

***Deanery of West Quebec***

***Anglican Diocese of Ottawa***

***Visioning Day: 2016 – 2021- Part 2***

***“Converting VISION 2021 into Action in the Deanery of West Quebec”***

***Notes from our Meeting***

**September 10, 2016 – St Paul’s Church, Shawville, QC**

**Action Team:**

**40+ Clergy and lay leaders from across the Deanery**

**A “Stand in the Future <sup>TM</sup>” Workshop Facilitated by:**

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## Part 1 – Introduction and Background

In April 2016 lay leaders and clergy of the Anglican churches in West Quebec, the Visioning Team (VT), met for one day to spend time in prayer, worship and to think strategically about God’s long term vision for the Deanery of West Quebec (DWQ), Anglican Diocese of Ottawa.

This meeting resulted in Vision 2021, the highlight of which was a set of ten Key Strategic Outcomes (KSO’s) that are the key attributes of the church in West Quebec that we discerned God wishes us to become.

With this strategic framework in place the next step was for a “Deanery Action Team” (DAT) to meet and work out the first steps the Deanery needs to take to convert the KSO’s into action and help us move the church toward what God wants.

The DAT met on September 10 and was comprised of more than 40 men and women including all the clergy in the Deanery and more than 35 lay leaders representing the parishes that make up DWQ. The parishes and their churches and chapels include –

### INSERT CHRUCHES AND CHAPELS

Parish of Christ Church, Aylmer  
Parish of Clarendon  
Parish of the Eastern Outaouais  
Parish of Northern Pontiac  
Parish of Chelsea – Lascelles – Wakefield  
Parish of St Bernard de Clairvaux

These Parishes contain 16 English churches and the only French speaking church (St. Bernard de Clairvaux) in the Diocese of Ottawa, as well as 7 chapels

Parish

Christ Church, Aylmer	Christ Church St Luke’s, Eardley (chapel)
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Clarendon -	St Paul’s Shawville Holy Trinity, Radford St Thomas, Bristol (chapel)
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St Matthew's, Charteris (chapel)  
St Stephen's, Greermount (chapel)  
St George's Portage du Fort (chapel)

St Bernard-de-Clairvaux - St Bernard-de-Clairvaux

Wakefield-Chelsea-Lascelles – Good Shepherd, Wakefield  
St Mary Magdalene, Chelsea  
Holy Trinity, Lascelles (chapel)

Eastern Outaouais - St Thomas, Silver Creek  
Christ Church, Poltimore  
St George's, Gatineau  
St John's, Glen Almond  
St Stephen's, Buckingham

Northern Pontiac - St George's, Campbell's Bay (chapel)  
Holy Trinity, Danford Lake  
St James, Otter Lake  
St James, Wright  
St George's, Thorne Center  
Christ Church, Maniwaki  
St Stephen's, Kazabazua

The Deanery of West Quebec covers a vast area that stretches from Aylmer in the south to Maniwaki in the north, Campbell's Bay in the west to Buckingham in the east.

Using data from 2014 we were informed that in the Deanery of West Quebec there are-

- 921 members on the parish roles
- 580 members in full communion
- 526 Identified givers
- 335 in attendance on average

The meeting was also attended by Bishop John and other representatives of the Bishops' office, staff and committee members.

Peter Reid, a licensed lay reader in the Parish of Northern Pontiac, was again asked by the clergy in the DWQ to facilitate this next phase of the discernment process.

## **PART 2: The Key Strategic Outcomes (KSO's)**

The purpose of Vision 2021- Part 1 in April was to create a set of attributes or characteristics that taken as a whole would describe, or paint a picture of, the Anglican Church in the Deanery of West Quebec by the end of 2021.

These characteristics are referred to as Key Strategic Outcomes or KSO's. The KSO's discerned by the Visioning Team in April 2016 are the following:

### **Key Strategic Outcomes**

***By the end of 2021, the churches comprising the Deanery of West Quebec will –***

- 1. Have a new deanery and parish structure that enables congregants, clergy and communities to work together and share each other's strengths more effectively.***
- 2. Have meaning and purpose knowing who they are and what they stand for as part of the Deanery of West Quebec and the Diocese of Ottawa.***
- 3. Be Spirit led, faithful to the gospel, forgiving, hopeful and humble in spirit and in listening to God.***
- 4. Be open and welcoming, and inclusive of all.***
- 5. Have worship that is creative, exciting, lively, joyful and honouring of our Anglican liturgical tradition.***
- 6. Be known as welcoming to those who are exploring their faith and their spirituality.***
- 7. Be spiritual way stations that lead, teach, renew and transform Disciples of Christ who desire to deepen their faith.***
- 8. Be relevant, other centered bodies that are both proactive and responsive in reaching out "beyond the walls" to the communities in which we live.***
- 9. Be willing to risk and open to new ways and new structures yet respectful, objective guardians of our heritage.***

**10. *Be growing bodies of believers that are fiscally sound, not bound nor burdened by our past or our buildings, but enthused and praise-filled about the future God lays out before us.***

### **PART 3: What Resources/Tools do we have in the Deanery?**

Having discerned God's vision for our Deanery by 2021 as expressed in our KSO's, the Deanery Action Team was asked to identify the resources, assets and tools we currently possess in our parishes that we can use to help us get there.

These are the resources the team identified-

- Human resources that have the technical skill to develop a deanery website (Susan and Mary)
- Buildings
- Committed individuals
- Prayer
- Ecumenical Mental Health Initiative; Low, Kaz (Susan Derby)
- Let's Talk: TORIC- What is Anglican anyway?; Christ Church Aylmer (Susan and Eric)
- Introductory Workshop for Contemplative Prayer; Christ Church Aylmer (Susan and Eric)
- How to share your faith? ; Christ Church Aylmer (Eric on October 1st)
- Buckingham Ecumenical Table with a Support Grant from the Centre Action Générations des Aînés de la vallée de la Lièvre host three sharing kitchens once a month one for English group, French ladies group and French mens group at St. Stephens Buckingham.
- Winter Coat Drive; Saint Bernard de Clairvaux, Aylmer
- Knitting Ministry; Carol Hotte
- Two used book sales; St. Mary Magdalene
- Drop Box- Pageant / Sunday School Christian Ed. (Susan)
- Book Club 1<sup>st</sup> and 3<sup>rd</sup> Thursday Evening at 7:00; CC Aylmer
- Community Hospitality; the amazing ability of congregation/parish members (e.g. Giselle Beaudin Peck) to bring a community together (arranging, hosting

preparing and serving for church meetings, community meals, and fundraisers).

- Parish Ministry Institute Coming!

## **PART 4: Converting Strategic Vision into Executable Plans**

With the KSO's as the signposts marking our destination, the purpose of this meeting was to convert Vision 2021, our "desired future state", into actions that will take us there. These actions are expressed as Objectives and need to be identified first at the Deanery level, then at Parish and individual church levels.

The Deanery Action Team, given the time available, decided to focus its attention on the highest organizational level – the Deanery of West Quebec.

The question posed to the DAT was-

"In the context of our KSO's what activities or objectives do we need to set for ourselves to accomplish over the next five quarters, beginning October, 2016 and ending December 31, 2017?"

Successful achievement of feasible objectives will assist in advancing the church toward the Vision 2021 church in West Quebec.

The DAT were split into four "cross-deanery" groups and given a template to use so that the submissions of objectives might have a standard and consistent style.

The Objective template was to answer the five questions that follow:-

**What** – Using an active verb in describing the action to be undertaken

**Why** – Link to one or more KSO's and to explain why the Deanery should be proactive on this action

**Who** – Identifies who is going to complete the action

**When** – Identifies the Quarter in which the action will start and be completed

**How Measure Success** – States an output from the action that will tell us if we have successfully achieved the objective.

Each of the four cross-deanery teams produced a set of the Deanery objectives that

that team felt was necessary to complete in order to advance toward the church God revealed to us in April, 2016.

Two versions were produced at the meeting and each version was critiqued for improvement by the rest of the team members present. Representatives from each team took away V2 of the team’s objectives to produce a third submission which was then forwarded to the facilitator for –

- a) inclusion in the final report of the meeting, and
- b) more importantly, integration with the other teams’ submissions to produce a draft Deanery Operating Plan for 2017.

The submissions from each team have been **edited for format only** at this point and are included below:-

<b>Team 1</b>		
<b>1</b>	<b>What</b>	Developing and implementing a deanery-wide hospitality training program
	<b>Why</b>	KSOs 4,6
	<b>Who</b>	Stephen Picard, Christ Church, Aylmer, and team
	<b>When</b>	<b>Q1</b>
	<b>How measure</b>	One or two members from each church across the Deanery will have participated in training to become hospitality trainers so they can go back and train others in the congregations from which they come.
<b>2</b>	<b>What</b>	Performing research to determine the needs in our communities. Developing and implementing an action plan in response to the discovered needs.
	<b>Why</b>	KSO 8 and impact/influences 3,4,5,6,7,9,10
	<b>Who</b>	2 or more people per church
	<b>When</b>	<b>Q0</b> Conduct research <b>Q1</b> Develop Action plan <b>Q4</b> Implement action plan
	<b>How measure</b>	New community services and/or partnerships established. Eg: Food drives, host AI-Anon meetings, offer youth group, offer "Messy" Church model to attract families.
Resources suggested/mentioned: Gather, Transform, Send (Episcopal Church USA). This resource relates to both of the above mentioned objectives, and related Congregational Resource Day Workshops (Unbinding the Gospel, 2013).		

<b>Team 2</b>		
<b>1</b>	<b>What</b>	Implementing a Deanery wide event that will emphasize the involvement of children (and their) families
	<b>Why</b>	<i>KSOs 1,4,5,8,9,10</i>
	<b>Who</b>	<i>It will be organized by a Deanery team; the team may invite the participation of others</i>
	<b>When</b>	<b>Q0</b> Planning will begin <b>Q2</b> the event will take place
	<b>How measure</b>	<i>By participation and by expressed interest in taking part in future events.</i> Every parish/congregation will report to Deanery the way or ways in which they are inviting and involving children (or not).
<b>2</b>	<b>What</b>	Deploying clergy that will work together in new ways, with the primary aim of better linking with and ministering to small and isolated congregations currently dependent on occasional clergy.
	<b>Why</b>	KSOs 1,3,5,7,9 and possibly 10 Curate contracts ends on December 31 <sup>st</sup> .
	<b>Who</b>	<i>Participation from all congregations and parishes, their leadership, the archdeacon and the bishop</i>
	<b>When</b>	<b>Q0</b> Planning will begin <b>Q1 to Q4</b> ongoing.
	<b>How measure</b>	<i>Participants' ongoing support and concrete "measurable" involving specific congregational and parish "norms"</i>
<b>3</b>	<b>What</b>	Improving communication through the use of technological devices. <ul style="list-style-type: none"> <li>• Introducing "live streaming"</li> <li>• Enhancing and increasing the frequency of communication between all churches</li> </ul>
	<b>Why</b>	KSOs 1,2,9 This would especially help to those who do not have weekly worship services and also help church with limited resources who need support.
	<b>Who</b>	TBD
	<b>When</b>	TBD
	<b>How measure</b>	TBD
<b>4</b>	<b>What</b>	Emphasizing lay leadership by training, defining work scope and deploying active lay ministry teams
	<b>Why</b>	KSO 1,3,4,7,8,9 and 10
	<b>Who</b>	<i>Congregations and parishes, trainers and also the bishop (as there are fiscal implications)</i>

	<b>When</b>	<b>Q2</b> Planning will begin (post vestries) and continue to <b>Q4</b>
	<b>How measure</b>	TBD
<b>5</b>	<b>What</b>	Nurturing people so they may grow in faith, using diocesan, parish and others resources, so they grow in understanding and possibly desire to grow in their ability to be a leader in ministry. Centering on faith formation and links to church health and growth in ministry.
	<b>Why</b>	KSO 6 Effects our future clergy hiring
	<b>Who</b>	TBD
	<b>When</b>	TBD
	<b>How measure</b>	TBD
<b>6</b>	<b>What</b>	Replacing retiring clergy with bilingual clergy and encouraging language training for those currently employed as needed.
	<b>Why</b>	KSOs2,3,4,6 and 8
	<b>Who</b>	<i>The Bishop, the Archdeacon, Wardens, priests and parish members</i>
	<b>When</b>	Q0 Planning for anchored curates Q1 to Q4 ongoing
	<b>How measure</b>	TBD
<b>Team 3</b>		
<b>1</b>	<b>What</b>	Creating One New structure out of all parishes in the Deanery; with a likely hood of 3 main worship centers placed strategically around the Deanery. This objective would help share all resources of the community such as financial, human, buildings, outreach, etc. In practical terms, it would help us to do ministry better giving better access to components such as regular Eucharist and Pastoral support for outline communities and Christian Education opportunities. In emotional and physiological terms the hope would be that we can work together as one group of Christians and ease the current feelings of isolation and sadness of the current state of ministry in the Deanery.
	<b>Why</b>	All KSOs
	<b>Who</b>	Committee/working team comprised of Archdeacon, Regional Dean and laity which, fully represents the needs and sensitivities of the communities in the Deanery. (maximum - 10 people)
	<b>When</b>	<b>Q1</b> strike a committee to envision this strategy more deeply <b>Q4</b> take the developed strategy and its options out to

		consultation with members
	<b>How measure</b>	Development of an initial proposal; Acceptance of the proposal after initial consultation and inclusion of initiatives which arise from the consultation; Greater awareness and sense of inclusion within the community of West Quebec and eventually greater attendance.
<b>2</b>	<b>What</b>	<p>Developing a Mobile Church in order to reach communities with a viable ministry and social justice programs. This would allow for delivering ministry to a wide variety of people within the geographical area, particularly isolated communities. To begin with this ministry might start with carpooling or having a bus pick up people and take them to church. The ultimate answer could be the development of a mobile ministry which would include a fully outfitted converted mobile home to:</p> <ul style="list-style-type: none"> <li>• deliver mass, Christian Education and other ministry services to small numbers of people.</li> <li>• advertise the Anglican presence</li> <li>• deliver of social justice programs and resources</li> </ul> <p>This ministry would initially require a working group to consult with parishes to determine their needs, wants or objections and then to develop a staged operating plan (with options) for moving forward. A mobile ministry would help people attend church, become part of the larger community and perhaps relieve the need to keep buildings operational</p>
	<b>Why</b>	All KSOs
	<b>Who</b>	A Champion (laity) with knowledge of the geographic and ministry needs of the Deanery and a Working group comprised of laity which, fully represents the needs and sensitivities of the communities in the Deanery. (maximum 10 people)
	<b>When</b>	<b>Q2</b> - strike a Mobile ministry working group. <b>Q4</b> - publish viable options for community members to access <b>2018</b> – develop long term plans if approved
	<b>How measure</b>	Development of working group; Consultations within the deanery; Plan published and approved for the short time and long term; Development of resources for people to access this ministry
<b>3</b>	<b>What</b>	<p>Building a Social Justice/Outreach/ programs across the deanery with ecumenical partners.</p> <p>This project would help share all social justice/outreach resources of the global community in West Quebec. Small</p>

		communities find it both difficult to access services and support systems such as Mental Health initiatives, food banks and initiatives such as Coat Drives. Some of our communities are already working on these initiatives yet some lack resources such as funding or human resources; or to take advantages of government programmes available. Building ecumenical partnerships will enable all Christian churches to both provide and access a variety of services needed within their geographical communities.
	<b>Why</b>	All KSO Building of a stronger ecumenical community and a greater awareness of the Christian Community and ethos within West Quebec.
	<b>Who</b>	Lay champion to take on 1 <sup>st</sup> Quarter activity and an Ecumenical Working Group representative of all of West Quebec
	<b>When</b>	<b>Q1</b> strike a working group from members of Deanery with a heart for social justice ministry; <b>Q2</b> Invite ecumenical churches and social justice groups to a meeting to discuss possibilities <b>Q3</b> -strike an ecumenical working group
	<b>How measure</b>	Development of an initial working group Development of a Regional Ecumenical West Quebec working group.
<b>4</b>	<b>What</b>	Develop French Ministry Component to Serve Francophones and Francophiles in West Quebec
	<b>Why</b>	
	<b>Who</b>	
	<b>When</b>	
	<b>How measure</b>	
<b>5</b>	<b>What</b>	Develop a Communications Plan and Strategy which would allow for the building of a network of communication within the Deanery and showcase the Deanery to the environment outside ourselves.
	<b>Why</b>	
	<b>Who</b>	
	<b>When</b>	
	<b>How measure</b>	
<b>Team 4</b>		

<b>1</b>	<b>What</b>	Create an action plan to address the issue of reducing the number of churches/chapels [create guidance structure for congregations considering this subject]
	<b>Why</b>	KSOs 1, 10
	<b>Who</b>	The Archdeacon to establish a mixed committee comprising clergy & lay members who will work collaboratively
	<b>When</b>	Q1 2017
	<b>How measure</b>	TBD
<b>2</b>	<b>What</b>	Implement & promote Deanery-wide worship & other activities with an emphasis on children & families
	<b>Why</b>	KSOs 1,2,4,5,8,9
	<b>Who</b>	the Archdeacon to establish a mixed committee comprising clergy & lay members who will work collaboratively
	<b>When</b>	<b>Q2</b> Publish approved plan; <b>Q3</b> Launch, 2017 (depending on type of activity)
	<b>How measure</b>	TBD
<b>3</b>	<b>What</b>	Define the nature of ministry in the Deanery in the future ( priests, lay readers, others ) ,taking into account the geographic challenges
	<b>Why</b>	KSO1,2,9
	<b>Who</b>	the Archdeacon to establish a mixed committee comprising clergy & lay members who will work collaboratively
	<b>When</b>	Q3 (depends in part on the result of 4.1 )
	<b>How measure</b>	TBD

## Part 5: Creating the Deanery Annual Operating Plan for 2017

To begin the process of Deanery transformation the Deanery Action Team was asked to identify an effective and efficient way to integrate the four team submissions into a single Deanery Annual Operating Plan for 2017.

As a result an editing team was struck comprising members from each of the four groups representing all parishes.

Using our Objective Template as a guide this is the objective of the team:

**What** – Create and publish a draft Deanery Operating Plan for the Deanery of West Quebec

**Why** – Advance all 10 KSO's

**When** – October 15 (revised from October 1)

Who - Peter Reid (facilitator)  
Susan Lewis  
Monique Heintzman  
Brian Scott  
Mark Gauthier  
John Carson  
Chris Judd  
Susan Derby

How measure – Published Draft sent out to Deanery Action Team by October 10, 2016

## **PART 6: The Draft Deanery Operating Plan for 2017**

**TO BE INSERTED WHEN READY**

## **PART 7: Next Steps**

There are several actions to be taken to complete the process of converting Vision to Action for 2017. These include-

What	Who	When
1. Publish draft Deanery Operating Plan for 2017 -	Peter	October 10
2. Archdeacon approve plan	Mavis	October 15
3. Take DOP to all parishes for planning/budgeting	All	October 22
4. Parishes/Churches create actions and budgets consistent with DOP for 2017	Parishes	31/12/16

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