



## An on-going journey of discernment at St. Paul's Hazeldean Kanata

"Speak Lord, your servant is listening." 1 Samuel 3:10

At Vestry 2015, the parish undertook the initiative of discerning the long term direction of the church by beginning a Priorities and Development working Group (PDG).



*Called to a  
process and  
invited to a  
journey*



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## **Executive Summary**

### The process

The PDG identified current parish activities and examined them for themes and commonalities. They were then grouped into the following areas: 1. Personal Growth, Fellowship and Sustenance, 2. Outreach, 3. Our Building, 4. Our Money and; 5. Our People. Parishioners were asked to identify new ideas, search for themes and discuss their importance. Four focus group evenings were held to discuss each of the 5 areas described above. Each focus group had the same rough agenda including a review of the existing activities (what's working and what's not), brainstorming new ideas, prioritizing ideas and looking at the filters by which the PDG would recommend activities to Parish council.

The Priorities and Development Group (PDG) was given the mandate of looking 12 months or longer into the future and discerning where God is calling St. Paul's to go. Through a process defined by the group, the parish was asked to prayerfully consider what activities we are being challenged to undertake. The group was then to suggest the few focused activities that will help St. Paul's best fulfill its mission. This report is the culmination of this activity and will be presented for consideration to Parish council and Vestry 2016.



## The results

The sessions were successfully held and, on average, 15-25 people attended each session. From the 4 sessions, 50 existing activities were evaluated and 131 new activities were proposed. Participants were asked to prayerfully vote at the end of each session and list only 3 new activities they felt the parish was being called to develop and 3 existing activities they thought the parish should rethink or re-evaluate.

## The analysis

The ideas were grouped into 11 categories and ranked in order based on the number of votes they each received. The categories were: 1. Adult education, 2. Welcoming, integration and hospitality internally 3. Welcoming and hospitality externally, 4. Youth and families, 5. Seniors, 6. Pastoral care/prayer 7. Outreach, 8. Finances, 9. Communications, 10. Building and 11. Volunteers. The new activities were then further grouped based on similarities and a number of interesting themes emerged. These themes became potential programs that the Parish could implement and were prioritized based on the number of original votes they received.

## The recommendations

The programs proposed were as follows: Hiring a youth and families activity coordinator (69 votes), initiating a parish small group program (52 votes), initiating a volunteers program (27 votes), initiating a refugee program (66 votes) and initiating a seniors program (27 votes). Finally, the PDG drafted potential implementation of the programs based on the filters and priorities determined at each focus group session.

## The rationale

A focus on youth and families was determined as the most significant endeavor to be undertaken by the parish. Given that the organization of multiple youth and families based programs requires extensive coordination, it was felt by the PDG that this would be best accomplished with a full-time paid staff. Since the coordination of volunteer programs would also need to begin early on, the PDG proposed that the same staff person responsible for youth and families could also take on volunteer coordination. Developing small group ministry would ensure that new and existing parishioners are integrated and supported by close friends in the parish. Adult education, both in small groups and as a whole, would further our growth into the full stature of Christ. Ideally, the adult education in small groups and as a whole would complement and build upon each other. In addition to our internally-based activities focused on strengthening ourselves as a united body of Christ, we would reflect Christ externally by developing a coordinated program to integrate refugees from around the world into our community of Kanata and welcome them to our parish home.



## Existing Programs

Existing activities were also examined and votes were cast based on the need to “reevaluate the effectiveness of an activity” or “consider stopping an activity”. These results will require further deliberation and discussion in order to determine the best way to move forward. Nevertheless, the data gathered from the community indicated that the following activities should be reevaluated: 1. building and site maintenance, 2. gift campaign spending, 3. rentals, 4. volunteer soliciting techniques, 5. bulletin boards and communications and 6. volunteer open house. The need for building and site maintenance is a clear priority as parishioners seek to keep the worship space beautiful and functional. The gift campaign funds could be directed towards some of the new programs discussed above. Rentals are a great source of revenue, but could our facilities be either used more by parish programs or to raise our profile in the community? How we solicit, train and retain volunteers as well as a reevaluation of the volunteer open house is discussed as part of the coordinated volunteer program. Finally, communication strategies will need to be identified and implemented to help support the programs and mission of the church.

## Moving forward

This report discusses each of the recommendations in greater detail. The data from the session is presented in appendices for people to study and evaluate as a tool moving forward. The PDG was tasked with running this activity and identifying these programs. It will be up to the Parish and Parish Council to decide which of the activities are implemented and when. Finally, it is our hope and prayer that these recommendations will bring about positive change at St. Paul's. The future of St. Paul's ministry holds much promise and excitement. Please consider how God may be calling you to participate and respond with “speak Lord for your servant is listening”.

God Bless !!! Your Report Team:

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## **Recommendation 1 – Youth and young families**

### *The Need:*

The most significant theme coming out of this planning activity was that of meeting the needs of youth and families. In a world that is getting increasingly secular, where marriages are at jeopardy and where personal connections are becoming few and far between, it is more important now than ever before to be focusing on meeting the needs of our youngest parishioners. God Squad can frequently have low attendance. It is hard to find leaders and the leaders we do have are working hard to keep the programs exciting and engaging. Currently, there is no formal youth group outside of assisting with God Squad and the age range not being covered by God Squad is very broad in terms of maturity (Ages 10-18). In addition, a young families group was quite successful a number of years back at the church but has since stopped.

### *What can we do?*

Potential solutions to the identified need are twofold. The first involves encouraging parents to bring their kids and participate themselves in activities for families. The second involves finding someone to coordinate and participate in events. The idea of hiring a youth leader or ministry coordinator received 21 votes and you could argue that many of the other ideas could be accomplished by hiring such an individual. A big component of the solution in this area will involve creating the programs and inviting youth along. The reality that getting the programming correct the first time is very unlikely should be assumed. The programs should reflect interest of the youth that do come and be adapted and changed to stay interesting. A location should be set and the coordinator should come every time a meeting is scheduled regardless if youth come. The youth group could have social events designed to let the youth connect with each other and allow them to have fun while in a safe environment.

### *Recommendations*

1. Hire a part-time youth coordinator
2. Begin a youth group for ages 15-18
3. Begin a junior youth group for ages 10-14
4. Begin a family's with young children group
5. Hold youth services for youth



## **Recommendation 2 – Welcoming integration and hospitality**

### *The Need:*

The desire for creating connections amongst parishioners was clearly evident in the various sessions. Allowing people to share life with like-minded individuals is key to ensuring that we have a parish of engaged and supported individuals. Over the past decade, the concept of small groups has gained fairly widespread interest. When all the votes for activities were added up from the focus groups, the most voted for ideas were easily or best accomplished in a small group setting. The idea that parishioners are encouraged to form small groups whose function is to challenge, support, learn and share life amongst its members is very enticing. It covers off the focus group ideas presented related to integration, welcoming, education and can be the vehicle for outreach.

For example, the four most highly voted for activities under the category of welcoming, integration and hospitality include new parishioner orientation, smaller group opportunities, small group education and creating a sense of community. Feeling connected and having a sense of belonging are very strong tools to help us enrich our Christian lives. Small group education is an excellent way for groups to choose Christian education topics that best suit the smaller groups current needs and interests. This allows the education to be as meaningful as possible and to be coupled with the support required to best practice the lifestyle that emanates from the education. The closeness that comes from these shared experiences will give each small group member a sense of belonging and community we all crave.

Our enthusiasm for Small Group Ministry lies in the fact that it can be shaped and developed in a way that works for St. Paul's. From what we have read, Small Group Ministry may be developed in various ways, but there are some essentials that make it work very well.

Developing one or two small groups and letting them go would not fulfil the intent of Small Group Ministry. It takes widespread participation to change a church's culture, therefore, how and to whom you introduce the concept of Small Group Ministry is important. An investigation into the kinds of models and approaches to consider should be done in evaluating a model that would work best for St. Paul's.

With a coordinated approach, the education component of parish ministry could complement and expand upon the small group studies. Coordinating the topics that small group ministries



may be studying with the parish wide learning sessions could present an excellent opportunity for all parishioners to get the resources needed with the right level expertise.

### *Recommendations*

1. Investigate a method of implementing small group ministry
2. Outline the value, purpose and create a vision for the small group ministry in the parish
3. Setup small groups as a way of welcoming and connecting new parishioners
4. Coordinate the parish and small group education components to complement each other

## ***Recommendation 3 – Volunteer and Discipleship program***

### *The Need:*

Many companies and organizations over the years have made reference to human resources as being their most valuable asset. The same can be said of St Paul's. Without our professional paid staff, where would we be? Indeed, without the many volunteers from the parish who give selflessly so many hours of ministry each year, where would we be? Look around. We have approximately 60 separate ministries currently active at St Paul's covering our facilities management, our financial management, our spiritual needs, our outreach to our community and beyond, and our worship and praise to our God and Father. We have an excellent core of volunteers with the passion, knowledge, experience, and joy to deliver a huge amount of ministry throughout the year.

And yet, the appeal for more volunteers to step up to various new and existing ministry needs seems to be a constant challenge each week. Why is that so pronounced in a parish where we have in excess of 500 family/individual units to draw from? Why do parishioners sign up for volunteer activity and then not show up when scheduled?

There are likely many reasons but one significant identified gap at St Paul's is a lack of organized volunteer support mechanisms to coordinate, sustain and promote healthy volunteerism. Another gap may be the lack of understanding that volunteers within the church are really Disciples of Christ. Much as the early Disciples were influenced to follow Christ without reservation, so too are we called to follow Christ in the performance of our roles in the Church. This report suggests that volunteerism and discipleship in the context of serving God's will at St Paul's are synonymous.



The focus sessions last fall highlighted multiple areas where new approaches could be beneficial in enhancing the volunteer experience. The following has been derived from this input and relates to both our internal and external facing volunteer requirements.

### *What can we do?*

#### *Skills, Experience, Knowledge*

Initially, determining what skills, knowledge, and experience a potential volunteer has can be difficult. Some of us have a very precise knowledge and confidence about our own capabilities. Others are more vague about their capabilities either because they lack confidence or just have never thought seriously about it. For those in this category, there may be a significant reluctance to step forward for fear of the unknown or perhaps a fear of failure. The small group program, discussed in recommendation 2, can also help encourage small group members to have the confidence to see how they can use their gifts to give back.

One of the ways of addressing this issue is to conduct a skills and interest inventory of all parishioners. This will assist in identifying potential volunteers to fulfill ministry needs in areas where they feel more capable of succeeding. Before embarking on this avenue however, there will need to be a definitive plan in place on how to manage and utilize the data collected. No one wants to participate in this type of exercise just to see the results lie fallow on a shelf.

#### *Coordination*

Most volunteer activity at St Paul's tends to be focused solely within the purview of the ministry being exercised. Cross-ministry coordination is minimal if not totally absent. This shields existing volunteers from obtaining a larger picture of what's going on in other areas. Apart from causing disruption due to conflicts when they occur, the situation also minimizes constructive feedback concerning joint opportunities, and constricts volunteers to continuing on in their current roles when exposure to new opportunities may help to keep them challenged and invigorated rather than becoming stale.

#### *Training*

Investing in our volunteers as disciples is a mandatory requirement if we ever intend to grow and do God's work in Kanata. Training involves a plethora of ways of imparting knowledge and skill to those who are willing to donate their time. Not all training is formal like going to school or attending courses and seminars.

It can be as simple as having a good mentor or coach to shadow or walk with a new volunteer as they begin their role in a new activity. It can be helping people to understand that they



have unique skills to offer, whether practical or spiritual, that they may not think of as being valuable in a role at St Paul's. It can be a simple word of encouragement to those who are shy. It can be exposure to either our own volunteers at St Paul's or to guest speakers from other organizations / jurisdictions who perform volunteer work.

#### *Role Definition*

Volunteer positions should be defined in a way that allows for prospective volunteers to understand what's required of them (What skills? What knowledge? What experience? What time commitment? For how long? What outcomes are expected? What support is available?)

However, the role definition should not be so stringent that there is no room for creativity and role modification to suit ever changing needs. The volunteer role can be crafted to start small so that skills and experience grow with time. A finite timeframe is also useful to allow for role renewal and to avoid volunteer burnout. The volunteer should understand that he/she is undertaking a role that is important to the church, and that their effort is or will make a positive difference to the ministry involved.

#### *Support, Accountability, and Feedback*

A volunteer, once enlisted, deserves the periodic care and attention of parish leaders to ensure the role is being addressed as expected, and that there are no obstacles to diminish the effectiveness of the volunteer. Oversight in this fashion is non-threatening and catches looming issues before they become significant.

The volunteer should understand that they will be held accountable for their role. However, they should also understand that support, coaching, or mentoring is available when and if required. Other forms of support may be utilized to fit individual circumstances. For example, babysitting could be a solution to allowing a volunteer to exercise their role in a church ministry.

If a volunteer begins to have difficulty maintaining their volunteer commitments, a friendly and timely call from a church leader indicating that the volunteer has been missed, or enquiring about how things are going, or do they need any special assistance goes a long way to ensuring that they are encouraged and appreciated. Even just listening to a volunteer's stories and experiences can be rewarding.

#### *Appreciation*

Recognition of a volunteer's efforts is always a strong motivator whether done individually or in a more public fashion. It reinforces the importance of the role being performed as well as



the efforts of the volunteers who perform the role. When done publically, it also exposes the role to other potential volunteers making it easier to find “new blood” as ministries grow and shift priorities.

### *Awareness*

Sharing volunteer and discipleship success stories lets others see what is possible when they listen to God and embrace what he asking them to do. St. Paul's has a number of great volunteer success stories and has shared those in the past. Sharing more of them helps the parish recognize the excellent effort that goes into maintaining the Church and inspires new ideas about how parishioners can help.

### *Recommendations*

1. Conduct a parish inventory of skills and interests. Establish a plan for the management and utilization of the data collected
2. Invest in a volunteer coordinator to oversee a program of volunteer recruitment, training, ongoing support, and appreciation.
3. Begin an awareness campaign regarding the blessings and rewards associated with volunteering

## ***Recommendation 4 – Refugee sponsorship***

### *The Need:*

There is no doubt that the world has a serious refugee problem – and has had for a long time. What brings it to the forefront at this juncture is a severe migration of people from various parts of the mid-east and surrounding regions to escape persecution, injustice, war, and even genocide. Despite the extreme dangers involved in migrating to foreign lands, this approach is deemed less dangerous than remaining vulnerable and staying in their homelands. The media has assisted greatly in identifying and portraying the crisis to the world and influencing world leaders to get involved in finding solutions. The media has also capitalized, successfully, by utilizing horrific photos to generate emotion from the population at large.

And so we find ourselves focused on finding ways to bring a refugee family into Canada. This is a noble objective. And we are not without some experience in understanding how this might be accomplished, and what resources it would take to accommodate and integrate a



refugee family into our community. St Paul's has been a partner in the Kanata-Stittsville Refugee Committee for several years now successfully integrating two families.

### *What can we do?*

Our focus groups identified a significant amount of interest in addressing the refugee crisis. There was some hesitancy to independently support a refugee family with just our own resources but significant support for partnering with other parties through the use of targeted St Paul's resources. For example:

- Sharing human/financial, facilities with other partners
- Parish nurse or Outreach worker
- Mentoring Centre to provide educational opportunities
- Kitchen cooking & food preparation classes
- Operating a non-profit daycare
- Small outreach teams – an idea per month
- Housing unit facility (on/off site; with or without partnerships)
- Barn Raisers
- Information referral service

Many of these suggestions are supported by the Community Consultation exercise we undertook in late 2014. For example:

- New Canadians have difficulty integrating into Canadian Society, Canadian weather, and cultural norms. Providing assistance through programs to welcome them to the community, providing referral services as required, mentoring, education, health care, transportation, etc would be of significant benefit.
- A lack of Adult / parent literacy in language or functional skills results in lost employment opportunities, lack of awareness in identifying sources of help, inability to exercise parental oversight in multiple areas. A Mentoring Centre or Information Referral Service could assist.
- Seniors and Youth were both identified as high need. A refugee family may be comprised of Grandparents through to children. The needs of immigrant families will not stop with just the parents.
- Community services may be over-taxed, under-budgeted, or simply absent through lack of coordination. Assisting new families to gain awareness of what is offered and where would help immensely. Acting as mentors and champions to acquire the required services would be extremely helpful.



- Mental Health can suffer if isolation and frustration develop in new immigrant families. Oversight by volunteers to help avoid this type of problem would be very helpful and to provide rapid referrals for issues when they arise.
- Affordable housing will always be an issue for new immigrants who essentially arrive with nothing.

### *Other Considerations:*

#### *Resources*

Naturally, to accomplish any kind of refugee support will require assessment of resources that St Paul's could offer. Such resources would take into account financial ability, human resources (professional and volunteer), and facility space (functional and available).

Resources would not necessarily be required to come only from St Paul's. Partnerships with other parishes or groups may provide the leverage required to be successful. Caution should be exercised to ensure that we do inadvertently overlap with other group's efforts or become an extension of a government sponsored program.

#### *Sustainability*

Whatever we decide to do, we need to ensure that we are in for the long term. Bowing out of our commitments mid-way through a refugee sponsorship program would be devastating to the family involved, an abandonment of our Vision to serve our community, and disrespectful of any partnerships we may have developed.

#### *Our Outreach*

The plight of refugees is not new. Many thousands if not millions will never be able to come to Canada under a sponsorship program. Aid agencies (e.g. PWRDF) work non-stop to keep refugee camps going with food, medical aid, and basic human needs. The need is great and increasing. We cannot afford to lose sight of the big picture while changing focus to a local opportunity.

#### *The Plan*

Clearly we must develop a plan before we proceed that will take into account the magnitude of the effort, the resources, and the time required to fulfill our obligations. This would also include an assessment and integration of other diocesan and ongoing operational commitments.



## *Recommendation*

The level of interest in Refugee sponsorship of some kind was clearly evident in our focus groups. It is an area we believe should be explored fully. In our mind, the interest stopped short of full “go it alone” sponsorship. However, this is not to say that an educational program about how a refugee sponsorship could be established with an outline of expected resources and timeframes could not influence St Paul's to adopt an additional refugee family on our own.

- Provide parish education on what might be involved including resources and duration.
- Define what we can offer in the way of finances, human resources, and facilities
- Assess possible partnerships taking into account the Community Consult outcomes.
- Encourage volunteerism with small group activities (described above)
- While local sponsorship is currently the major focus, let's be sure that we do not neglect the many refugees still located in camps who cannot, or choose not to, come to Canada.

## *Is this a fit for St Paul's?*

Using our Filters developed throughout the focus group sessions, we believe refugee sponsorship is completely in line with our intent.

- It received a high degree of interest
- It clearly caught the attention of many
- There clearly is a physical need – and engaging in sponsorship may well have spiritual benefits
- We have significant resources
- An able demonstration of faithfulness
- True to our Mission / Vision
- Relevant
- Will most definitely make a difference



## **Recommendation 5 – Seniors program**

### *The Need: Tis Better to Give and to Receive*

The above title more accurately reflects the roles that Seniors have at St. Paul's Church than the more common quote from the Bible. A few examples would include the 9:15 Choir, the Quilting Group, the Altar Guild, and the number of Seniors involved with the weekly staging of the Afternoon Out Program. These people definitely reflect the dual role of being givers and receivers.

Financial support for the delivery of the wide range of programs (inreach and outreach) at our church has a high dependency rate on Seniors.

Looking beyond the current year and as far ahead as at least 2020, Seniors need to be included in an all-parish inventory exercise that identifies individuals' experiences, skills, and spiritual strengths. A recommendation regarding training for volunteers was covered previously under recommendation 3. It is likely that Seniors' life experiences would reduce the amount of training required for them to fill many of the volunteer roles at St. Paul's.

### *What can we do?*

During the course of the four sessions, the following were some of the Seniors' topics for consideration by our Parish's leaders:

- 1- A bus that could be used in support of the Thursday PM program or for Seniors' "Day away" excursions.
- 2- Accessibility issues are likely to affect the involvement of Seniors as givers or receivers at our church. For example, lack of normal elevator service is at least an irritant, and at most, an inhibitor of Seniors' involvement.
- 3- Advocate for CO-OP Housing, for Hospice Care, and for rides to and from medical appointments.
- 4- Planned Giving
- 5- Grief Counseling



## **Existing program – Re-evaluation of existing ministries**

### *The Need:*

It is a common human trait to become comfortable in our “old shoes”. We may become complacent. We tend to resist change, become more close-minded, or ignore new opportunities and changing needs. Our focus becomes “the need” to fill rather than those we minister to. When the ministry work we do becomes irrelevant, what happens? Who notices? Who cares?

That is not to say that our ministries necessarily change frequently in scope or importance. Many of our ministries at St Paul's have been underway for a very long time and will continue as important needs for the foreseeable future. How then to know and understand the needs in the numerous ministries we undertake?

There were various suggestions for re-evaluation of existing ministries during the focus group sessions last fall. Many were oriented to ministries associated with finances and facilities, particularly in the area of budgets, capital projects, and financial campaigns. In addition, a large number of inputs were focused on volunteers and their utilization, a reflection of the concern for existing situations which also carried over strongly into the same general subject areas within the new ideas input.

The identification of a contingency fund to address future Capital Repair Projects was noted. This is a legitimate way of addressing what we know to be upcoming facility repair costs. In fact, the clerestory roof repairs last year are a testament to this identified need. This direction of resources would, of necessity, require the reduction of available resources for mission and ministry. Such reductions could impact the availability of professional resources, and the funds required to meet either existing or proposed new ministry deliveries. The tension between these two needs is real given that we do not have sufficient financial capacity to cover both.

We have been blessed at St Paul's with an unprecedented level of Parish support for our new building. From a \$3.3M initial cost, we now owe less than \$600K. Nothing short of amazing – a true gift from God. The GIFT campaign contributed \$300K to this accomplishment. But what next? Diocesan benevolence has offered us an interest free mortgage now for over 10 years. This mortgage interest forgiveness is scheduled to end in 2017 at the end of the GIFT Campaign. The potential impact will add some \$23K to our annual operating budget. What



will this mean to our ability to deliver ministry and retain vital human resources such as clergy and administrative staff? What can we do?

With the oversight of Parish Council and Corporation, every ministry should periodically be reviewed with the intent of identifying whether the ministry is still relevant (i.e. meeting a specific and current need). As well, the ministry review results should be positioned in context with all other identified ministry needs to ensure that the expenditure of resources, be they financial or human, are in line with current parish priorities. Also, the composition of the ministry team and its leaders should be reviewed to ensure that long term tenure of resources is not hindering the open flow of new ideas and new volunteerism.

We also need to continually reassess our priorities regarding delivery of ministry in all its professional and volunteer aspects vs building and facility requirements vs the availability of financial resources.

## *Recommendations*

### *1. Financial Campaigns and Fundraising*

- a. Notwithstanding that this report may be a catalyst to establish the current parish priorities for mission, ministry, capital/operational spending, and resource deployment, maintain an ongoing information flow and dialogue with the parish to keep priorities visible and consistent with parish vision and mission. This will also promote parish engagement to offer up the resources necessary to fulfill the needs when identified.
- b. Clearly differentiate and educate the parish regarding the purpose of Fundraising and Capital Financial Campaigns
- c. Link projects and ministries being fulfilled to the source of the resources (e.g. GIFT, a fundraiser, a memorial gift, a volunteer (or group of volunteers, a professional resource, etc). Specifically, communicate where and how the excess (achieved over target) GIFT funds will be deployed.
- d. Fundraisers are both a financial tool and a hospitality tool. Provided that there is willing and able/sufficient leadership, and that there is a specific, pre-authorized recognition from Corporation regarding where any revenues should accrue, fundraisers should be encouraged and supported

### *2. Budgets*

- a. Maintain current budgetary controls (no spend without funds available)



- b. Maintain current annual budget build and approval process. Ministry leaders (professional and volunteer) must take ownership of budgetary requests and management. Transparency is vital to the credibility of this ministry.

### 3. *Facilities and Building*

- a. Multiple focus group inputs suggested the establishment of a contingency fund to accommodate future capital project costs. However, this report team respectfully suggests that such a fund would detract from the ability of St Paul's to fulfill its Mission and Ministry Vision. It comes down to this: People will give to that which spiritually appeals to their current conscience. Putting money in the bank for a rainy day does not normally qualify in this context. Giving to support an immediate, visible need (e.g. a refugee family) does. When and if we need funds to replace a roof or furnace, a directed appeal has always provided us with the required resources. We do not recommend that a contingency fund be established in place of enhanced delivery of required mission and ministry.

### 4. *Rentals*

- a. Inasmuch as rentals provide a source of much-needed revenue for the church, an approach that allows for optimization of rental revenues consistent with our delivery of ministry goals is recommended.
- b. Specifically, the provision of A/C for the hall as identified as part of the Case for Support` for St Paul's GIFT Campaign should be considered consistent with the opportunities to enhance rental revenues and the opportunity to enhance or create other ministries.

### 5. *Mortgage Reduction*

- a. In view of the excess GIFT funds over target, reconsider whether a portion of this excess might better be used to reduce principal capital in order to reduce future operational costs (specifically interest charges) and protect our ability to continue delivering exceptional ministry and offer new or enhanced ministry within the operational budget.

### 6. *Communications*

- a. Communications is a vital aspect of maintaining and growing a viable parish and creating and delivering meaningful ministry. And perhaps one of the most significant challenges the parish faces given the variety and complexity of the



mediums available and the diversity of parishioner interests. Establish an overall communications strategy and plan to optimize the gain for the effort and resources required.

- b. We enthusiastically applaud the recent initiatives to expand our communications capabilities through new technology. Notable examples include worship service projection, webcasting, electronic bulletin board, and our web site. To be relevant to younger generation parishioners and potential newcomers, continue to embrace and experiment with opportunities within such environments as social media and new technologies to expand our reach.
- c. While devoting effort towards new technology is necessary, such effort should not come at the total expense of abandoning what works at present for current parishioners who may not be able, or have a desire to, participate in everything new. Any decisions regarding what to adopt, what to retain, and what to discard as suitable communication tools should be data driven. The parish should utilize survey techniques afforded by new technologies to assist in the determination and relevance of various opportunities. Such determinations can also be enhanced through survey techniques in almost all ministry areas.
- d. While new technologies offer much value in enhancing our ability to communicate information, do not forget that we are a community of people. Provide opportunities beyond Sunday Worship to get together, face-to-face, and really get to know one another whether for a social gathering, for a learning educational event, for prayer, or for a business meeting. Do not devolve into a texting between pews on Sunday morning to greet one another.

## Conclusion

The report team would like to acknowledge with deep appreciation all those who participated in the 4 focus sessions last fall. Your contributions enormously assisted us to compile this report as a tool to guide your Parish Council and Corporation in their duties going forward. We have attempted as much as possible to subvert our own biases when crafting the recommendations. We apologize if we have erred in any way towards this end.

In some respects, events have overtaken the timeliness of this report. St Paul's is already embarking on a refugee sponsorship program. Praise God! Two Mission trips have already been introduced and are actively seeking fundraising. Praise God! Nevertheless, the



overarching summation of focus group inputs remains significant in the determination of next steps for St Paul's as it continues to move forward with its Mission and Ministry in Kanata.

The recommendations contained herein are in no order of priority and provide no definitive answers to where St Paul's needs to be focused going forward. This is very much a series of decisions based on the Corporation and Parish Council deliberations – and ultimately Vestry. And it is clear that resources available will always curtail what we may desire.

Rather, this report provides a snapshot of the most important issues currently in play with our parishioners and a guide on how to approach and address these issues. Many of the issues are very much interdependent with each other. For example, the evolving Refugee ministry will require substantial volunteer effort and financial resources. It will involve commitment and expertise from all age groups and from both new and longer term parishioners. Immediately one can see the linkage within all 5 of this report's recommendations as well as the re-evaluation within existing ministries. The key will be to optimize our path forward by incorporating relevant elements from some or all of the listed recommendations in the development and execution of new ministry.

St Paul's is a wealthy parish! We have talent. We have financial resources. We have disciples and volunteers. We have dedicated professional resources. We have a history of successful ministry delivery within our community and beyond. We have motivation!

Our challenge is to channel these capabilities into a cohesive approach to serving God in Kanata and the world beyond. May God's Grace inspire us to do more than we, ourselves, dare to ask or imagine! And to be totally open to what God is calling us to do!



Appendix 1 – Focus group 1

Personal Growth, Fellowship and Sustenance

Existing Activities	Votes		
	Rethink	go	Sum
Chicken BBQ	2		2
Coffee hosts	2		2
Communications	2		2
Christian education	1		1
God Squad and Children's ministries	1		1
Healing prayer	1		1
Nursery	1		1
Pastoral care	1		1
20's and 30's group			0
Adult education			0
Christmas Bazaar			0
Curling			0
Cursillo			0
Men's ministry			0
Meditation			0
Prayer chain			0
Quilters			0
Wednesday Morning Eucharist & Bible study			0
Youth			0



New Ideas	Votes		
	rethink	go	sum
New parishioner orientation – intentional welcome and retention strategies – connecting people	3	7	10
Youth Programs; 20's and 30's, retention of you post confirmation		8	8
Hiring a Youth ministry coordinator	3	4	7
Workshops on Christian Life – to accommodate changing lifestyles	1	6	7
Anglican Youth Organization – for fellowship and service	1	5	6
Pastoral Care - (continue – expand)	6		6
Small group education & awareness & development	4	2	6
God Squad: Make more relevant to different ages		5	5
Healing Prayer (Continue – Expand)	3	2	5
Annual mission trips	3	1	4
Families with young children support group	2	2	4
Less “busy” activities – more program depth		4	4
Seniors excursions	1	2	3
Training for developing youth leadership		3	3
More music based events	3		3
Grow our leaders	1	2	3
More feedback and communication to questionnaires, etc	3		3



New Ideas	Votes		
	rethink	go	sum
Training for grief – counseling	1	2	3
Meditation group (Continue – expand)	3		3
Seniors transportation - (Rent/ buy our own bus)		2	2
Prayer meditation (more private) room		2	2
Prayer Box – more awareness to use & expand	2		2
Local Mission work (Parking Lot to Outreach focus group)	1	1	2
Fellowship activities – continue –expand	1	1	2
Youth services		1	1
Memorial prayers	1		1
Healing services	1		1
Barn-raisers		1	1
Parish Nurse to service parishioners and the community			0
Raising the profile of the church effectively			0

## Appendix 2 – Focus group 2

### Outreach

Existing Activities	Votes		
	Rethink	Go	Sum
Men's Ministry	1	1	2
PWRDF		2	2
Evangelism	1		1
Food Cupboard	1		1
Healing Prayer	1		1



Existing Activities	Votes		
	Rethink	Go	Sum
Pastoral Care (Lay)	1		1
Refugee Team	1		1
Chicken BBQ			0
Christmas Bazaar			0
Cursillo			0
Hospitality			0
Pastoral Care (Clergy)			0
Seniors' Afternoon Out program			0

New Ideas	Votes		
	Rethink	Go	Sum
Discerning the role of the church	2	6	8
Support street ministry in Kanata and down town	7	1	8
Assess community needs	1	5	6
Refugee sponsorship	1	5	6
Connect with community ministries (awareness)		5	5
Group participation in community events	3	2	5
Adult mission trip program	3	2	5
Youth Church services	2	3	5
Advocates for seniors - for doctors' appointments (rides & help)	2	3	5
Youth mission trip program	1	3	4
Parish Nurse (carry forward)	1	2	3
Drop-in for youth		3	3



New Ideas	Votes		
	Rethink	Go	Sum
Affordable COOP senior housing	1	2	3
Reaching youth through schools (gr -)		3	3
Outreach worker – consultant or worker	1	2	3
Share human/financial/facilities with other parishes (partnerships)	1	2	3
Individual support in the community		3	3
Community cooking class (with food bank)	1	2	3
Running a Not-for-profit daycare	3		3
Babysitting services (short-term)	3		3
Local Mission work – carry forward		2	2
Information referral service (social service – welcome to community)	2		2
Contact with politicians – eg. Laurette Glasgow (local and national)	1	1	2
Field trips, guest speakers	1	1	2
Seniors ministry (many ways)	1	1	2
Small outreach teams – different idea each month	1	1	2
Haven-like youth program		2	2
Homework club		2	2
Seniors transportation (bus) – carry forward		1	1
Alpha (mind over heart)		1	1
Conscience of country		1	1
Support for families and singles		1	1
Connect with local hospice		1	1



New Ideas	Votes		
	Rethink	Go	Sum
Fostering/subsidizing daycare	1		1
Barn raisers – carry forward			0
Day away for seniors			0
Host/plan community events (eg. BBQ, thanksgiving dinner)			0

### Appendix 3 – Focus group 3

#### Our Building

Existing Activities	Votes		
	Rethink	Go	Sum
Building and Site Maintenance-inside	9		9
Capital projects	5		5
Rentals	5		5
Tech Team	2		2
Office Admin	2		2
Gardening	1		1
Men's Ministry	1		1
Building and Site Maintenance-outside			0
Webmaster			0
Custodial			0

New Ideas	Votes		
	Rethink	Go	Sum
Marketing – community awareness of what we have to offer via facilities	8		8
Purpose drives facility	5		5
Air conditioning (program via GIFT)	4		4
Centralized, visible, accessible information station	4		4
Community consult input	4		4
Coffee house for anyone	4		4

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New Ideas	Votes		
	Rethink	Go	Sum
Youth/young adult church/worship services	4		4
Preventive maintenance	3		3
Maintenance & repair emergency fund	3		3
Engineering audit space and environmental	3		3
Identify asset life cycle	3		3
Kitchen cooking and food prep classes	3		3
Dedicated personal meditation room	2		2
Lounge / internet cafe	2		2
Youth hostel / mission (overnight – homeless / visiting)	1		1
Additional parking lot lighting	1		1
Worship space beautification	1		1
Housing unit facility partnership (on site or off)	1		1
Haven-esque youth group drop-in	1		1
Rose window			0
Aerial expandable ladder			0
Brass candelabra on Altar			0
Relocate stained glass windows			0
Adjust insurance deductible			0
Hall			0
Audio-visual			0
Info centre video			0
Mentoring centre / education eg: refugees			0
More classroom space			0
Kitchen mods			0
Expansion up? Out?			0
Rentals			0
Dinners			0
Media variety			0
Drop-in childcare			0
Weekly childcare (profit or not)			0
Community hot tub			0



## Appendix 4 – Focus group 4

### Our Money

Existing Activities	Votes		
	Rethink	Go	Sum
GIFT Campaign	7		7
Rentals	5		5
Fundraisers	5		5
Budget Mgt	4		4
Bequests	2		2
Treasurer	1		1
Envelope & Plate Offerings			0
Envelope Secretary + Counters			0

New Ideas	Votes		
	Rethink	Go	Sum
Youth pastor / coordinator	9		9
Set up a contingency fund	8		8
Sinking fund for asset replacement	5		5
Planned giving	5		5
Bus	5		5
GIFT Program	2		2



## Appendix 5 – Focus group 5

### Our People

Existing Activities	Votes		
	Rethink	Go	Sum
Cold spot / warm body	6		6
Bulletin Boards & Sign-up lists (e.g coffee hosts)	6		6
Volunteer Open House in September	4	1	5
Request for volunteer help via bulletin, announcements, etc	2		2
Annual Nomination Committee	1		1
Personal ask			0

New Activities	Votes		
	Rethink	Go	Sum
More small group opportunities		6	6
Volunteer coordinator team		4	4
Sense of community in order to attract volunteers		4	4
Hire HR / Communications manager	3	1	4
Set volunteer expectations – mission related, time, duration, - formal vs informal	1	2	3
Training of leaders	1	1	2
Practical gift inventory	1	1	2
Praise and thanks to volunteers		2	2
Volunteer coordinator – activity director	1	1	2
Encourage fellowship – extracurricular within ministry		2	2
Skills inventory survey	2		2
Search out other partnerships	1	1	2
Spiritual Gift inventories		1	1
Minitalks on personal ministries		1	1
Defined volunteer end date – not a life	1		1



New Activities	Votes		
	Rethink	Go	Sum
sentence			
Educate gatekeepers – be open to new ideas		1	1
Education and exposure to volunteer activity – interest and means		1	1
Raising awareness		1	1
Longer term intention	1		1
Sustain new volunteers – trickle up		1	1
More contact btwn activity and corporate leaders and volunteers		1	1
Fellowship opportunities	1		1
How to energize people	1		1
Ministry recipe card per ministry		1	1
Ensure “willing to serve” volunteers are used – do not exclude if “not needed”. Find options		1	1
Follow up on leaving / absent volunteers and leaders – exit interview?		1	1
Clear job descriptions			0
Outside speakers for volunteers			0
Babysitting for volunteers			0
Delegate leadership – no micro management			0
Media opportunities			0
Qualifiers			0
Accessible			0
Ways and means			0
Ministry meetings on needs – coordination			0
Skills inventory			0
New volunteers start small and grow			0
Annual appreciation			0
Skills			0
Training			0
Communications to define task			0
Skills survey inventory			0



New Activities	Votes		
	Rethink	Go	Sum
Re-evaluate job descriptions			0
Ministry best practices meetings			0
Feedback loop improved			0
Missed ministry			0
Seen then not seen			0
Leverage other groups through prayer, finance etc			0

Appendix 6 – Combination, sorting and identification of different groups for all ideas

New Ideas	Rethink	Go	Sum	Categories	Category focus	Votes for focus	Focus Sum
Youth pastor / coordinator		9	9	Youth and families	Hiring a full-time staff person to coordinate all youth and family focused activities	9	69
Youth Programs; 20's and 30's, post confirmation: Retain		8	8	Youth and families		8	
Hiring a Youth ministry coordinator	3	4	7	Youth and families		7	
Anglican Youth Organization – for fellowship and service	1	5	6	Youth and families		6	
God Squad: Make more interesting		5	5	Youth and families		5	
Youth Church services	2	3	5	Youth and families		5	
Families with young children support group	2	2	4	Youth and families		4	
Youth mission trip program	1	3	4	Youth and families		4	
Youth/young adult church/worship services		4	4	Youth and families		4	
Training for developing youth leadership		3	3	Youth and families		3	
Drop-in for youth		3	3	Youth and families		3	
Babysitting services (short-term)	3		3	Youth and families			

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New Ideas	Rethink	Go	Sum	Categories	Category focus	Votes for focus	Focus Sum
Reaching youth through schools (gr K-9)		3	3	Youth and families		3	
Haven-like youth program		2	2	Youth and families		2	
Homework club		2	2	Youth and families		2	
Youth services		1	1	Youth and families		1	
Support for families and singles		1	1	Youth and families		1	
Haven-esque youth group drop-in		1	1	Youth and families		1	
Youth hostel / mission (overnight – homeless / visiting)		1	1	Youth and families		1	
Assess community needs - Community consult	1	9	10	Outreach	Support refugee families	10	66
Support street ministry in Kanata and down town	7	1	8	Outreach			
Refugee sponsorship - Mentoring centre / education	1	5	6	Outreach		6	
Coffee house for anyone - Lounge / internet café		6	6	Outreach		6	
Kitchen cooking and food prep classes (with food bank)	1	5	6	Outreach		6	
Connect with community ministries (awareness)		5	5	Outreach		5	
Adult mission trip program	3	2	5	Outreach		5	
Annual mission trips	3	1	4	Outreach		4	

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New Ideas	Rethink	Go	Sum	Categories	Category focus	Votes for focus	Focus Sum
Running a Not-for-profit daycare, Drop-in childcare, Weekly childcare (profit or not),Fostering/subsidizing daycare	3	1	4	Outreach		4	
Parish Nurse (carry forward)	1	2	3	Outreach		3	
Outreach worker – consultant or worker	1	2	3	Outreach		3	
Share human/financial/facilities with other parishes (partnerships)	1	2	3	Outreach		3	
Individual support in the community		3	3	Outreach			
Local Mission work	1	3	4	Outreach		4	
Small outreach teams – different idea each month	1	1	2	Outreach		2	
Search out other partnerships	1	1	2	Outreach		2	
Information referral service (social service – welcome to community)	2		2	Outreach		2	
Barn-raisers		1	1	Outreach			
Housing unit facility partnership (on site or off)		1	1	Outreach		1	
Teaching on Christian Life – to accommodate changing lifestyles	1	6	7	Adult Education	Small Group - integration, education, shared outreach	7	52
Small group education & awareness & development	4	2	6	Adult Education		6	
Less “busy” activities – more program depth		4	4	Adult Education		4	
Grow our leaders	1	2	3	Adult Education		3	
Field trips, guest speakers	1	1	2	Adult Education			
Training of leaders - Spiritual	1	1	2	Adult Education			
Mini-talks on personal ministries		1	1	Adult Education		1	
Alpha (mind over heart)		1	1	Adult Education			

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New Ideas	Rethink	Go	Sum	Categories	Category focus	Votes for focus	Focus Sum
New parishioner orientation – intentional welcome and retention strategies – connecting people	3	7	10	Welcoming, Integration and Hospitality	Welcoming, Integration and Hospitality	10	
More small group opportunities		6	6	Welcoming, Integration and Hospitality		6	
Small group education & awareness & development	4	2	6	Welcoming, Integration and Hospitality		6	
Sense of community in order to attract volunteers		4	4	Welcoming, Integration and Hospitality		4	
More music based events	3		3	Welcoming, Integration and Hospitality			
Kitchen cooking and food prep classes		3	3	Welcoming, Integration and Hospitality			
Fellowship activities – continue –expand	1	1	2	Welcoming, Integration and Hospitality		2	
Encourage fellowship – extra curricular within ministry		2	2	Welcoming, Integration and Hospitality		2	
Fellowship opportunities	1		1	Welcoming, Integration and Hospitality		1	
Host/plan community events (eg BBQ, thanksgiving dinner)			0	Welcoming, Integration and Hospitality			
Feedback loop improved – Small Group ,missed ministry, seen then not seen			0	Welcoming, Integration and Hospitality			
Group participation in community events	3	2	5	Welcoming and Hospitality to the community			5
Information referral service (social service – welcome to community	2		2	Welcoming and Hospitality to the community		2	

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New Ideas	Rethink	Go	Sum	Categories	Category focus	Votes for focus	Focus Sum
Bus		8	8	Seniors	Focused Seniors ministry	8	27
Pastoral Care-(continue – expand?)	6		6	Seniors		6	
Advocates for seniors - for doctors' appointments (rides & help)	2	3	5	Seniors		5	
Affordable COOP senior housing	1	2	3	Seniors		3	
Seniors excursions	1	2	3	Seniors		3	
Seniors ministry (many ways)	1	1	2	Seniors		2	
Day away for seniors			0	Seniors		0	
Healing Prayer (continue – Expand?)	3	2	5	Pastoral Care/ Prayer	Tweaks to existing process to improve them.	5	16
Training for grief – counselling	1	2	3	Pastoral Care/ Prayer		3	
Meditation group (Continue – expand?)	3		3	Pastoral Care/ Prayer		3	
Prayer boxes - more awareness and use & expand	2		2	Pastoral Care/ Prayer		2	
Memorial prayers (continue – expand?)	1		1	Pastoral Care/ Prayer		1	
Healing services	1		1	Pastoral Care/ Prayer		1	
Connect with local hospice		1	1	Pastoral Care/ Prayer		1	
Set up a contingency fund - Maintenance & repair Emergency fund		11	11	Finances	"Giving campaign" tied to mission/direction/activities	11	29
Sinking fund for asset replacement		5	5	Finances		5	
Planned Giving		5	5	Finances		5	
Paying down the debt		3	3	Finances		3	
Identify asset life cycle		3	3	Finances		3	
GIFT Program		2	2	Finances		2	
Adjust insurance deductible			0	Finances		0	
Promote more Rentals			0	Finances		0	

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New Ideas	Rethink	Go	Sum	Categories	Category focus	Votes for focus	Focus Sum
Marketing – community awareness of what we have to offer via facilities - Raising awareness		9	9	Communication	Enablers to reach program goals	9	27
Discerning the role of the church	2	6	8	Communication		8	
Small group education & awareness & development	4	2	6	Communication		6	
Centralized, visible, accessible information station, Ministry Recipe card per ministry, media variety (social, internet, personal, paper)		5	5	Communication		5	
Hire HR / Communications manager	3	1	4	Communication		4	
More feedback and communication to questionnaires, etc	3		3	Communication		3	
Contact with Thought Leaders – eg Laurette Glasgow (local and national) - Conscience of country	1	2	3	Communication		3	
Raising the profile of the church effectively			0	Communication		0	
Purpose drives facility		5	5	Building	Enablers to reach program goals	5	21
Air conditioning (program via GIFT)		4	4	Building		4	
Preventive maintenance		3	3	Building		3	
Engineering audit space and environmental		3	3	Building		3	
Prayer meditation (more private) room		2	2	Building		2	
Dedicated Personal meditation room		2	2	Building		2	
Worship space beautification		1	1	Building		1	
Additional parking lot lighting		1	1	Building		1	
Rose window			0	Building		0	
Aerial Expandable ladder			0	Building		0	
Brass candelabra on Altar			0	Building		0	
Relocate stained glass windows			0	Building		0	

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New Ideas	Rethink	Go	Sum	Categories	Category focus	Votes for focus	Focus Sum
More classroom space			0	Building		0	
Kitchen mods			0	Building		0	
Expansion up?Out?			0	Building		0	
Community Hot tub			0	Building		0	
Hall			0	Building		0	
Audio-visual			0	Building		0	
Inventory - Practical gift inventory, Skills inventory survey, Spiritual Gift inventories, Skills survey inventory - list must be accessible	1	1	5	Volunteers	Intentional volunteer activity	5	27
Volunteer coordinator team		4	4	Volunteers		4	
Set volunteer expectations – mission related, time, duration, - formal vs informal	1	2	3	Volunteers		3	
Volunteer coordinator – activity director	1	1	2	Volunteers		2	
Defined volunteer end date – not a life sentence	2		2	Volunteers		2	
Training of volunteer leaders	1	1	2	Volunteers		2	
Annual appreciation - Praise and thanks to volunteers		2	2	Volunteers		2	
Mini-talks on personal ministries		1	1	Volunteers		1	
Education and exposure to volunteer activity – interest and means		1	1	Volunteers		1	
Educate gatekeepers – be open to new ideas		1	1	Volunteers		1	
More contact between the activity coordinators and corporate leaders		1	1	Volunteers		1	
How to energize people	1		1	Volunteers		1	
Sustain new volunteers – trickle up		1	1	Volunteers		1	

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New Ideas	Rethink	Go	Sum	Categories	Category focus	Votes for focus	Focus Sum
Ensure "willing to serve" volunteers are used – do not exclude if "not needed" Find options		1	1	Volunteers		1	
Outside speakers for volunteers			0	Volunteers		0	
Feedback loop improved – volunteer, missed ministry, seen then not seen			0	Volunteers		0	
New volunteers start small and grow			0	Volunteers		0	
Leverage other groups through prayer, finance etc.			0	Volunteers		0	
Ministry best practices meetings			0	Volunteers		0	
Clear job descriptions that are re-evaluated- Communications to define task			0	Volunteers		0	
Babysitting for volunteers			0	Volunteers		0	
Delegate leadership – no micro management			0	Volunteers		0	
Ministry meetings on needs – coordination			0	Volunteers		0	



## *Appendix 7 – Filters used to choose the votes and select the focus*

1. Frequency of mention – volume of similar inputs
2. Passion and Focus
  - a. Who is excited? – about what?
  - b. Individual and/or corporate
3. Identified **need**
  - a. Spiritual
  - b. Physical
4. Available Parish Strengths and Gifts
5. Faithfulness
  - a. Availability of Resources (Physical – People)
  - b. Stewardship?
  - c. Commitment?
  - d. Responsibility
  - e. Duration needed
6. True to St Paul's Vision and Mission?
  - a. Offers hope
7. Making St Paul's "whole"- our stewardship of mission –
  - a. What is God asking of us/ calling us to do?
  - b. Relevance
8. Will this make a difference?
  - a. To our Community?
  - b. To the World?