

Stewardship Subcommittee
Anglican Diocese of Ottawa
Three Year Operational Plan –2015→2018

Background to the Operational Plan

Development of this Operational Plan has been deeply influenced by the Embracing God's Future process, the Continuation Phase of the Growing in Faith Together financial campaign, and reference to the Subcommittee's own past initiatives and achievements.

Embracing God's Future

This Operational Plan has been developed in the context of the Diocese of Ottawa's Embracing God's Future process – in particular, the Embracing God's Future Prayer. This Prayer emerged from conversations conducted across the Diocese in the fall of 2013. It consolidates the content of those conversations and provides a statement of overall 'strategic direction' for the Diocese. As such, the prayer is a context within which diocesan groups can set their own operational plans and priorities in order to be consistent with this overall diocesan 'strategic direction'. In this Operational Plan, the Stewardship Subcommittee seeks to do this, looking at the next three years.

Significantly, the Embracing God's Future prayer casts stewardship very broadly – much more broadly than financial stewardship, challenging the subcommittee to integrate its focus and efforts within a wider context. The prayer begins by grounding everything in faith that is deeply rooted in the witness of Jesus Christ and asks us, and the "Diocese" overall, to respond prophetically to God's call, being open to taking risks and empowering change. Areas in the prayer that call out for consideration by Stewardship Subcommittee, in its support of parish Stewardship ministries, include:

- Celebrate and cultivate the diverse gifts of lay and ordained leaders, continually developing and sharing these leadership gifts in innovative ways.
- As evangelists, invite others to connect with God, telling the story of our discipleship so that the gospel may be heard afresh in our day.
- Embrace a spirit of abundance, free from worries about money, and growing into a Church that is sustainable and financially sound
- Use our buildings creatively, unburdened by the stresses surrounding them, as flexible assets that enable us to sustain a dynamic presence across our diocese
- Embrace technology and communications tools to promote, integrate and share key messages and information with each other and those around us
- Live in a responsible and sustainable way, conscious of the footprint we leave, becoming active stewards of the earth
- Welcome newcomers and those already in our midst
- Celebrate our diversity in culture, age, lifestyle, language and perspective ensuring all are welcome
- Develop partnerships with the wider community

The Prayer refers to the use of our people and our property, as well as to how we treat our environment. It includes how we welcome and integrate newcomers, as part of the process of adding to our human strengths. These wider aspects of stewardship depart from past descriptions of the Stewardship Subcommittee context which focused on Stewardship education and financial stewardship. This focus remains central to the work of the Subcommittee.

At the same time, Stewardship Subcommittee is now challenged to operate in this wider context which requires that it define its relationship with Diocesan groups responsible for these other stewardship dimensions and be proactive about engaging in partnerships when appropriate and when it seems that parishes would benefit from cross fertilization between these groups.

Growing in Faith Together

The current Operational Plan also takes shape following the active phase of the Growing in Faith Together (GIFT) financial campaign. As the GIFT Continuation Phase unfolds, our GIFT learnings will inform specific details of the Operational Plan with an emphasis on developing templates for and supporting parishes in their annual financial stewardship ministries through mentoring.

Past Achievements of the Stewardship Subcommittee

A number of stewardship development programs and practices initiated by the Stewardship Subcommittee have already proven effective. Continuing these will provide for a steady and balanced progression of growing stewardship awareness, education, and commitment for all parishes and parishioners. The Subcommittee has also been effectively integrated into the governance structure of the Diocese, as a subcommittee of the Parish Ministry Committee.

Mandate of Stewardship Subcommittee:

Stewardship Subcommittee's Vision and Mission are as follows:

- **Our Vision** (the state of stewardship that will result from our work): A broad, integrated vision of stewardship ensures that we are able to make the best use of the many blessings we receive from God in terms of finances, property, people, and our natural environment, in order to strengthen the Body of Christ in our world.
- **Our Mission** (what we will do to ensure that our Vision is achieved): We will seek to develop a broad culture of stewardship in the Diocese by providing all parishes with the resources and professional support they need to help them continue to grow as Christian Stewards, and by establishing partnerships with those in the Diocese responsible for the stewardship of property, people and the environment.

Role of Stewardship Subcommittee:

Our role will involve the following:

At the parish level:

- Provide ongoing encouragement, motivation and resources to help parishes to develop their own stewardship culture and programming, supporting them with GIFT Continuation and consulting with them on ongoing GIFT success.
- Resource and support parishes in the annual financial stewardship ministries while also emphasizing stewardship as a way of life
- Identify, provide, and keep fresh various stewardship resource materials which best allow parishes to create and sustain their stewardship development and programming, consistent with their needs and goals;
- Promote to parishes the availability of appropriate resource opportunities and stewardship best practices, including professional resources where appropriate;
- Identify and provide annual stewardship educational seminars and other training opportunities for both clergy and lay parish stewardship representatives.
- Identify and train leaders to become a diocesan “centre of expertise” available, when requested, to work directly with parishes in various stewardship mentoring and coaching roles.
- Communicate and promote the diocesan stewardship vision and mission to parish leadership and to all parishioners.

At the Diocesan level and beyond:

- Identify and establish partnerships with those in the Diocese responsible for the stewardship of property, people and the environment, to promote joint activity;
- Develop and provide ongoing evaluation processes and analysis which will allow for periodic stewardship development progress reports
- Work with the Diocese on longer term financial development issues, bringing to bear the parish-level learnings from the GIFT Campaign
- Work in partnership with diocesan teams, and with other stewardship jurisdictions such as the Ontario Stewardship Network, other dioceses/faiths, and with General Synod

Specific Areas of Focus for 2015→2018

For the next three years, we have identified six areas of focus that will best help to fulfill our Vision and Mission outlined above:

1. Mentoring
2. Education and Resources
3. Evaluation
4. Communication/Technology
5. Financial Development
6. Relationship/Partnering with other groups in the Diocese and beyond

The following offers more detail on each area of focus and targets associated with each:

1. Parish Financial Stewardship Mentoring

Parish Financial Stewardship Mentoring is an existing program within the Stewardship Subcommittee. It has helped several parishes to move forward creatively in their respective stewardship journeys. The Subcommittee intends to retain and augment this role as resources and demand dictate.

Mandate: In general, mentoring can be described as a collegial relationship between individuals/groups that want to learn or develop new initiatives, and those who can provide the necessary guidance, support and knowledge to help them do so. On request, but under certain conditions, Stewardship Subcommittee will provide mentors to parishes in response to parish requests seeking to develop or expand a financial stewardship program, or promote more effectively a plan they have already developed.

Prerequisites/conditions for parish financial stewardship mentoring:

1. A formal request is made by the parish for assistance
2. The parish commits to conduct a parish financial stewardship audit
3. In the absence of a current parish vision, the parish commits to conduct a parish visioning exercise
4. In possible consultation with the Diocesan Parish Growth and Renewal Committee (PGRC), the Diocese concurs that the issue is indeed one of financial stewardship.

Goals of Financial Stewardship Mentoring:

The Stewardship Subcommittee seeks to:

1. Assign knowledgeable and experienced mentors to parishes when requested, to help these parishes build a culture of stewardship within their church
2. Encourage parishes to build a culture of stewardship both at the parish level and with each of their parishioners
3. Encourage parishes to share their experiences – e.g. in CrossTalk, newsletters, workshops, website, etc. for the benefit of all
4. Recruit future stewardship mentors from among persons who have actively participated in a Parish Stewardship program and who have the necessary skills, interest and credibility in mentoring practices or concepts.

Stewardship Subcommittee activities to achieve these goals will include:

1. Developing, maintaining and expanding a resource base of qualified mentors. It will do this by:
 - a. Identifying and developing new mentoring leaders at the diocesan level;
 - b. Identifying potential parish-based mentoring leaders. This will include identifying individuals who have given parish leadership to the Growing in Faith Together (GIFT) campaign. It will also involve examining and

incorporating, as appropriate, the “Lutheran Model” of such parish-based leadership whereby the expertise “is in the house” as leaders in each congregation emerge through experience with GIFT and ongoing stewardship efforts;

2. Enhancing the financial mentoring skills of these mentors in the areas of:
 - a. Visioning
 - b. Narrative budgeting
 - c. Every member visitations
 - d. Financial development planning and implementation

2. Education and Resources

Mandate: Parishes require high-quality, timely, and relevant stewardship development tools and resources if they are to develop and deliver effective stewardship programs tailored to their parish needs. Stewardship Subcommittee will make available to parishes a body of useful knowledge, materials, and associated tools to support their stewardship efforts at the parish level.

Educational and Resource Goals include:

1. Providing a variety of high-quality, relevant, and timely educational resources on stewardship development suitable for use by parishes;
2. Providing useful tools and processes which parishes can use to strengthen their financial stewardship programs

Stewardship Subcommittee activities to achieve these goals will include:

1. Making the best use of existing educational resources by:
 - a. Maintaining, and keeping current, resources already in place;
 - b. Maintaining a clear inventory of easily accessible resource materials for parishes, including:
 - i. Library resources at the diocesan office
 - ii. Web-based content located on the diocesan website
 - iii. Web-based content accessible via links to other vetted content locations
 - c. Monitoring the response to the existing TENS (The Episcopal Network for Stewardship) membership and associated resources; modify subscriptions as required
 - d. Ensuring a Facebook presence for Stewardship
2. Sourcing, vetting, introducing and announcing new parish-based stewardship educational resources as they become available to ensure that they are:
 - a. In both real and virtual formats
 - b. Managed effectively for relevance & currency
 - c. Relevant to the Anglican ethos

- d. Sensitive to the needs of parishes of varying demographics, requirements and desires.
 - e. Screened to reflect our current needs and to avoid overwhelming parishes with redundant information
3. Developing a stewardship training and educational plan for the diocese by:
- a. Establishing a “Speaker’s Bureau” of capable speakers available to provide stewardship sermons, presentations, etc. on request from parishes or other organizations.
 - b. Developing and conducting diocesan or parish-based conferences, workshops and seminars, or other educational events to deliver stewardship training and experience-sharing, and to help strengthen to profile of stewardship and inspire and motivate parishes
 - c. Attending select stewardship conferences and events offered in other jurisdictions to source new content, acquire new perspectives and approaches, and establish networking opportunities for future resource development and sharing.
 - d. Developing tools and processes in support of parish education such as bulletin inserts, newsletter templates, web-based training modules, stewardship chat line, etc
 - e. Coordinating with the Executive Archdeacon to develop stewardship education opportunities for priests, particularly those who are new or in the process of changing parishes
 - f. Undertaking a deeper understanding of training in stewardship offered to new clergy by our Theological Schools. Make recommendations concerning suggestions for enhanced stewardship training for theological students by partnering with National Church’s Resources for Mission and the Ontario Stewardship Network.
4. Providing periodic book reviews to promote qualified book resources

3. Evaluation of Stewardship (Diocesan and Parish-based)

Our ability to understand and assess the contribution of our stewardship efforts (at diocese and parish levels) depends on how well we measure the difference between where we started and where we are now. This requires a set of criteria that remain consistent so that progress may be effectively measured.

Mandate: We need to provide an effective program to fairly and meaningfully measure and analyse our progress in developing ourselves into true stewards of God.

Goals of Evaluation include:

1. To regularly measure parishes’ progress in implementing their financial stewardship development programs.

2. To identify parish educational needs and opportunities, based on direct parish feedback
3. To identify parishes' own perspectives on how their stewardship development is progressing
4. To help assess the overall impact of the Diocesan Financial Stewardship Program on parishes and the Diocese, and the strengths and weaknesses of Stewardship Subcommittee in meeting its goals
5. To help Stewardship Subcommittee determine its next steps, based on the identified strengths and weaknesses of its initiatives.
6. To report on the overall diocesan results to the Bishop and to other diocesan parties.
7. To maintain a confidential data base suitable for multi-year comparisons at the diocesan and parish levels
8. To develop our own evaluation of best practices, using evaluation tools developed by other Dioceses/churches, and to share our processes and tools with others.

Stewardship Subcommittee activities to achieve these goals will include:

1. Developing stewardship questions and using them in the annual diocesan parish reporting process. Analyzing the resulting 'Green Sheet' data, develop stewardship questions for parish consideration and analyze parish data "and collating them with other statistical information from parishes, ensuring confidentiality.
2. Analyzing the stewardship data to assess individual parish and diocesan stewardship development progress. Create annual year-over-year progress and comparison reports for the diocese as a whole and for individual parishes.
3. Sharing each parish report confidentially with the parish itself.
4. Communicating annual diocesan-level results via CrossTalk.
5. Reviewing evaluation reports with the Bishop, the Executive Archdeacon, and with individual deaneries for their ongoing use and reference.
6. Identifying parishes that seem to be reluctant to, or have difficulty in, embracing effective financial stewardship programming. In consultation with other diocesan groups such as PGRC, develop and implement a plan to reach out and offer assistance to these struggling parishes.
7. On request by the Bishop or Executive Archdeacon, providing customized statistical analysis reports for the Diocese or for specific parishes or deaneries.
8. With the approval of the Executive Archdeacon, providing statistical stewardship information to other authorized diocesan teams such as the Parish Growth and Renewal Committee (PGRC) for their use in assisting parishes.
9. On request from a parish, conducting an audit to determine its financial stewardship status and help it discern possible next steps in developing a parish-based financial stewardship program (subject to the prerequisites and conditions mentioned above on page 3)
10. Conducting periodic assessments of how well we are communicating our evaluation findings. Is our message being received and heard? Is it useful?

4. Communications

Mandate: The challenge facing the Stewardship Subcommittee is to communicate effectively with parishes and other diocesan groups to promote stewardship development, using diocesan and parish resources well. We are also called on to provide advice on program and resource availability, recognizing the variety of media that are currently in use across the diocese. Subcommittee will promote stewardship opportunities through various media to reach the appropriate parish leaders, in a timely, effective manner.

Our Communications Goal is to:

1. Make the very best use of existing and new communications resources to promote and share financial stewardship materials, advice, and guidance, with parish and diocesan users, in order to strengthen stewardship throughout the Diocese.

Stewardship Subcommittee activities to achieve these goals will include:

1. Increasing the communications skills available to the Subcommittee through recruiting a “Communications Leader” as a Subcommittee member, or hiring a summer student with these skills.
2. Developing a communications plan for stewardship development
3. Maintaining monthly Crosstalk stewardship articles
4. Maintaining and refreshing the diocesan stewardship website frequently to keep its information current and relevant, and encourage its repeated use
5. Re-initiating an electronic Stewardship Newsletter for monthly or bi-monthly distribution to clergy and parish stewardship officers, which would include notification of new stewardship resources on the Diocesan website.
6. Assessing current communicating methodologies and making alterations and improvements when identified.
7. Promoting “networking opportunity” mindsets, capabilities and workshops to foster sharing of successes, best practices, and recognition, and to support the development of parish-to-parish partnerships on stewardship projects.
8. As appropriate, assess the opportunities for emerging social networking tools such as Facebook or Twitter, to determine how best to use these media to communicate regarding financial stewardship development.

5. Financial Development

The Diocese of Ottawa has completed the ‘Active Phase’ of a multi-year financial initiative, Growing in Faith Together (GIFT), to address a variety of mission-related needs at the diocesan and parish levels. This campaign is a significant component in addressing the goals of the Diocesan Strategic Plan, and is entirely consistent with the Diocesan Stewardship Development Program. At present, most parishes are in the GIFT ‘Continuation Phase’, which refers to the four year period following the Active Phase.

The Bishop has recognized the need to monitor the Continuation Phase to ensure that pledges are honoured. In addition, he has noted the important need to look beyond the GIFT campaign at longer-term financial development issues that will face the Diocese. He has created the Bishop's Financial Development Panel to advise him directly in these matters. Representatives from Stewardship Subcommittee are members of this Panel.

Mandate of Stewardship Subcommittee: Stewardship Subcommittee is positioned to play a significant role in integrating its efforts with those of the Diocese, particularly in the context of the GIFT Continuation Phase and the Bishop's Financial Development Panel, described above. Stewardship Subcommittee must ensure that its activities are fully consistent with these two initiatives.

In this new financial context, Stewardship Subcommittee Goals are:

1. To provide continuing direct support to parishes engaged in the Continuation Phase of the GIFT Campaign, primarily through the mentoring role.
2. To systematically assess the 'learnings' acquired during the GIFT Campaign and ensure that ways are found to use these to inform parishes' regular financial stewardship initiatives;
3. To ensure that the parish-level experiences of the GIFT Continuation Phase are shared directly with both the Diocesan GIFT Team and the Bishop's Financial Development Panel, and inform its discussion of longer-term financial development issues.

Stewardship Subcommittee activities to achieve these goals will include:

1. Providing strong support to parish-level 'mentors' during the GIFT Continuation Phase, through provision of timely resources and advice,
2. Periodically following up with GIFT Continuation Phase mentors to gather their assessments of how the GIFT Continuation Phase is unfolding, and sharing this information with both the Diocesan GIFT Team and the Financial Development Panel;
3. Directly communicating/participating with the Financial Development Panel to ensure that parish-level GIFT experience is fully reviewed by the Panel;
4. Reviewing the parish-level GIFT experiences, and the tools/processes developed to support these, to determine how these can best be introduced into future diocesan financial stewardship initiatives;
5. Identify parish –level leaders who might be well placed to assist in any future Diocesan-level financial development initiatives.

6. Situating the Stewardship Subcommittee in a Wider Context

Within the Diocese of Ottawa, the Embracing God's Future Prayer has clearly identified the broad dimensions of stewardship. As noted, the Prayer refers to the use of our people and our property, as well as to how we treat our environment. It includes how we

welcome and integrate newcomers, as part of the process of adding to our human strengths.

The Stewardship Subcommittee must therefore situate its mandate clearly in this wider diocesan stewardship context and define its relationship with those Diocesan groups responsible for these other stewardship dimensions. Suggested relationships are suggested below.

Stewardship of Property:

Our understanding is that property-related issues fall within the purview of the Director of Mission, the Ven. Dr. Peter John Hobbs. The Stewardship Subcommittee will continue to act on this understanding and refer property-related issues to Dr. Hobbs and partnering where appropriate to meet parish needs and requests.

Environmental Stewardship:

Our understanding is that environment-related issues fall within the purview of the Diocesan Creation Matters committee, chaired by Randall Goodfellow. The Stewardship Subcommittee will continue to act on this understanding and refer environment-related issues to the Creation Matters committee and partnering where appropriate in response to parish requirements.

Stewardship of People, including Welcoming and Integration of Newcomers:

Givings on the offering plate reflect directly the number of people who give, as well as what they give. The number of people who give therefore can be seen as a stewardship issue, and practices to attract and retain givers can fall as financial stewardship issues. The Stewardship Subcommittee will identify where, organizationally, welcoming and integration fall within diocesan structures and will seek to partner where appropriate to enhance the ministry of hospitality in parishes, including mission-driven “radical” hospitality.

The Stewardship Subcommittee position is to be ready to work with the diocesan group responsible for Newcomer Welcoming and Integration to ensure that this critical aspect of parish ministry receives the attention it requires.

Beyond the Diocese of Ottawa

The Stewardship Subcommittee must continue to find opportunities to collaborate with other Anglican Dioceses and other Christian faiths, on stewardship questions or projects of common interest. Collaboration on conferences and workshops, and regular meetings to share experiences and plans, are key components of this process.

Revised by Stewardship Subcommittee, June 13, 2014