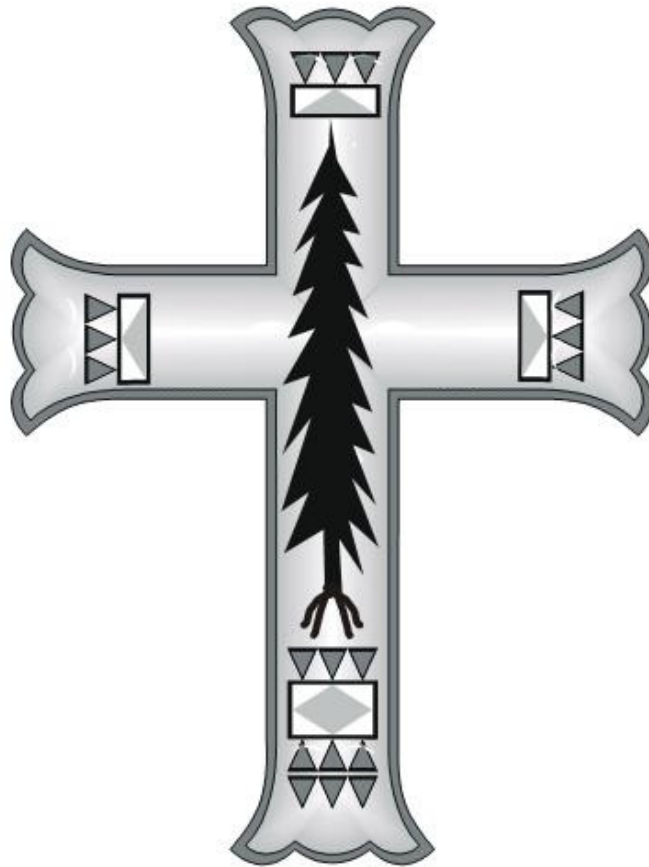


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THE ANGLICAN PARISH OF TYENDINAGA  
IN THE DIOCESE OF ONTARIO

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# Strategic Plan

## 2009



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# Preface

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**The Reverend Bradley D Smith**  
Rector of Tyendinaga  
Chaplain of HM Chapel Royal of the Mohawks

The Feast of the Epiphany of our Lord, MMIX

Dear Brothers and Sisters in Christ,

At Vestry in 2007, we identified a Strategic Plan as something that would be very helpful in charting our way forward over the next few years. Certainly, there is support for this in Scripture. Consider these words of our Lord: “For which of you, intending to build a tower, does not first sit down and estimate the cost, to see whether he has enough to complete it? Otherwise, when he has laid a foundation and is not able to finish, all who see it will begin to ridicule him” (Luke 14:28-29). Although we trust in the providence of God and the leading of the Holy Spirit, the responsibility has been placed upon us to prayerfully reflect on our gifts and challenges and to endeavour to discern the way forward. Clearly, the future is known to God alone, but we are entrusted to make the best use of the resources that have been given to us for the building up of the Kingdom of God. This Strategic Plan for the Parish of Tyendinaga is our vision of where we want to go and who we want to be in the near future. The timing couldn’t be better, too: celebrating the 225th anniversary of the Parish in 2009, we seek direction for the future.

I am immensely grateful to Doug Green, who has faithfully and capably guided the deliberations of the Strategic Planning Committee over the past two years. In the Introduction, you will find the names of the other members of the Committee, and to them we all owe our gratitude for the work they have done. The result of their many meetings is this comprehensive and challenging document. I have had the privilege to share it with some of my colleagues and many of them have commented that this is one of the best parish strategic plans they have seen. With that in mind, I must also say thank you to you, the people of the Parish of Tyendinaga, for the work you have done in the preparation of this document, especially through your participation in the various brainstorming exercises we have done since October 2006.

This is a wonderful document of which all of us can be proud. We will begin to use it to inform our decisions and reflections at every level of parish life. It is inspired by and grounded in our faith in the Holy Trinity and I am hopeful that it is but the next step on our next 225 years.

Yours in Christ,

A handwritten signature in black ink that reads "Brad +".

# Strategic Plan

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## Introduction

At the Annual Meeting of Vestry in January 2007, a Strategic Planning Committee was created to take the findings of the exercises conducted in October 2006 and January 2007 and to begin work on a new Strategic Plan for the parish. The membership consisted of: Doug Green (Chair, Christ Church), Elmer Maracle (Christ Church), Steve



Lindsay (Holy Trinity, resigned Autumn 2007), Cathie Vick (Holy Trinity, now Christ Church), Bill Brant (All Saints'), and the Rector. The last planning study of any kind was more than five years old and it was felt that, under the leadership of the present Rector, we needed to create for ourselves a vision and a plan that would help us through the next five years or so. Over the course of the year, the members of the committee met to complete the process of creating a Strategic Plan. The Plan consists of a number of pieces: a mission statement, a vision statement, operating values, strengths and weaknesses internal to the parish organisation, opportunities and threats external to the parish organisation, and areas for improvement. In the pages that follow, you will read about the process used to develop and the content of these key components of the Parish of Tyendinaga's Strategic Plan.

## Mission Statement

The first component of the Strategic Plan that the committee worked to develop was the mission statement. A mission statement "describes what our purpose is and why. It can simply answer the question, 'Why do we exist?' or 'What is our reason for being?'" After a number of meetings, the committee came up with a mission statement based on the information received from the October and January exercises, the Diocese of Ontario Strategic Plan, Holy Scripture, and our experience as parishioners. The mission statement was brought to the July meeting of Parish Council, where it was scrutinised and amended.

Our mission, for the glory of God in Jesus Christ and through the power of the Holy Spirit, is to:

- Celebrate all that God has done for us through worship and witness with others.
- Respond to our call to be disciples of Christ by sharing our faith, rooted in the Word of God, with others and encouraging others to become followers of Christ through word and action.
- Practise good stewardship of our human, financial and environmental resources, working to ensure that all of God's Creation is viable for future generations.
- Grow ourselves and others by reaching out to our communities, following Jesus' example of generous caring, giving, and welcoming.

As a Christian Church, it seemed obvious that all that we do is for the glory of God and this ought to be stated clearly in our mission, particularly since this may be seen by people for whom this truth is not so obvious. We declare our orthodoxy as a Church by naming the Holy Trinity.



The four bullets contain the essentials that the committee believed informed our life and work together.

- Christians respond to God with grateful hearts for the blessings we receive from God, and so our primary purpose as human beings is to worship as a community with joy and celebration.
- Flowing out of this basic premise is the assumption that, as Christians, we are called to become active disciples of Jesus, the Christ, the Word made flesh. Thus, our faith in God is rooted in the revelation we have of God through Jesus, the Word, and we live out our faith in words and actions, hoping to reflect God's great love for all and therefore win hearts to Christ.
- Part of the trust that God has given the faithful, from the very creation of the universe, is to be good stewards. We manage, in accordance with the principles laid down in Holy Scripture, the people and things God has placed into our care to ensure that they are kept in such a healthful state that, at the coming of the King, we shall not have anything for which to be ashamed.
- Finally, our faith demands that we follow the very example of Jesus, striving to be like him as we grow in faith and love, reaching out beyond ourselves to those around us.

## Vision Statement

Following the development of the mission statement, the committee next turned to the creation of a vision statement. A vision



statement “is a vivid description of what the organisation wants to be in the future.” This element of the Strategic Plan is what motivates us to grow into what we see ourselves becoming.

It took considerable work to develop the vision statement because, unlike the mission statement, a good vision statement should be short and memorable. It had to paint a picture of who and where we want to be, conveying a sense of the prophetic call we have as a community of Christians to grow into the full stature of Christ.

Building on material from other churches and organisations around the world, the sentence that the committee thought best conveyed a sense of who we want to be was the following:

Our vision is to become:

A Spirit-filled and life-giving place where strangers become friends and friends become disciples.

The committee felt that this statement fit well with the mission statement and also with the discipleship model of ministry that is at the heart of the Strategic Plan of the Diocese of Ontario. A Spirit-filled place is one which is inflamed with passion for the Gospel of Jesus Christ, whose death gives us life. We see ourselves on a journey, growing from being a congregation of people who come together as strangers to a community of disciples walking together in the footsteps of Jesus.

## Operating Values

Determining the operating values of the parish was the next step in the development of the Strategic Plan. Values govern how an organisation conducts its relationships with parishioners and the wider community, such as suppliers/service providers, staff, and other stakeholders. They reflect our culture, attitudes and behaviours. In the world of the Church, many of our operating values are already determined for us, through Scripture, Tradition, or Canon Law. In the Parish of Tyendinaga, the committee created this list of values for Vestry’s consideration and approval:



The Parish of Tyendinaga operates by the following values:

<b>Compassion</b>	A sincere caring for other people.
<b>Authenticity</b>	To be faithful to our mission.
<b>Relationship</b>	We believe that God calls the Church to be a community of Christian followers who live in sacrificial, loving relationship with one another.
<b>Integrity</b>	To be honest with ourselves in our work as disciples.
<b>Transformation</b>	To experience the life-changing presence of God in our lives, leading us to claim our share of the Kingdom.
<b>Action</b>	Our goal is to mirror the example of Jesus.
<b>Service</b>	To give of ourselves to others who need our help.



Many of the examples that the committee had to look at when developing the list of operating values used some form of acronym. We thought that was a useful way to teach the values, because it is important that everyone in the parish understand that, when making decisions in the future, the outcome of the decision should mirror our values. The first letters of the words that characterise our values spell the word “CARITAS”. This is one of the Latin words for love and it connotes a brotherly or neighbourly love. It is the antecedent of the modern English meaning of the word “charity”. Since, at its core, the Gospel can be summed up in the Two Great Commandments of Jesus—love God and love your neighbour—it was thought that a word that conveyed a sense of love was a useful memory word for the values that help us make decisions.

Most of the bullets are fairly self-explanatory. All are rooted in our understanding of the fundamental teachings of the Bible and the tradition of the Church. It was a happy coincidence that the words that were chosen to complete the “CARITAS” acronym also have an element of the journeying that was important in the framing of the vision statement. Sometimes, a person’s first experience of God in Christ may be through the compassion a Christian shows them in faithfulness to the expressed mission of the Church (authenticity). As people come together, in any number of ways, to celebrate their common bond in Christ Jesus, relationships are born and nurtured. With the fostering of the relationship, fellow disciples are able to hold one another accountable (integrity) and the transformative power of God’s love is revealed. As each Christian grows in faith, the cycle continues by responding with action and service, the outward and visible signs of an inward and spiritual faith, and the hope continues that, through action and service, new followers of Jesus may be touched by the compassion of the Body of Christ.

## Internal Strengths and Weaknesses

The next step in the Strategic Planning Process took the committee through an analysis of internal strengths and weaknesses that exist in our parish. Since these are internal to our Parish we should have some influence and control over them. Reflecting on and identifying our internal strengths and weaknesses plays an important role in the subsequent development of goals, objectives, and action plans that help us move closer toward our future vision. The areas of strength and weakness are standard categories for this kind of exercise.

### *Internal Strengths*

Area of Strength	Description
Products and Services	<ul style="list-style-type: none"> <li>• Giving: Monthly contribution to food bank, Christmas shoeboxes</li> <li>• Special learning opportunities: Lenten Series, Foundations of Faith, Bible studies</li> <li>• Fund raising: good response to ‘challenges’ (e.g. Feast of Talents)</li> <li>• Strong Liturgy and Music program</li> <li>• Baptism Program—Preparation</li> <li>• Pastoral Care</li> <li>• Vacation Bible School</li> </ul>

Area of Strength	Description
Assets/Resources	<ul style="list-style-type: none"> <li>• Our priest has a strong presence as a speaker and educator</li> </ul>
Direction	<ul style="list-style-type: none"> <li>• Strategic Planning developed a new Vision and Mission for the Parish</li> </ul>
Financial	<ul style="list-style-type: none"> <li>• Yearly dividend to the parish from Holy Trinity</li> </ul>
Organisational Structure	<ul style="list-style-type: none"> <li>• Parish Organisational Structure (Parish Council)</li> <li>• Wardens in place</li> <li>• Strategic Planning Committee in place</li> </ul>
Processes, Policies, Procedures	
Communication	<ul style="list-style-type: none"> <li>• Parish of Tyendinaga Website</li> <li>• Weekly bulletin full of information</li> </ul>
Fellowship	<ul style="list-style-type: none"> <li>• Fellowship after every Sunday service</li> <li>• Fun Nights</li> <li>• Every 3rd Sunday All Saints' and Christ Church worship together</li> </ul>

### *Internal Weaknesses*

Area of Weakness	Description
Products and Services	<ul style="list-style-type: none"> <li>• Lack of Native content/expression in Liturgy</li> <li>• Absence of young families at Sunday morning services</li> <li>• No Sunday School and Youth programs</li> </ul>
Assets/Resources	<ul style="list-style-type: none"> <li>• Space constraint limits flexibility in liturgy and use of space</li> </ul>
Direction	<ul style="list-style-type: none"> <li>• Different congregations have different styles of welcoming—good stewardship of visitors to 'appropriate' church a possibility</li> </ul>
Financial	<ul style="list-style-type: none"> <li>• Christ Church is in a re-building stage (congregation)</li> <li>• Lack of an integrated Treasury. Presently, we have All Saints', Christ Church, and the Parish</li> </ul>

Area of Weakness	Description
Organisational Structure	<ul style="list-style-type: none"> <li>• No Outreach Committee or formal parish mission structure (All Saints' has an outreach committee and Love in Action and the Mohawk Guild are technically 'outside' the Parish)</li> <li>• Wardens in place</li> <li>• Strategic Planning Committee in place</li> </ul>
Processes, Policies, Procedures	<ul style="list-style-type: none"> <li>• There are sometimes blockages which we can't eliminate that prevent us from pursuing our mission</li> <li>• Lack of written procedures for routine/yearly tasks in the areas of Standard Operating Procedures and Administrative Practices</li> </ul>
Communication	<ul style="list-style-type: none"> <li>• Not getting the word out to all our people, particularly those who don't come to church (all ages)</li> <li>• The Newsletter (Tyendinaga) doesn't go to all people in the Parish community</li> <li>• Lack of opportunities to share witness in church</li> </ul>
Fellowship	

As can be seen by the above table, there are a number of strengths and weaknesses that were identified not only by the committee but by the parish at large. The October 2006 exercise at All Saints' proved to be a rich resource for the committee when considering internal strengths and weaknesses. Members of the Vestry are invited to comment on the list and to suggest changes, additions, or deletions.

Ultimately, the development of objectives and strategies by the Strategic Planning Committee after the Annual Meeting of Vestry was done using these two lists. As a parish, we will focus on strengths we wish to further improve on and to prioritise the weaknesses and establish objectives, strategies and develop action plans for them. Timelines for this work will correspond to the resources available to do the work. The purpose of this chart is *not* to create a list of strengths which will lull us into a sense of complacency and self-satisfaction that we have done all the work we need to do, neither is it to try to eliminate all of the weaknesses. Perfection is the preserve of God alone.

## External Opportunities and Threats

The next step in the Strategic Planning Process took the committee through an analysis of external opportunities and threats that possibly exist in our community and surrounding area. As an organisation it is important to look externally outside of our environment and to analyse the areas that have the potential to help us (opportunities) and those areas that could prove to be obstacles (threats). Since these are external to our parish we may have little influence and control over them. However, reflecting on and identifying these external factors is important to the development of areas for improvement and action plans that help us move closer toward our future vision.

### *External Opportunities*

Area of Opportunity	Description
Products and Services	<ul style="list-style-type: none"> <li>• We have an opportunity to educate people in Christianity to provide them with a better understanding               <ul style="list-style-type: none"> <li>• There are people that are seeking/looking for something (spiritual) in their lives. Maybe we can help them fill that void</li> </ul> </li> <li>• We have an opportunity to fill a void left by a lack of or elimination of Government programs</li> <li>• We have an opportunity to use our bridge-building capabilities</li> </ul>
Direction	<ul style="list-style-type: none"> <li>• Develop partnerships with others:               <ul style="list-style-type: none"> <li>• Other Church denominations</li> <li>• Schools</li> <li>• Clubs</li> </ul> </li> <li>• Advantages of partnerships:               <ul style="list-style-type: none"> <li>• Helps to leverage resources</li> <li>• Helps to share ideas</li> <li>• Helps with future benchmarking exercises</li> </ul> </li> </ul>
Communication	<ul style="list-style-type: none"> <li>• We have an opportunity to communicate what we have to offer now, and in the future</li> </ul>

### *External Threats*

Area of Threat	Description
Competing Priorities	<ul style="list-style-type: none"> <li>• There are a number of organisations that we compete against for people’s time. These can be considered a threat to the Parish because they may keep people away from attending the church. These may include:               <ul style="list-style-type: none"> <li>• Other groups that people are involved in</li> <li>• Other clubs and organisations</li> <li>• Sports organisations</li> </ul> </li> </ul>
Political Environment	<ul style="list-style-type: none"> <li>• Our current political environment with respect to land claims and demonstrations may have had a negative impact on people from off the Territory wanting to join us for worship</li> </ul>
The Family Unit	<ul style="list-style-type: none"> <li>• Religious values are not being handed down to future generations. Therefore these generations do not view the Church as being important in their lives. This is a direct threat to the sustainability of the Church in the future. The Church is secondary to other activities as seen in # 1 above.</li> </ul>
Church-related Competition	<ul style="list-style-type: none"> <li>• There are other church organisations in the surrounding area which may be more appealing to some due to their facilities, ministry programs, etc.</li> </ul>

The above external opportunities and threats charts help to identify the environment we are in and how external factors can affect the parish in a positive and negative way. The Strategic Planning process makes us go through this external scan to identify that these issues exist and to acknowledge that we need to be aware of them and intentionally discuss them rather than ignore them. The goal is to turn external opportunities into strengths and to neutralise or avoid the external threats.

### **Areas for Improvement**

The following items have been identified by the parish and the Strategic Planning Committee as areas that are important to the life of the parish. These items require attention and therefore

have been brought forward as Areas For Improvement (AFIs). Parish Council will act as the implementation committee for the Strategic Plan by soliciting and assigning resources to AFIs, monitoring progress of AFI action plans and the Action Teams assigned to work on them. The AFIs listed are not in any particular order of importance. Refer to Appendix #2 to see a complete description of each AFI.



AFI	Description
1	Absence of young families
2	No Sunday School and Youth programs
3	Lack of flexibility in liturgical content and space/furniture (especially noted was a lack of Native content)
4	Lack of written procedures for routine/ yearly tasks in the areas of Standard Operating Procedures and Administrative Practices
5	Not getting the word out to our people, particularly those who don't come to church (all ages)
6	Lack of an integrated Treasury. Presently we have All Saints, Christ Church, and the Parish plus the Rectory
7	Christ Church is in a re-building stage (congregation)
8	No outreach committee or formal parish mission structure. All Saints' has an outreach committee and Love in Action and the Mohawk Guild are technically 'outside' the parish
9	Lack of opportunities to share witness in church
10	Partnerships with Others
11	We have an opportunity to fill a void left by the lack of or elimination of Government programs
12	We have an opportunity to educate people and help them have an improved understanding of Christianity

## Conclusion

The Strategic Planning Process is an important step forward for the Parish of Tyendinaga. The committee hopes that you will read all of the Strategic Planning information carefully and feel free to comment on any or all of it. This Plan is our foundational governing document and it informs how the parish moves forward and governs its life together. It is essential that everyone understands the document because it will influence many facets of our worship, outreach, hospitality, stewardship, education and administration.

This is our vision of the future. With the guidance of those called to positions of leadership in the parish, we will move forward into the future, with our Strategic Plan to guide our way. As Jesus always called people to follow him, we will follow the urging of the Holy Spirit in our community as we seek to achieve a vision of a place where God calls us to be.



## Appendix

# Areas for Improvement Matrix

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<b>AFI #1</b>	<b>Absence of young families at Sunday Celebrations</b>
Problem Statement	<ul style="list-style-type: none"> <li>• There is a lack of young families at Sunday morning services. In addition to this, there is a lack of young married couples attending church.</li> </ul>
Why does the Problem Exist	<ul style="list-style-type: none"> <li>• The Parish of Tyendinaga has primarily a mature demographic, which is typical of a small rural Parish.</li> <li>• Young families tend to be very busy either taking kids to sports etc. This creates little down time for young parents on the weekend.</li> </ul>
Potential Strategies	<ul style="list-style-type: none"> <li>• Review the Parish list for young families / married couples.</li> <li>• Invite young families and couples to join us.</li> <li>• Conduct focus groups to see what the church could do for them.</li> </ul>
Time Frame	<ul style="list-style-type: none"> <li>• 24-36 months</li> </ul>

<b>AFI #2</b>	<b>No Sunday School and Youth programs</b>
Problem Statement	<ul style="list-style-type: none"> <li>• Currently there is no Sunday School operating in the Parish, consequently no youth programs exist. Note: In the past the Parish did operate a successful Sunday School.</li> </ul>
Why does the Problem Exist	<ul style="list-style-type: none"> <li>• Lack of young families attending Church.</li> <li>• Young couples with children do not see the benefit of Sunday School.</li> <li>• Competing activities on Sunday , e.g. sports, etc.</li> </ul>
Potential Strategies	<ul style="list-style-type: none"> <li>• Survey young families needs with respect to Christian education for their children.</li> <li>• Conduct focus groups to determine what could be done.</li> <li>• Partner with other local churches.</li> </ul>
Time Frame	<ul style="list-style-type: none"> <li>• 36-60 months</li> </ul>

<b>AFI #3</b>	<b>Lack of Native content / expression in Liturgy</b>
Problem Statement	<ul style="list-style-type: none"> <li>• The Parish is situated in a Mohawk community but does not reflect the cultural background of most of the people in the Parish bounds.</li> </ul>
Why does the Problem Exist	<ul style="list-style-type: none"> <li>• Older congregations come from a period of history where the culture was removed.</li> <li>• Mohawk expression is offered elsewhere.</li> <li>• Resistance to Mohawk language, etc. by parishioners.</li> </ul>
Potential Strategies	<ul style="list-style-type: none"> <li>• Partner with other Native Parishes to find out if and how they introduce Native culture into their form of liturgy.</li> </ul>
Time Frame	<ul style="list-style-type: none"> <li>• 12-30 months</li> </ul>

<b>AFI #4</b>	<b>Lack of written procedures for routine/ yearly tasks in the areas of Standard Operating Procedures and Administrative Practices</b>
Problem Statement	<ul style="list-style-type: none"> <li>• There is a lack of documented procedures, practices and work instructions in the Parish. This situation, if not corrected, could result in a loss of intellectual knowledge of the day to day operation of the Parish.</li> </ul>
Why does the Problem Exist	<ul style="list-style-type: none"> <li>• We have a dedicated group of volunteers that have been carrying out the activities of the Parish for many years . They know what needs to be done and when. This system, however, runs the risk of losing valuable information when people/ rectors move away, etc.</li> </ul>
Potential Strategies	<ul style="list-style-type: none"> <li>• Develop a list of activities/ processes that would be advantageous for the Parish to be documented into Procedures, Practices and work instructions.</li> <li>• Interview the people who are currently undertaking these activities to get information on the what, where, when, why and how these activities are done.</li> <li>• Document these as easy-to-follow procedures and form as part of the Parish Handbook.</li> </ul>
Time Frame	<ul style="list-style-type: none"> <li>• 12-24 months</li> </ul>

<b>AFI #5</b>	<b>Not getting the word out to our people, particularly those who don't come to church (all ages)</b>
Problem Statement	<ul style="list-style-type: none"> <li>• There are few mechanisms in place that enable us to make contact with all members of the Parish of Tyendinaga on a consistent basis, and at certain times of the year.</li> </ul>
Why does the Problem Exist	<ul style="list-style-type: none"> <li>• Although we have a good website not all members have a computer.</li> <li>• In the past few efforts have been made to keep in touch with people on the Parish list.</li> <li>• Little encouragement from regulars to invite new people and existing Parish members to Sunday morning services and special events, e.g. concerts, etc.</li> </ul>
Potential Strategies	<ul style="list-style-type: none"> <li>• Review current Parish list.</li> <li>• Develop and implement a communication tool to make contact with all members of the Parish at least two times per year.</li> </ul>
Time Frame	<ul style="list-style-type: none"> <li>• 12-24 months</li> </ul>

<b>AFI #6</b>	<b>Lack of an integrated Treasury.</b>
Problem Statement	<ul style="list-style-type: none"> <li>• The parish currently has five bank accounts, with three treasurers. There is duplication of administrative effort and bank fees.</li> </ul>
Why does the Problem Exist	<ul style="list-style-type: none"> <li>• Each congregation has control over its funds and in multi-point parishes, central treasurers deal with shared costs of ministry. With several long-term treasurers currently serving, this presents a problem when they want to turn the job over to someone else.</li> </ul>
Potential Strategies	<ul style="list-style-type: none"> <li>• Combine all bank accounts into one account, which will keep track of where money comes from and on what it can be spent. This will reduce administrative costs and personnel requirements and help clarify reporting. It will also be a visible symbol of parish unity.</li> <li>• Continue with the status quo, finding people who would be willing to take on the job. This would allow each church to maintain complete control over its own funds.</li> <li>• Combine all bank accounts into one bank account without regard for which church it came from. This would be easiest for administration (no "funds").</li> </ul>
Time Frame	<ul style="list-style-type: none"> <li>• End of fiscal year 2008</li> </ul>

<b>AFI #7</b>	<b>The Parish is in a re-building stage</b>
Problem Statement	<ul style="list-style-type: none"> <li>Loss of past members of both congregations have resulted in financial and labour strains.</li> <li><b>Note:</b> Over the last 2 years there has been increased attendance at Christ Church and higher givings in both churches. We need to encourage this trend.</li> </ul>
Why does the Problem Exist	<ul style="list-style-type: none"> <li>Many past members have been lost through death, moving away, personality conflicts with clergy or parishioners, or schism.</li> </ul>
Potential Strategies	<ul style="list-style-type: none"> <li>Review current Parish list.</li> <li>Encourage past members to attend.</li> <li>Invite newcomers to the area to join us.</li> </ul>
Time Frame	<ul style="list-style-type: none"> <li>12-24 months</li> </ul>

<b>AFI #8</b>	<b>No outreach committee or formal parish mission structure. All Saints' has an outreach committee and Love in Action and the Mohawk Guild are technically 'outside' the parish</b>
Problem Statement	<ul style="list-style-type: none"> <li>There is no formal outreach committee established for the Parish of Tyendinaga, that schedules and conducts funding raising activities, and distributes money to people/ organisations in need.</li> </ul>
Why does the Problem Exist	<ul style="list-style-type: none"> <li>Love in Action is not tied to the Parish, however, most people that are involved in Love in Action are from the Christ Church congregation.</li> </ul>
Potential Strategies	<ul style="list-style-type: none"> <li>Establish one outreach Committee for the Parish of Tyendinaga with representation from All Saints' and Christ Church.</li> <li>Adopt Love in Action as the Outreach Committee for Christ Church.</li> <li>Form a list of organisations that the Outreach Committee would support through fundraising activities throughout the year.</li> </ul>
Time Frame	<ul style="list-style-type: none"> <li>12-24 months</li> </ul>

<b>AFI #9</b>	<b>Lack of opportunities to share witness in church</b>
Problem Statement	<ul style="list-style-type: none"> <li>• Currently no opportunities exist that enable people to tell their story (share witness) of how Jesus has affected their lives.</li> </ul>
Why does the Problem Exist	<ul style="list-style-type: none"> <li>• Our existing traditional liturgy is not conducive to sharing witness in church.</li> <li>• Most people feel uncomfortable in telling their story because it is very personal to them.</li> </ul>
Potential Strategies	<ul style="list-style-type: none"> <li>• Create an environment where people feel comfortable to share witness.</li> <li>• Avenues to share witness could be in Bible Study, Christian Education Sessions.</li> </ul>
Time Frame	<ul style="list-style-type: none"> <li>• TBD</li> </ul>

<b>AFI #10</b>	<b>Partnerships with Others</b>
Problem Statement	<ul style="list-style-type: none"> <li>• It is sometimes difficult to get some desirable and needed initiatives/ programs off the ground and operating in the Parish.</li> </ul>
Why does the Problem Exist	<ul style="list-style-type: none"> <li>• Lack of interest from the community to participate in Church-run programs.</li> <li>• Lack of resources to carry out and fund some basic and extensive church programs.</li> </ul>
Potential Strategies	<ul style="list-style-type: none"> <li>• Search out partnerships with other organisations such as Churches, Schools, Clubs.</li> <li>• Determine how we can work together with these groups to develop programs that would be advantageous for the community.</li> </ul>
Time Frame	<ul style="list-style-type: none"> <li>• 12-36 months</li> </ul>

<b>AFI #11</b>	<b>We have an opportunity to fill a void left by the lack of or elimination of Government programs</b>
Problem Statement	<ul style="list-style-type: none"> <li>• There is a void left by the lack or elimination of Government run programs.</li> <li>• People are finding that they have no place to turn to for help.</li> </ul>
Why does the Problem Exist	<ul style="list-style-type: none"> <li>• Cut backs in Government funding for Social Programs, etc. have affected the quality of life for the people who were dependant on such programs.</li> </ul>
Potential Strategies	<ul style="list-style-type: none"> <li>• Identify ways in how the Parish can get involved in the community, to help people that have been effected by cutbacks in Social Programs .</li> </ul>
Time Frame	<ul style="list-style-type: none"> <li>• 36-60 months</li> </ul>

<b>AFI #12</b>	<b>We have an opportunity to educate people and help them have an improved understanding of Christianity</b>
Problem Statement	<ul style="list-style-type: none"> <li>• There are people who have little Christian education and those that would like to increase their knowledge.</li> </ul>
Why does the Problem Exist	<ul style="list-style-type: none"> <li>• Christian education has been taken out of the schools, so we have a generation or two of people who have not had the opportunity to obtain some of the basic knowledge of Christianity.</li> <li>• Many families have lost contact with the Church over the years and only frequent the Church at Weddings, Baptisms and Funerals.</li> </ul>
Potential Strategies	<ul style="list-style-type: none"> <li>• Offer basic courses in Christianity in a non-threatening environment.</li> <li>• Offer Bible Study for Beginners.</li> <li>• Alpha.</li> </ul>
Time Frame	<ul style="list-style-type: none"> <li>• 24-48 months</li> </ul>



