

Church of the Holy Trinity, White Rock

Strategic Plan

June 14, 2024

PREAMBLE

The Church of the Holy Trinity began the strategic planning process at the Annual Vestry Meeting of 2023. At that time, Fr. Joseph Dirbas invited the parish into a time of discernment and prayer as we dreamed about the future of our parish. Fr. Dirbas invited everyone in attendance to submit one or more Big, Hairy, Audacious Goal (BHAG). This exercise encouraged the parish family to think beyond the immediate needs of the parish (*e.g.*, new floors in the church, better sound system, *etc.*) and look toward what we hope for the future of the Church of the Holy Trinity (*e.g.*, providing weekly lunches for those in need, property redevelopment for affordable housing). We received 70 BHAG responses from parishioners present at the 2023 Annual Vestry Meeting, 10 of which were deemed to be truly big, hairy, audacious goals.

All 70 of the BHAG responses were categorized and consolidated into the five major categories: Worship and Music, Formation, Facilities, Service Ministry, and Community Engagement. All of the goals collected at the Vestry meeting were presented to the parish and parishioners were invited to vote on their top three goals. 49 parishioners participated in this activity and the resulting ranked goals were sent to the Venerable Douglas Fenton, our strategic planning consultant, to inform our work moving forward.

Next, we established a strategic plan committee consisting of parishioners with varied histories and backgrounds with the church. The members of the strategic planning committee included Gay Hallenburg, Richard Hampson-Thorpe, Andrew Kendrick, Henry Lazar, and Cindy Thornton Veltri. The committee members met with Fr. Fenton and were trained to facilitate listening sessions. These sessions were designed and intended to be an opportunity for our committee to hear from the parishioners and also an opportunity to build community among the parishioners. We offered 18 small group listening sessions from November 2023 to February 2024. Everyone in the parish was invited and encouraged to participate in a listening session. Session facilitator collected notes during the listening sessions and conveyed those notes to Fr. Fenton. (Twenty Listening Sessions were offered and many parishioners participated.)

In March 2024, the strategic planning committee met with Fr. Fenton to review the assemble data. In that meeting, the committee began creating an initial concept strategic plan which included a Vision Statement, Mission Statement, Goal Areas, and Objectives in each Goal Area. The committee then invited the parish to participate in a strategic planning town hall meeting on Sunday, April 14 following a combined Sunday service at 9:30 a.m. 67 parishioners attended the town hall meeting. At the Town Hall meeting, Fr. Fenton led the parish through an exercise soliciting parish input to the Vision, Mission, Goals, and Objectives. The results of that meeting were supplied to the strategic planning committee who then met to process this data further and generate the strategic plan you have before you.

The plan contains the following:

1. A Vision Statement – The vision statement answers the questions as to why we exist. It is future oriented and intentionally broad and lofty.
2. A Mission Statement – The mission statement defines how we intend to achieve the vision. It is the marching order for the church as we participate in God’s mission.
3. Goal Areas – The goals are action oriented which focus our mission into specific areas of ministry.
4. Objectives – The objectives listed under each goal are intended to be SMART objectives (Specific, Measurable, Attainable, Realistic, and Timely).

The goals and objectives identified in this plan do not provide specific actions and may not be all encompassing for the work we need to do as a parish. They provide broad and specific ministries to which we will focus our attention and lead us into the next step of the process: implementation. During implementation, we will begin to develop the “how” we achieve and realize these objectives by defining tactical actions. Tactical actions will be defined by the trustees in consultation with the parish council and other committees of the church. Once this plan is ratified by the congregation, the trustees and parish council will begin the work of implementation.

This plan we have created is not a static plan. Rather, it is a living document. Implementation of this plan will include the re-evaluation of the goals and objectives herein. Our hope is that this plan will be revisited after two years, three years, and five years. At each review, goals and objectives may be modified depending upon the results of tactical actions undertaken and new understandings of the context of our ministries. The parish may discover that some objectives are no longer relevant or new objectives may arise.

Overall, this plan provides a direction for the future of the Church of the Holy Trinity. A direction which was developed by input from many parishioners and which will require the participation of the whole community to realize. We are excited to share this plan with the trustees and the parish council and look forward to having the parish ratify this plan at a Special Vestry meeting to be held in Summer 2024.

Sincerely,

The Strategic Planning Committee,
Gay Hallenburg,
Richard Hampson-Thorpe
Andrew Kendrick
Henry Lazar
Cindy Thornton-Veltri
The Rev. Joseph Dirbas
The Ven. Douglas Fenton (consultant)

VISION STATEMENT

BUILDING GOD'S KINGDOM TOGETHER IN FAITH, HOPE, AND LOVE

MISSION STATEMENT

**IN CHRIST WE ARE A CARING COMMUNITY SEEKING AND WELCOMING
OTHERS TO JOIN US ON OUR FAITH JOURNEY**

GOALS AND OBJECTIVES

GOAL 1: COMMUNITY

Learn about our neighbours and show our loving support.

OBJECTIVES:

- Connect with our neighbourhood through community activities: *e.g.*, get-togethers, events, parties, bazaars, dances, *etc.*
- Make church space available to community groups
- Go out into the community: *e.g.*, offering worship in retirement homes, worshipping on the church lawn, blessing animals on St. Francis Day, and holding a church service at the beach.
- Share meals and feed the hungry: *e.g.*, host seniors' lunches, donate to the food bank, join in seasonal soup lunches, *etc.*
- Invite the wider community to join in the ministries of the Church of the Holy Trinity: *e.g.*, participation in Food Bank Sundays, clothes drives, and collections for Mission to Seafarers.

GOAL 2: ANGLICAN LITURGY AND MUSIC

Show strong commitment to our Anglican tradition and the word of God.

OBJECTIVES:

- Foster, nurture, honour, and celebrate our Anglican liturgical tradition.
- Develop and enrich the ministry of sacred music.
- Develop a Servers Guild

GOAL 3: CHILDREN/YOUTH/NEWCOMERS

Develop programs that attract children, youth, and newcomers into the church.

OBJECTIVES:

- Offer music enrichment programs for children
- Offer a diversity of formation programs: *e.g.*, teaching the Anglican tradition, pilgrimages, other societal issues.
- Provide Vacation Bible School (VBS) – partnering with another church(es)
- Provide appropriate spaces for youth/young adults to meet

GOAL 4: ADVERTISING

Share the wonderful programs we have at The Church of the Holy Trinity

OBJECTIVES:

- Define and adapt communication needs and media to communicate parish programs
- Improve signage around the exterior of the church including seasonal signage
- Provide a place for community to easily access a copy of the weekly Newsletter
- Use local media (*e.g.*, *Peace Arch News*) to advertise regular and special festivals and other events in the parish to invite and welcome the wider parish community
- Share our identity, communicate our connection with other Anglican/Episcopal denominations, and express the breadth and openness of our tradition and community.