

Strategic Planning Committee Annual Report 2019 For Annual General Meeting 2020

In response to a motion passed at the 2017 Annual General Meeting, a Strategic Planning Committee (SPC) was created in Fall 2018 to respond to the need for a new strategic plan. St. Paul's last Strategic Plan was created in 2010 and reviewed in 2012.

The SPC consisted of all of St. Paul's committee chairs, our Minister, our Music Program Directors and interested members of the congregation. The SPC kicked off with its first meeting in December 2018 and began their work by reviewing the 2010 and 2012 strategic planning documents as well as St. Paul's current vision, mission and values. The SPC members unanimously agreed that we should focus our efforts on a three-year (3) planning period and that it is time for a re-thinking of St. Paul's future.

The SPC obtained statistics for demographic and economic shifts in Warkworth to understand how our community is growing and evolving to guide the committee's work.



Next, a strengths, weaknesses, opportunities and threats (SWOT) analysis was conducted over the winter months in 2019. The SPC co-chairs brought a series of questions to the congregation and community over several weeks to identify St. Paul's strengths, weaknesses, opportunities and threats. Over 300 responses were distilled into key themes that the SPC adopted as the strategic priorities for St. Paul's new strategic plan. These are identified in the accompanying "*Strategic Planning Committee Final Report to AGM*" document.

In March 2019, the SPC paused its work while a Vision, Mission and Values (VMV) sub-committee, that included representatives of St. Paul's congregation, was formed to review the vision, mission and values.

A key part of the VMV Committee's process was to re-engage the congregation with additional questions to guide their work. The congregation's responses provided valuable guidance to the committee members as they prioritized the key ideas that needed to be included in St. Paul's updated Vision, Mission and Values statements.

Another consideration was that, as an Affirming congregation, the United Church requires the inclusion of a statement of inclusivity of LGBTQ people in our Mission Statement.

The VMV Committee wrapped up their work in mid-May with the submission of updated Vision, Values and Mission statements to the co-chairs of the Strategic Planning Committee.

After a pause during the summer and fall months, the Strategic Planning Committee re-assembled in early January 2020 to create a strategic plan and final report that included:

- updated vision, mission and value statements,
- strategic priorities for the next 3 years,
- needs and gaps that require action to achieve the strategic priorities, and
- recommendations on “next steps” to implement the strategic plan.

These “next steps” were suggested as the starting point for the development of an operational plan to implement activities to achieve the strategic priorities. (All of this information is outlined in the accompanying “*Strategic Planning Committee Final Report to AGM*”.)

The SPC brought this final report to the Board of Directors. On January 26, 2020, the Board approved the Strategic Planning Committee’s final report and supported moving it forward for final approval at the Annual General Meeting.

Upon approval of the Strategic Planning Committee’s report at the AGM, this will conclude the work of the committee and it will be disbanded.

Strategic Planning Committee:

Co-chairs - Jeanette Cournoyer and Bryce Allen

Members: Elizabeth Heon, Juliet Sturney, Bob Rowe, David Lyon, Johanna Allen, Stephen Rapos, Kathy Rapos, Don Real, Sara Forsey and Rev. Meggin King.

Vision, Mission and Values Sub-committee:

Chair - Kevin Huestis

Members - Bob Rowe, Elaine Mann, Charlotte Hastings, Johanna Allen, Rev. Meggin King, Bryce Allen and Jeanette Cournoyer.

Submitted for: St. Paul’s Annual General Meeting 2020

Submitted by: Jeanette Cournoyer and Bryce Allen, Strategic Planning Committee Co-chairs



Strategic Planning Committee
Final Report
to Annual General Meeting

February 23, 2020

Summary

The Board of Directors met on January 26, 2020 and reviewed:

1. Updated Vision, Mission and Values for St. Paul's
2. Strategic priorities distilled from the Strategic Planning Committee's work and surveys of congregation and community over past year
3. Needs and gaps arising from identified strategic priorities
4. Proposed actions and next steps to address the identified needs and gaps

Strategic Planning Committee co-chairs: Jeanette Cournoyer and Bryce Allen

Outcome of meeting

The Board of Directors approved the following:

1. Adoption of updated Vision, Mission and Values for St. Paul's
2. Adoption of Strategic Priorities
3. Support for identified needs and gaps arising from identified strategic priorities
4. Adoption of the proposed actions and next steps to address the identified needs and gaps
5. Sharing of the next steps (slide 8) at the AGM on February 23, 2020 for final approval

Once approved at the AGM, this would conclude the work of the Strategic Planning Committee.

Creation of an Operational/Implementation Plan to capture next steps and associated activities would be overseen by the Chair of the Board of Directors.

Updated* Vision, Mission, Values

Mission statement

St. Paul's is a welcoming, inspiring spiritual fitness centre, open to all regardless of age, race, ability, sexual orientation, gender identity, social or economic circumstance.

Vision statement

St. Paul's vision is to continue to be a growing and leading community experience for everyone.

Values

LOVE - *We believe love has no boundaries*

SERVICE - *We serve others by sharing our love, hope, skills and resources where help and social justice are needed locally and globally*

PROGRESS - *We continuously adapt and move forward to improve our community, strengthen our faith, and deepen our understanding and acceptance of life's biggest questions*

VIBRANCY - *Dynamic and full of energy, we embrace new ideas and don't take ourselves too seriously*

GRATITUDE - *Gratitude grounds us – and compels us to be kind and generous*

*Existing Vision, Mission and Values can be found in Appendix A.

Strategic Priorities

Governance: Leadership and oversight of strategic/operational priorities / Keeping efforts and expenditures aligned to strategic priorities and on track to meet goals

Finances: Fundraising events/appeals/programs (e.g., Candlelight Dinners) / Gatekeeping expenditures, addressing shortfalls, forecasts / Treasurer function

Social Justice/Outreach: Mission and Service work/donations / Supporting/hosting groups - Food Bank, AA / Affirm Committee themed services (e.g., Pride, World AIDS Day)

Music: Enhancing worship with vibrant musical experiences / Band with performers / Hosting music-centered community events (e.g., Christmas talent show)

Relationships: Involving kids/parents / Attracting new folks / Pastoral care

Building/Environment: Updating sanctuary, Gathering Place, kitchen, washrooms, etc. / Enhancing outdoor spaces

Programming: Sunday worship/Abundance Program / Kids Club / Community lunches, etc.

Communications: Communications within church and committees / External communications / Branding and marketing / Technology / Social media

Current alignment with strategic priorities

Strategic Priority	Existing Committee / Staff	Need/Gap	Comment
Governance	Church Board: Chair (vacant); Committee Chairs	Overall leadership (Chair role needs to be filled)	Chair role filled on interim basis by Minister; need leader to provide oversight of activities
Finances	Stewards/Trustees, Fundraising Committee, Treasurer	Alignment with marketing/communications planning; set marketing budget	Enhanced promotion of campaigns, programs, events to increase attendance & revenue
Social Justice / Outreach	Affirm Committee (LGBTQ focus), facility rental to local groups	Promotion of facilities; additional themed events	Attract new collaborations/rentals; meet community needs
Music	Choir / Band	Better promotion needed to advertise musical experience during services	New vision: St. Paul's vision is to be a growing and leading community experience for everyone.

Current alignment with strategic priorities – cont'd

Strategic Priority	Existing Committee / Staff	Need	Comment
Relationships	M&P (paid staff), Minister	Focus on external relationships	New program attendees (youth, families); may not result in new congregants
Building / Environment	Stewards/Trustees	Upgrades to Sanctuary, washrooms, Gathering Place	Links to Finances (Trustees & Stewards)
Programming	Session (services), Abundance Project, Kids Club, Community Lunches, etc.	Fresh ideas for services to create more of an "experience". New programs to attract community members	Vision is to be an experience for all. Mission is to be an inspiring fitness centre. Value = progressive.
Communications	Ad hoc event promotion; live-streaming and website by Don Real	Formal communications committee and plan. Technology expertise to develop sharing program with others	Currently event-focused; no plan. Enhance Sunday live-stream.

Recommended next steps to fill needs/gaps

1. **Creation of an operational/implementation plan** that will drive the implementation of the next steps recommended in this strategic plan (this document)
2. **Fill Board Chair role** to provide ongoing leadership and oversight of achieving our strategic priorities via the operational plan (which will need to be developed)
3. **Establish new Communications & Technology Committee** to lead:
 - a) Development of an integrated communications plan to actively advertise St. Paul's fundraising events, programs, facilities, etc. on a regular basis
 - b) Creation of a proposal to enhance our live-stream capabilities including technology considerations, staffing requirements, etc. (could include having remote participation from other congregations)
4. **Enhancement of church services** to provide additional "experiences" for existing and new participants (Session/Music Program Directors/Minister)
5. Stewards/Trustees fundraising committee in collaboration with other St. Paul's committees to **consider/propose new ideas for revenue generation** through extending/adding programs for various demographics/needs (youth, seniors, LGBTQ) & work with new Comms & Tech Committee to market more broadly
6. **Continue to enhance music program** and work with new Comms and Tech Committee **to promote and encourage participation**

Appendix

Appendix A: Current Vision, Mission, Values

Vision

St Paul's vision is of a world where God's love is lived in all creation.

Mission

It is our mission to find and follow Jesus active in creation, through identifying and serving the needs of the community, the world and the congregation.

Values

Include and affirm every person - Include and affirm every person, no matter what their age, race, gender identity, sexual orientation, financial resources, physical or mental ability.

Worship with joy - Worship with joy to deepen our relationship with God and Jesus and learn more about them.

Build our connections with others - Build our connections with others at St. Paul's, and respond to God's invitation to love and support them.

Seek partnerships beyond St. Paul's - Seek partnerships beyond St. Paul's to ally ourselves and our congregation with God's love active in Warkworth and beyond.

Act responsibly in sharing and utilizing our resources - Act responsibly in sharing and utilizing our physical resources, our talents and energy to strengthen God's work.