

Ministry Assessment Process Discernment Team Report

Presented to the Churches of
St Mark the Evangelist, St Michael and All Angels, St Richard of Chichester

February 1, 2014

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Introduction

In February, 2013, the Vestries of St. Mark's, St. Michael's and St. Richard's received a report of earlier conversations among representatives of the three parishes. There was hope that a spirit of collaboration would achieve stronger results than three parishes working independently. The Vestries of the three parishes voted in favour of continuing these discussions using the Ministry Assessment Process (MAP). Representatives of the three parishes formed a MAP Leadership Team to facilitate and guide the MAP efforts. During the past year, the Team has been examining and discerning a future that would provide the most effective sustainable ministry for our three parishes in Ottawa West. The work included a study of our current ministries, buildings and finances. A written report of the study results was released to the three congregations in early September, 2013.

MAP efforts have shown that there are significant areas where the ministries currently being carried out by the three parishes are complementary and could be enhanced and developed further by working together using the human, physical and financial resources of each. A well attended open meeting of the three parishes in late September, 2013, considered various options and a strong willingness among those present to put their energy into exploring the formation of one congregation to provide shared, sustainable ministry for the community we serve.

The MAP Discernment Team, formed in November, 2013, is made up of the MAP Leadership Team and four additional representatives from each parish. The task of this team was to interpret the information collected on the viable options for the future proposed at the September open meeting and, through facilitated conversation and prayer, to develop a recommendation for the three parishes to pursue. The results of the work of this team are provided in the rest of this report.

In the next section of the report, the recommendation of "one parish, in one location" is presented. An explanation of why this goal has been discerned is provided, followed by the possible challenges and opportunities that this direction involves.

After that, the recommended form of the Resolution to be voted on at a Vestry meeting of each parish is laid out.

This report concludes with a section proposing what needs to be considered to implement the recommended goal, if accepted, including building, governance and ministries considerations, along with a suggested timeline. Until an implementation plan is developed for the participating parishes it is recommended that they agree to worship together under the mandate and schedule developed by the clergy and to cooperate in other areas of ministry.

Recommended Goal

The recommendation stemming from the work of the MAP process is the following:

one parish, in one location.

This recommendation is the proposed end goal of the implementation process, as will be discussed in the “Implementation Considerations” section, to follow.

Vision and Mission

The following statements of Vision and Mission emerged in the course of the discernment process, and are offered as a beginning for further conversation:

- One strong, vibrant and sustainable faith community that is ministry-driven and outward-focused;
- One inclusive parish with a common identity and sense of belonging that grows organically out of our three distinct histories, ministries and traditions; and,
- One Christ-centred parish that continually seeks to deepen its faith and mission.

Explanation and Reasoning

The recommended goal of one parish reflects the direction indicated by the three parishes participating in the MAP process. It asks each of the parishes to end their journeys as three unique, individual parishes, and to come together with vulnerability and hope to create a new, unified parish. It likewise seeks to have members feel a collective sense of ownership, belonging and trust in the process and outcome.

The preferred option of one parish will provide us with important and exciting opportunities to deepen and strengthen our work as followers of Christ; it will allow us to clarify and revitalize our purpose and mission as an Anglican community; it will enable us to carry forward the ministries that define and strengthen us, while also identifying past models of ministry and parish life that are no longer life-giving; it will help us to form a more sustainable, resource-effective, financially-viable parish, one that can better cater to families, youth, seniors and those in need.

The coming together of three parishes will not mean that diversity is discouraged; in fact, this option will empower us to reflect diversity in liturgy, ministry and identity while still functioning as one dynamic and Spirit-led congregation. With a shared sense of belonging and a common identity, we can create a way forward for our church that embraces the teachings of Christ. In this way, our revitalized faith community will engage in ministry work both for its members and for the larger community that will have a lasting and meaningful impact.

Challenges We Will Face Together

The MAP Discernment Team feels that the following risks and challenges associated with this recommendation are worth taking, given the opportunity to become a stronger and more vibrant Anglican community in Ottawa West.

1. **Implementation Planning:** Like the other options identified during the MAP process, the recommended goal is imperfect, and cannot mitigate all possible issues that may arise in its implementation. Those involved in the planning and implementation will have to make every effort to listen, discern and bring in experts as needed to assist us through this important project.
2. **Emotional Stress:** The option of one parish means that the three parishes of St. Richard's, St. Mark's, and St. Michael's must commit to dissolving each individual congregation; we will all need to lose something in order to move into the vibrant future that awaits us. This transition period will be painful for some. The passage of time, care and healing processes will be needed to help these individuals move through what some may liken to a grieving process.
3. **Conflict:** The process of transition and implementation will involve a lot of work and conflict will occur. Even when one parish has been established, conflicts will continue to arise. In addition to fostering relationships based on trust, openness and communication, it will be essential to have conflict resolution processes in place for when they are required. Also, the transition period must include opportunities for all to evaluate, grow and engage with the process.
4. **Ongoing Ministry:** The location of this one parish has yet to be determined. However, regardless of the location, we will still need to respond to the geographic and demographic span that the three parishes covered individually. We will need to be intentional about how we continue to minister to the community around us.
5. **Systemic Issues:** Any action that emerges from the MAP process will not resolve or address the greater trends that face Christian communities; decreasing parish numbers, lessening youth engagement and difficult financial times will not be resolved by the direction that we choose to pursue. We cannot take on the problems of the world, but we can make a difference in our own neighbourhood.

Vestry Resolutions

At Vestry 2014, or a special Vestry to be held on or before Palm Sunday, 2014, St. Mark's, St. Michael and All Angels's and St. Richard's are invited to vote on the following resolutions:

St Michael and All Angels'

It is resolved that St Michael and all Angels agrees to move toward the creation of a new parish to be named by the Bishop, in partnership with St Richard's and/or St Mark's.

St Richard's

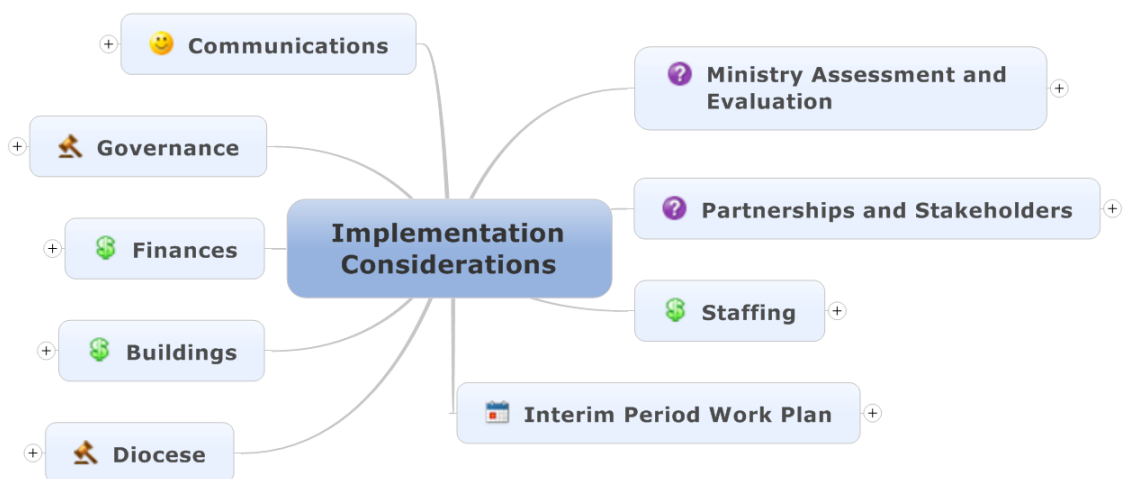
It is resolved that St Richard's agrees to move toward the creation of a new parish to be named by the Bishop, in partnership with St Mark's and/or St Michael and all Angels.

St Mark's

It is resolved that St Mark's agrees to move toward the creation of a new parish to be named by the Bishop, in partnership with St Michael and all Angels and/or St Richard's.

Implementation Considerations

The following diagram represents the areas that need to be addressed as we move toward the formation of a new parish. The list is not meant to be exhaustive, but indicative of the many and varied items that need to be considered. In addition to the planning work, each of us, as individuals, will have a year to experience and grow toward being one congregation before each parish makes a final decision.



1 Ministry Assessment and Evaluation

- 1.1 Identify strengths
- 1.2 Needs Analysis
- 1.3 Vision for future
- 1.4 Resource Needs


2 Partnerships and Stakeholders

- 2.1 Document who needs to be informed
- 2.2 Determine how to evolve current relationships

3 Staffing

- 3.1 Clergy complement
- 3.2 Administration
- 3.3 Music
- 3.4 Nurse
- 3.5 Identify Paid vs Volunteers
- 3.6 Others?

4 Interim Period Work Plan

- 4.1 Ministry Integration
- 4.2 Worship Integration
 - 4.2.1 Styles
 - 4.2.2 Traditions
- 4.3 Ensure Continuity of Pastoral Care
- 4.4 Ensure local administration continues
- 4.5 Sharing of best practices
- 4.6 MAP Leadership Team
 - 4.6.1 Evolution into MAP Implementation Team?
 - 4.6.2 Assume ongoing meetings until May '14
- 4.7 Interim Implementation Plan
- 4.8  Timeline and critical dates
 - 4.8.1 "Year of Discernment"

5 🏰 Diocese

- 5.1 Document who needs to be involved
- 5.2 Determine what rules need to be followed
- 5.3 Identify who can help

6 💰 Buildings

- 6.1 Use of existing sites for ministry
- 6.2 Worship space needs
- 6.3 Options for redevelopment
- 6.4 Professional consultant needs

7 💰 Finances

- 7.1 Joint fundraising opportunities
- 7.2 Preparation for corporate dissolution

8 🏰 Governance

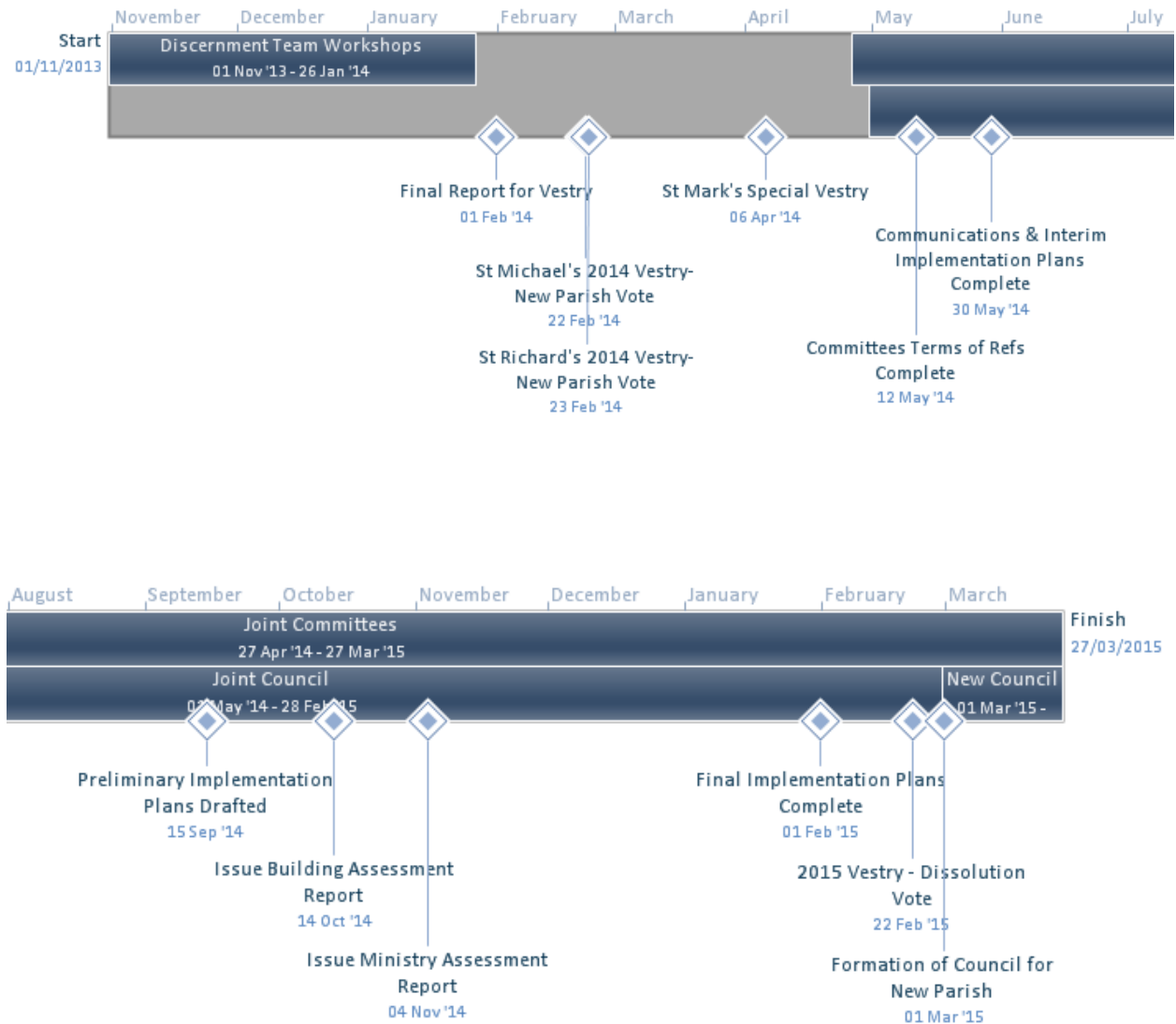
- 8.1 Vestry Motion
- 8.2 Document who needs to be consulted
- 8.3 Document structures (Terms of Reference)

9 😊 Communications

- 9.1 Keeping people engaged throughout
- 9.2 Importance of two way communications
- 9.3 Timeline
- 9.4 Prepare Discernment Team final report
- 9.5 Communications Plan
- 9.6 Issue Log

Discernment and Implementation Timeline

The following diagram provides a timeline for the three parishes as they move through the next year. It is a high level representation and is provided here to give a sense of the work that needs to unfold throughout the year. At this time, the number of joint committees has not been defined, but they could number from three to seven and will be based on the Implementation Considerations provided above.



The MAP Discernment Team

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The Reverend Ross Hammond
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Joan Johnson
The Reverend Brian Kauk
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Andrew Moody
John Nicholls
Rosemary Parker
The Reverend Dr. Linda Privitera
Georgia Roberts
Karen Roberts
Ben Tsang
The Reverend Margo Whittaker
Keith Wilkins

The Discernment Team met on November 3rd and December 1st, 2013, and on January 5th, 2014.

The Team recommends reading reports from the other stages of the MAP process to complete the picture of what emerged during this discernment.

- Summary of “Town Hall” meeting on February 2, 2013
- Stage 3: The Story (presented September 17 & 18, 2013)
- As Heard Report from the Planning Conference held on September 27 & 28

Copies of these reports along with other supporting documents are available by contacting the church office of each participating church, or online at:

<http://www.stmarksottawa.ca/MAP/>

<http://www.saintrichards.ca/notices/map/map.htm>

<http://www.stmichaelandallangels.ca/2013/09/ministry-assessment-process-map-documents/>