic plans and diocesan documents to set our journey in context. ◆ Development of the <i>Case for Change</i> identifying the challenges currently facing the parish. ◆ Consultations to inform our future vision and establish our readiness for change: <ul style="list-style-type: none"> ▶ Parish consultations: <i>Parish Survey, Visioning Day</i>. ▶ External consultations: surrounding churches, Glebe neighbours, diocesan staff. ◆ Chapel Chats – <i>Widening the Lens, Embracing God’s Future</i>. ◆ Vestry 2017 – Presentation of a vision report – <i>What Does God See in 2023?</i> 	<ul style="list-style-type: none"> ◆ Vestry 2017 – Moving forward with the strategic plan; invitation to participate. ◆ Development of principles, vision and mission statements. ◆ Identifying the themes – <i>Worship, Learning and Formation, Community and Sustainability</i>. ◆ Consultations: <ul style="list-style-type: none"> ▶ Workshop group sessions (3 theme areas) ▶ ECPC, PC ▶ Parish engagement – Nov. 26, 2017 and Jan. 14, 2018 ▶ Time and Talent Survey ◆ Theme reports outlining priority areas. ◆ Vestry 2018 – Presentation of principles, proposed plans for Year of Exploration. 	<ul style="list-style-type: none"> ◆ Vestry 2018 – Launch of the Year of Exploration. ◆ Experimentation: <ul style="list-style-type: none"> ▶ Worship space (summer) ▶ Name tags (fall) ▶ Removal of back pews ◆ Commissioned a Building Assessment Report; engaged in diocesan building plan. ◆ Learned from the experiences of others. <ul style="list-style-type: none"> ▶ <i>The Story of the Church of the Redeemer (Toronto)</i> with Rev. Asbil (March 10th). ▶ <i>The Story of Christ Church Cathedral</i> with Rev. P. Elliott (Nov. 19th). ◆ Engaged in the diocesan initiative within the deanery of Ottawa Centre. ◆ Vestry 2019 – Presentation of Strategic Plan (2019-2021).

“What Does God See in 2032?”

The journey started with the *Launch of the Strategic Planning Process* at the 2016 Vestry and a year filled with consultation activities to gather input from parishioners as well as from external communities including neighbouring church and community groups in the Glebe and in the deanery of Ottawa Centre.

Findings from these activities confirmed that the parish is ready for change and there are willing partners in the wider community. While there is support for what we do, there is a recognition that we almost certainly need to change how we do things. We will need to work collaboratively with other churches and organizations, and improve the awareness of what we do in the community. This year confirmed that what God sees for St. Matthew’s future is “a vibrant, inclusive parish, serving community inside and outside; worship that is faith-based and music-filled; learning opportunities that are challenging and searching; a physical presence that is affordable, multipurpose and connected. He sees an open, seeking, relevant, adaptable and compassionate community. He sees His Church.” (SPP Summary Report to Vestry 2017). The report also identified themes to guide the SPP moving forward:

1. *Worship*: “an adaptable parish, where tradition and innovation meet”;
2. *Learning*: “a focal point for seekers”;
3. *Community in-reach and outreach*: “an active and compassionate community caring for those within and serving those without”; and
4. *Sustainability*: “a stable financial and resource footing to sustain operations over the long term”.

“Shaping Our Future”

The next phase of the SPP journey, *Shaping Our Future (2017-2018)*, was marked by the identification of our mission and principles to guide further development of our plan. The principles were adopted to guide the development of the plan.

We (the People) are the Church. The Church is the People of God, the Body of Christ in the world. As we gather around Font, Word, and Table, we express our relationship to God in Jesus Christ, to one another, and our mission to the world in the Holy Spirit.

Worship and Mission are One. Worship and mission are transforming activities. We serve the world when we glorify God, and we glorify God when we serve the world. Our building supports worship, serving the community and learning.

Christian Formation is vital. Building on our baptismal identity, our journey as Christians includes lifelong formation and transformation.

Hospitality and Relationships are central. We welcome all, meet people where they are, engage seekers, and nurture a sense of belonging.

Parish workshops and consultations were conducted to more specifically define goals and activities within the themes – Worship, Learning and Formation, Community, and Sustainability – better defining what we want to do as a parish. This process also led us to a recognition that if we wanted to do things differently we have to start to experiment, and to know what resources will be required to sustain us.

“Year of Exploration”

As such, 2018-2019 marked the *Year of Exploration*, during which several experiments were conducted including alternative worship space and creating more space in our nave to support hospitality and community building. We instituted a name tag system. We also reached out to other parishes who had undergone transformational change to learn from their experiences. Parishioners were invited to join in conversations with the Very Reverend Andrew Asbil to learn more about change at The Church of the Redeemer (Toronto) and the Very Reverend Peter Elliott from Christ Church Cathedral (Vancouver). An independent look at our building needs resulted in the *Building Assessment Report*, concluding that St. Matthew’s is in need of critical further study and ongoing significant investment in standard maintenance.

This year was also marked by significant developments at the diocesan level – more specifically in the deanery of Ottawa Centre. In the 2018 Synod Charge by Bishop John Chapman, he stated “Congregationalism is dead”, meaning we can no longer engage as islands unto ourselves but rather our future is integrally related to our Anglican family. Informal conversations began with neighbouring Anglican and non-Anglican communities in the summer of 2018. Further, there were formal meetings called by the Bishop with all Incumbents and two Wardens of all churches in Ottawa Centre, as well as a day of visioning for clergy. St. Matthew’s has been identified as an “anchor” parish and though there is not a clear partner for structural collaboration, these conversations will continue. Shared ministry opportunities as well as the reallocation of resources that follow shifts at the diocesan level are all areas we look to explore. Further, we will continue to engage with our ecumenical neighbours here in the Glebe with open minds and hearts.

2019-2021 Strategic Plan





St. Matthew’s will engage in ministry, creatively applying our working principles and focusing on the themes of Worship, Learning and Formation, Community, and Sustainability. The goals and objectives are set out in the following pages, to guide parish activities, resource allocation and organizational structure through 2021.

A key task for the next three years will be to actively engage with the diocese, other parishes and other potential partners to discover and make decisions on shared ministry opportunities, and potential collaborations as well as how best to equip the parish with the human resources needed to engage in our ministry objectives.

Finally, addressing the challenges and privileges of operating within our current building need to be addressed. Creative exploration and vision are needed as well as a plan to resource whatever direction is taken. It is with great hope and faith that, in cooperation with the diocese and the leaders of St. Matthew's, we will overcome these challenges and strongly forge ahead into the bright future God has for us.

St. Matthew's Strategic Plan (2019-2021)

St. Matthew's is a vibrant Christian community that: welcomes everyone; embraces inspiring worship and learning; and is committed to hospitality and social justice.

Goals	 <p>Worship <i>An adaptable parish where tradition and innovation meet</i></p>	 <p>Learning and Formation <i>A focal point for seekers, extending the journey</i></p>	 <p>Community <i>A compassionate community caring for those within and serving those without</i></p>	 <p>Sustainability <i>Align resources with mission</i></p>
Objectives	<p>Evolve the liturgy in welcoming seekers, nurturing discovery and supporting the Christian journey.</p> <p>Explore worship changes that improve the experience of worshippers and align with St. Matthew's principles.</p> <p>Continue to strengthen and develop the music ministry.</p>	<p>Build the Body of Christ through lifelong formation and discipleship.</p> <p>Grow resources for children and youth ministry.</p> <p>Meet seekers, discover Jesus, live mission.</p>	<p>Welcome and embrace newcomers, support discovery and mission.</p> <p>Care for our own and others through compassion and hospitality.</p> <p>Deepen commitment to outreach as an expression of our faith and worship.</p> <p>Communicate our story.</p>	<p>Actively seek mission partners in Ottawa Centre.</p> <p>Align administration, resources and financing to priorities.</p> <p>Enable a building to engage in mission.</p> <p>Foster and inspire giving and stewardship.</p>

St. Matthews Strategic Plan (2019-2021) – Worship



Objectives	Evolve the liturgy in welcoming seekers, nurturing discovery and supporting the Christian journey	Explore worship changes that improve the experience of worshippers and align with St. Matthew’s principles	Continue to strengthen and develop the music ministry
Activities	<p>Continue to explore ways to be grounded in our primary Anglican identity as the People of God lived through Baptism, Eucharist, Word and Mission.</p> <p>Create opportunities for more child and youth participation in worship.</p> <p>Establish an advisory group for worship and music to support the Rector and to promote communication and feedback in the community.</p> <p>Explore the possibility of an alternative liturgy focused on drawing in specific seeker communities.</p>	<p>Improve the clarity of readings and consistency of sound by establishing a training program for readers and fixing problems with the sound system.</p> <p>Explore opportunities in liturgy and supporting changes in space and seating that bring worshippers closer together near Font, Word and Table, preceded by education and communication within the parish.</p> <p>Continue to explore flexible use of our space according to our principles and communicate actively within the parish.</p>	<p>Promote the vitality and visibility of music ministry by increased outreach and recruiting in the local community.</p> <p>Enhance and promote Evensong advertising, and explore different formats (choral, communal, seasonal nuances, etc.).</p> <p>Seek opportunities to partner with other choirs and churches for worship and concerts.</p> <p>Continue to monitor organ performance and, in the event of failure, be ready with recovery options.</p>



St. Matthews Strategic Plan (2019-2021) – Learning and Formation

Objectives	Build the Body of Christ through lifelong formation and discipleship	Grow resources for children and youth ministry	Meet seekers, discover Jesus, live mission
Activities	<p>Strengthen and expand small group fellowship, education, and learning: (a) support, encourage, and resource regular (weekly) small groups that span across all ages and stages; and (b) conduct sessions of thematic small groups (Lent and Advent).</p> <p>Rediscover baptismal identity, and its connection to learning/worship/community: (a) inform parishioners and seekers alike; and (b) cultivate relationships.</p> <p>Provide leadership: (a) training and education development for lay leaders within the Parish (courses, conferences, guest speakers); and (b) assess cost, analyze role, develop terms of reference for a full-time “Formation Coordinator”.</p>	<p>Strengthen and expand Children’s Christian Education: (a) provide paid leadership; (b) volunteer training and formation; (c) enhance physical space; and (d) explore programming options (i.e. Sundays, Fridays).</p> <p>Provide experiential opportunities – Youth Internship program, plan for next CLAY gathering, youth group activities that perform social outreach.</p> <p>Develop community partnerships. Share events and resources with neighbouring church communities.</p>	<p>Collaborate with other parish efforts to support the individual and collective Christian journey/pilgrimage.</p> <ul style="list-style-type: none"> ▶ Foster learning opportunities that engage seekers. ▶ Encourage relationships that cultivate learning-about, experiencing, and following Christ. ▶ Provide lifelong opportunities to live out mission in Christ.

St. Matthews Strategic Plan (2019-2021) – Community



Objectives	Welcome and embrace newcomers, support discovery and mission	Care for our own and others through compassion and hospitality	Deepen commitment to outreach as an expression of our faith and worship	Communicate our story
Activities	<p>SEEK: Develop a comprehensive program to move newcomer to parishioner (Seek Discover, Live); and establish a new role of responsibility for connecting newcomers with parishioners (i.e. buddy system).</p> <p>SEEK - DISCOVER: Initiate a training program for greeters and others to support welcoming newcomers and moving them towards participation.</p> <p>DISCOVER - LIVE: Assist those exploring faith to discover gifts for mission and enabling the baptized for mission through volunteer coordination, leadership opportunities and resources and Identify compelling missional opportunities.</p>	<p>Strengthen the capacity of the pastoral care team to better serve the needs of members in fragile health.</p> <p>Explore ways to share information about parishioners in need.</p> <p>Continue to support hospitality activities to foster community among parishioners and newcomers including: (a) incorporating hospitality with other activities where appropriate (e.g. learning and formation, outreach, fundraising); (b) identify changes to the building that could support expanding hospitality and enabling activities throughout the building; and (c) seeking opportunities to engage with community partners.</p> <p>Nurture and support volunteerism: (a) develop a volunteer framework which promotes learning and offers flexible and rewarding opportunities for volunteers; (b) identify and maintain a list of available volunteer resources to be utilized as needs arise within the parish; and (c) invite parishioners to consider volunteer opportunities.</p>	<p>Identify opportunities to collaborate with external partners on outreach activities.</p> <p>Focus outreach activities to address both symptoms and root causes to advance social justice in the following areas where there is parish support: (a) housing and homelessness; (b) food security; (c) refugees; and (d) environmental stewardship.</p> <p>Work with other committees (worship and learning) to connect mission with worship and formation: (a) outreach activities to encourage volunteering and build parish community among all groups including children and youth; (b) identify opportunities to align outreach and fundraising activities; (c) develop a plan to effectively communicate outreach opportunities; and (d) assess the capacity of the parish community to respond (e.g. human and financial).</p>	<p>Develop a fully integrated brand strategy.</p> <p>Continue to embrace new technologies and methods to effectively communicate with the parish community (e.g. regular email to communicate parish news and events, Parish of the Pulse for more in-depth stories).</p> <p>Maintain parish list and directory integrating functionality with new computer system.</p> <p>Take our story out to the community to attract seekers and new comers: (a) improve and expand St. Matthew’s website and social media presence with a focus to attract newcomers and seekers; (b) identify opportunities to use the building space to communicate our story to visitors; and (c) seize opportunities to promote St. Matthew’s among visitors to our church.</p>



St. Matthews Strategic Plan (2019-2021) – Sustainability

Objectives	Actively seek mission partners in Ottawa Centre	Align administration, resources and financing	Enable a building to engage in mission	Foster and inspire giving and stewardship
Activities	<p>Engage and play a leadership role in cooperation with diocese and deanery to develop a plan for Anglican churches in Ottawa Centre.</p> <p>Foster a culture of cooperation to actively seek partnerships with external faith and non-faith based communities including:</p> <ul style="list-style-type: none"> ▶ explore leadership roles to drive partnerships and engagement; and ▶ develop a registry of current and potential partners to coordinate activities and share information with committee leads. <p>Explore ecumenical opportunities with partners in the Glebe.</p>	<p>Review the effectiveness of the Parish Governance Structure:</p> <ul style="list-style-type: none"> ▶ assess current mission priorities and align financial and human resources accordingly; ▶ review and integrate parish operational processes to identify areas of responsibility ensuring maximum efficiency with scarce resources; and ▶ review committee structure to reduce administrative burden and maximize support of strategic priorities. <p>Assess the financial implications of the strategic plan – determine nature and level of support required and align resources;</p> <ul style="list-style-type: none"> ▶ Identify growth initiatives that may require parish resources and inform parish; <p>Coordinate actions of groups within the parish seeking community support to ensure alignment with SP priorities.</p>	<p>Identify key strengths of St. Matthew’s building in coordination with other partners.</p> <p>Building on the recommendations of the 2018 Building Assessment Report, identify next steps for:</p> <ul style="list-style-type: none"> ▶ Commissioning further focussed building assessments; and ▶ Identifying priority areas for repairs aligning needs with resources. <p>Explore our building to support a range of activities by:</p> <ul style="list-style-type: none"> ▶ Encouraging experimentation with new uses of the church space (i.e. worship, learning, hospitality and social outreach); and ▶ Conducting a modified charrette to explore potential changes to the building space to support flexible use including needs of external renters. <p>Develop and implement an environmental plan for the church building. Explore and identify rental opportunities in balance with mission needs.</p>	<p>Implement strong stewardship plan to balance budget for 2019.</p> <p>Explore stewardship approaches to develop best practices.</p> <p>Identify areas requiring stewardship education and communication.</p> <p>Explore options for meeting the parish requirements identified in the SP and develop a case for support.</p> <p>Develop communication tools including information and results on stewardship and options for making financial gifts.</p> <p>Develop and implement an annual stewardship program identifying all forms of giving including a legacy giving program.</p> <p>Plan for a capital campaign in 2020-2021 in alignment with priorities.</p>