

The Guide to the Ministry Assessment Process for regions

The Joy of MAPing



Acknowledgements

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- Dorothy Brooker et al, *In Other Words: Worship Resources for Women's Groups* (Association of Anglican Women: Waiapu, New Zealand) 1993, pp. 40, 48, 69, 72
- Gertrude Lebens, *Out of the fire* (Worship and Theology of Liberation) (artemis enterprises, Dundas, Ontario) 1992, p.117

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- _____, *Evangelical Lutheran Worship*, (Augsburg Fortress: Minneapolis) 2006, p. 304
- _____, *Iona Abbey Worship Book* (Wild Goose Publications: Glasgow), 1988
- Frank Colquhoun (ed), *New Parish Prayers* (Hodder and Stoughton) 1999
- Janet Morley (ed), *Bread of Tomorrow: Prayers for the Church Year*, (Orbis Books: Maryknoll) 1992, pp. 125, 130
- Wild Goose Resource Group, *Wee Worship Book: 4th Incarnation* (Wild Goose Publications: Glasgow) 2004, pp. 29, 52, 54

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Contents

The Joy of MAPing is a stage-by-stage guide to implementing the Ministry Assessment Process (MAP). MAP is a process for making informed, Spirit-led decisions about mission and ministry and how best to use our resources, including land and buildings, in support of that ministry.

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Stage 1: The Beginning

Stage 1 marks the beginning of the Ministry Assessment Process in a parish or region, where it becomes clear that a parish or region will be engaging this process. Key leaders are appointed. The leadership receives training in MAP and is commissioned by the parish or region.

The Beginning

There are three ways the Ministry Assessment Process (MAP) begins. They are: parish-initiated, automatically initiated, and Bishop initiated.

Parish-initiated

A parish may choose to begin a MAP when it finds that it is facing change caused by (among others) congregational growth or decline, clergy change, relocation, recovery from a set-back, unexpected good fortune or a change in the focus of its mission. For example:

Change in parish circumstances

For example, changes in age and number of members within the parish and/or the suitability of current buildings for ministry needs.

Parishes wanting to work in partnership

For example, two or more parishes wish to pursue shared ministry.

Major demographic changes

For example, a population shift may result in a significant shift in ethnic make-up, income level, age, family make-up, or transportation options that result in the parish needing to rethink how it meets the needs of the community.

Where the parish or region initiates MAP, the parish council first adopts a resolution to engage in MAP. They then contact the Regional Archdeacon, who will forward the request to the Bishop.

Automatically initiated

The MAP may automatically be initiated—by the parish, regional dean, archdeacon or diocesan committee—when there are one or more indications that a parish is challenged.

Challenges to financial sustainability

This includes using capital to meet

operational expenses, over-reliance on fundraising, rentals, investment income, etc. for operational expenses, or an on-going inability to meet assessment (not including special circumstances approved by the Administration and Finance Committee).

Request for significant diocesan grant

A grant request may be considered significant depending on the purpose of funding, relevance to parish life, percentage of budget represented by grant request, and effect upon financial and human resources.

Unable to maintain physical plant

The parish does not have resources to complete routine maintenance and provide safe, attractive, suitable premises.

Where Diocesan Council or a Standing Committee wish to initiate MAP, they will consult the Regional Archdeacon, who will approach the parish.

Where two or more parishes in close proximity meet the criteria for initiating MAP, a regional MAP should be considered. A regional MAP may include parishes that do not otherwise meet the criteria for MAP, but that wish to take advantage of this opportunity.

Bishop's initiative

There are at least two reasons why the Bishop would initiate a MAP with a region: one is opportunities for ministry and the other is difficulties faced by existing ministry. Opportunities include exploring potential new or shared parish or regional ministry. Difficulties include when the parish is unable to maintain an appropriate level of ordained leadership.

In these circumstances the Bishop will contact the Regional Archdeacon to initiate discussions.

Who

Regional Archdeacon
Diocesan MAP Leadership
Parish Council
Bishop
Local Leader & Leadership Team
Mentor

MAP Leadership

Regional Leader

Each regional MAP needs a person to act as coordinator and leader for the region. Depending on the complexity of the region, this person can also be a Local Leader in a parish, or it may be more appropriate for this person to take on only the responsibilities of Regional Leader.

Local Leader

The parish chooses a candidate for Local Leader. The Local Leader provides overall leadership to the process for the parish. The Local Leader may be lay or ordained. Because MAP requires a considerable time commitment from the Local Leader, it is recommended that that person not occupy another parish leadership role during MAP.

Regional Leadership Team

The Regional Leadership Team draws on members from regional parishes. Their responsibilities include helping with regional events, drafting the mandate, communications and discernment.

Parish Leadership Team

A Parish Leadership Team helps implement MAP in the parish, including events, communication, and discernment. The team should include newer as well as longer-term members and different generations and interests. It should also include a member of Parish Council.

Mentor

The Regional Archdeacon and Bishop consult on a candidate for Mentor. The Mentor is someone from outside the local context appointed to provide a source of expertise and to support and encourage the region.

Chaplain

The Chaplain offers pastoral care to lay

people and clergy experiencing strong feelings associated with the transitions inherent in MAP.

Clergy

The Local Leader, MAP Leadership Team, Mentor and clergy need to take some time to reflect on the role and degree of involvement of the clergy. Through their sacramental, missionary and pastoral work, clergy have a unique knowledge of and love for the community. Priests lead the community, and ultimately will move on. Deacons are raised up by and will normally stay with their parish. Each contributes something to the discernment process, and parishes need to determine how to hear their voices.

Orientation

Once the leadership is in place, Diocesan MAP leadership will facilitate an orientation session. This session is designed to orient participants to the process and build community. MAP leadership and clergy take part. Wardens and other parish leaders can also attend.

Covenanting

Stage 1 is completed when the parish covenants with the Local Leader and Leadership Team. If possible the Mentor will attend the service. This covenanting signals the beginning of MAP.

You've finished Stage 1 when...

- Parish has selected their Local Leader and MAP Leadership Team.
- Regional Leader and Leadership Team are in place and their responsibilities have been outlined.
- The Regional Archdeacon has selected a Mentor.
- Diocesan MAP leadership and parish leadership have met to discuss the overall process.
- The Bishop has confirmed the appointments for Local Leader, Mentor and Chaplain (as appropriate).
- An orientation session has been held.
- The parish has covenanted with the Local Leader and team.

Resources

Position descriptions (pages 6 and 7)

Positions

Mentor

Job purpose

Knowledgeable in the Ministry Assessment Process, the mentor is someone from outside the region appointed to be a source of expertise and to support and encourage the region as it engages in MAP.

Duties and Responsibilities

Supports the Regional Leader and other parish participants by

- providing advice and input on various stages of MAP
- making sure that participants address all issues in their mandate and are not too hard or too easy on themselves
- asking the question “is it true?” as the picture of current ministry and gifts emerges.

Plays a key role in ensuring each stage of MAP is on track by periodically monitoring progress with the Regional Leader and offering insight and guidance to help address any issues or difficulties that arise.

Experience

The Mentor comes from outside the region and ideally has experience serving on Diocesan Council or Diocesan Standing Committees. The Mentor can be lay or ordained.

Support and Accountability

The Mentor is accountable to the Bishop through the Regional Archdeacon.

The Mentor is supported by the Regional Archdeacon and Synod staff. In addition, the Mentor is supported by and will support Mentors in other parishes and regions by participating in a Mentor’s network.

Regional and Local Leaders

Job Purpose

The Regional and Local Leaders are responsible for providing leadership to the Ministry Assessment Process for the region or parish, through to the development of a covenant in Stage 5.

Duties and Responsibilities

- Leads MAP in the region or parish, including calling meetings and overseeing the process.
- Ensures that all activities and reports are carried out for each stage.
- Recruits volunteers for specific tasks, including record keeping.
- Ensures that MAP activities are promoted and communicated within the region and parishes.
- Consults with the Mentor, particularly in monitoring the progress of MAP and determining reporting requirements.
- The Regional Leader may also act as their parish’s Local Leader.

Experience

The Regional and Local Leaders should have experience serving on parish or diocesan committees or councils. Because of the workload, the Regional and Local Leaders should not currently be serving a major leadership role in the parish or diocese. The Regional and Local Leaders can be lay or ordained.

Support and Accountability

The Regional and Local Leaders are supported by the mentor, the chaplain (if applicable) and the Regional Archdeacon.

The Regional and Local Leaders report to the Bishop through the Regional Archdeacon.

Regional and Parish Leadership Teams

Job Purpose

The Regional and Parish Leadership Teams support the work of the Regional and Local Leaders through to the development of a covenant in Stage 5. The Regional Team is made up of Local Leaders from the participating parishes plus some clergy representation.

Duties and Responsibilities

- Attend MAP meetings.
- Promote and communicate MAP activities to parish councils and parishioners, and ensure that concerns and ideas of parishioners are heard.
- Contribute suggestions for the mandate, MAP workshops, and the discernment process.
- Help with events.
- From time to time, help evaluate progress.

Note: In Stage 4 this team should have members added to it for the task of discerning future ministry.

Experience

Leadership Team members should be committed to the future of their parish and region and to discerning God’s call to vital and sustainable ministry. The team should reflect and give voice to the diversity of the parish and include newer as well as longer term members.

Support and Accountability

Leadership Team members are supported by the Local Leader, the Mentor and the Chaplain (if applicable).

Chaplain

Job Purpose

The Chaplain is appointed in situations where there is potential for major change to parishes and where requested by parishes.

Duties and Responsibilities

Ensures that the pastoral needs of the clergy and parishioners are being adequately addressed by

- describing and reflecting on the bigger picture of hurts and hopes within the parish,
- providing a voice for the hurts/anxieties/joys/hopes within the process, and
- using appropriate liturgical resources.

Provides pastoral support to parish or region to enable widespread participation in the process by lay people and clergy.

Experience

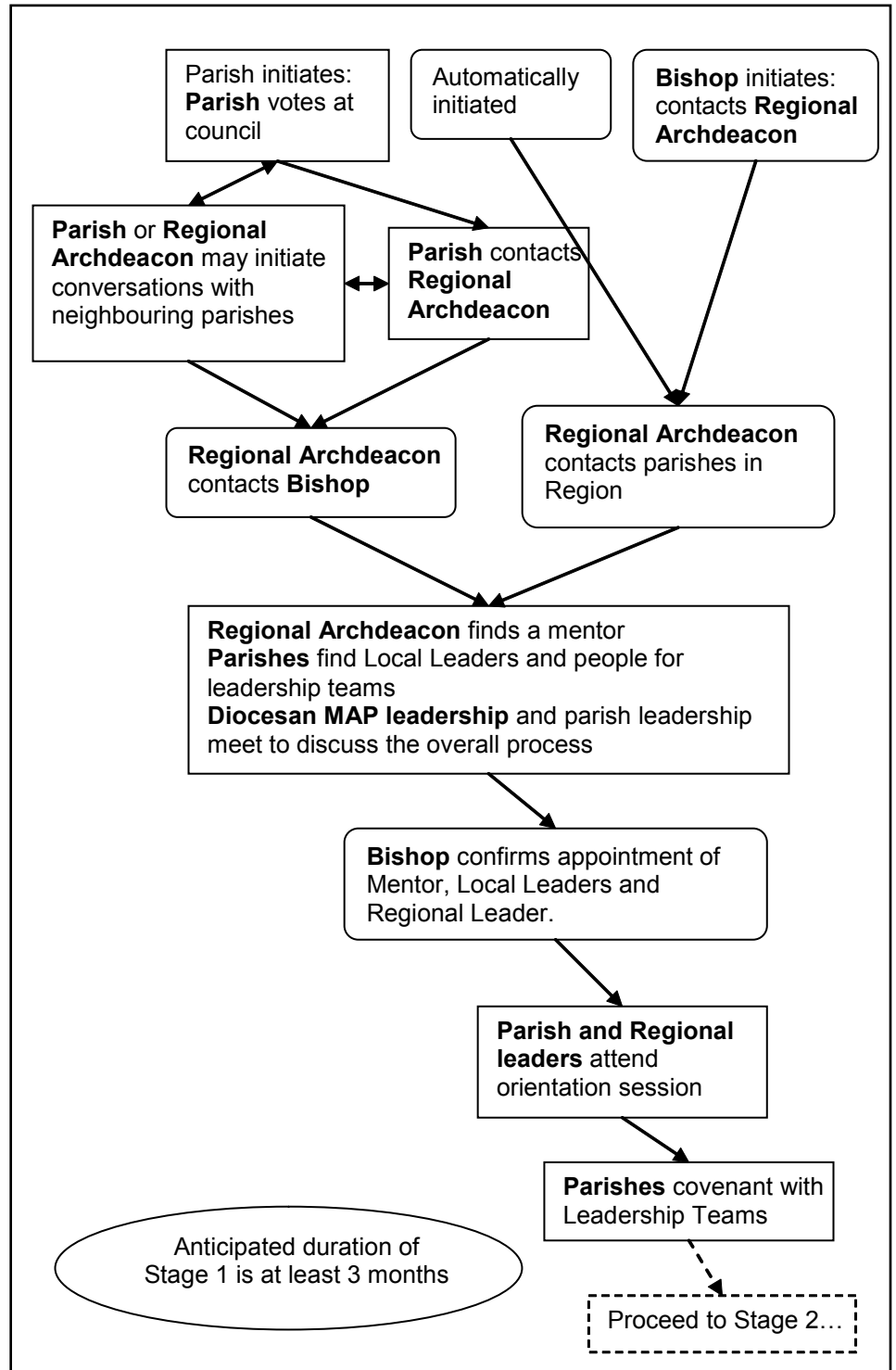
Experience in providing pastoral support to individuals, groups and organizations.

Support and Accountability

The Chaplain is supported by the Mentor and Regional Archdeacon.

The Chaplain reports to the Bishop through the Regional Archdeacon.

Stage 1 flowchart



Stage 2: The Design

In this stage, the MAP regional leadership designs how the process will be carried out. Working with the mentor, the region develops a mandate, which consists of

- *the questions the region will explore in determining how it is called to future ministry,*
- *the participants in the process,*
- *how the decision for future ministry will be made, and*
- *the timeline for Stages 3 and 4.*

Developing the mandate

The first task following the orientation session is to develop a mandate. The mandate consists of

- the questions the study will address,
- the names of the major participants and potential partners,
- the decision-making model, and
- a timeline for Stages 3 and 4.

Fairly early in considering the mandate, there should be a meeting between the Bishop or Regional Archdeacon, the regional clergy, Regional Leadership Team and wardens. The goal of this meeting is to lay the groundwork so that participants share a common understanding of the task ahead of them. Participants at the meeting should

- make a preliminary assessment of the current situation,
- discuss areas that they wish to explore through MAP,
- discuss potential partners, and
- consider a possible timeline.

The mandate will take shape through on-going conversations. In addition to input from the Bishop or the Regional Archdeacon, the Diocesan strategic plan should help guide the mandate.

In developing the mandate, the region should choose the approach that will work best in their context. One process is the MAP Mandate Session, which has been developed using appreciative inquiry (see the summary on page 11).

Elements of the mandate

The questions

The mandate sets out questions that will guide the region as it seeks to articulate its preferred future. The questions identify the issues that most concern the region as it moves to vital, sustainable ministry. These questions are meant to define the scope of the Ministry Assessment Process. *Once they are formulated, parishes do not attempt to address the questions directly until late in Stage 3.*

The questions are set by reference to the challenge: what is God calling us to be and do? The goal is for the members of the region to express their hopes and concerns and, in doing this, create common, realistic, expectations among the participants.

Questions to be asked could include:

- What does healthy sustainable ministry look like in this place and time? What is our preferred future?
- Where might the opportunities for ministry lie?
- Who do we need to hear from, in our community and beyond?
- What models of ministry might be appropriate?
- What resources will we need? How can we release resources for ministry?
- What connections might there be to other parishes, ecumenical partners, governmental organizations and social agencies?
- How will the facilities support the proposed ministry changes?

Participants are encouraged to identify additional questions to explore based on their circumstances.

Who

Wardens
Bishop
Regional Leader &
Leadership Team
Mentor

Identifying participants

The Design stage provides the opportunity to brainstorm about people or groups who can provide insight into the surrounding communities, including needs and future plans. It also provides an opportunity to brainstorm about potential partners for future ministry. The mandate will then name the sort of organizations that could be approached. For example:

- other parishes or chaplaincies (university, hospital, prison, etc.),
- a group of parishes,
- ecumenical & multi-faith groups, or
- social or governmental agencies.

Decision making

Some recommendations to the Bishop in Stage 4 will no doubt require the approval of vestries. While other recommendations may not be as broad, it is best to have the widest possible endorsement. As in Stage 3, full participation of the parishes in selecting the preferred option is crucial. The mandate should clearly state how this decision-making is to take place.

Setting the timeline

The mandate timeline will specify a start date for Stage 3, include key activities for Stages 3 and 4, and the end date for Stage 4. It could take as little time as three months to as long as two years to reach a decision (end of Stage 4), depending on the complexity of the ministry and parishes. Stage 5: Making it Happen will have its own timeline, set at the end of Stage 4.

The mandate is a living document. Even after the mandate is approved, it may become evident some elements need to be revisited to reflect changing conditions or circumstances.

Drafting the mandate

Once it has gathered feedback, the Regional Leadership Team with the support of the Mentor will draft a proposed mandate, which they will present to Parish Council. Once the Parish Council has approved, the Mandate is forwarded to the Bishop through the MAP Resource Associate.

Approving the mandate

The Bishop will review the mandate, consult with senior staff, chairs of standing committees and the Regional Archdeacon and, as appropriate, suggest further changes. When all parties are satisfied with the mandate, the Bishop will give formal approval.

At this point it is important that parishioners be fully informed of the content of the mandate and the expectations around MAP. See the Communications Plan worksheet on page 8 for ideas.

A celebration of the mandate will form part of the main Sunday liturgy as soon as possible after the Bishop has approved it.

You've finished Stage 2 when...

- Regional Team, wardens and clergy have held a meeting with the Bishop or Regional Archdeacon
- Regional Team has solicited input from the parishes and drafted a mandate.
- Parish Councils have approved the mandate.
- The Bishop has approved the mandate.
- Each parish's Leadership Team has communicated the contents of the mandate to its parishioners.
- Parishes have celebrated the mandate as part of Sunday liturgy.

Resources

- Communications plan worksheet (page 10)
- Mandate session overview (page 11)
- Mandate session guide (separate handout)

Communications plan

**What is your need/goal regarding communications for this stage? What do you want to achieve?
What do people need to know about MAP?**

What is your main message for this stage?

How will you do it?

- Handouts
- Bulletin
- Newsletter
- Special mailing
- Website (note: external)
- Announcement
- Coffee-time display/bulletin board
- Other: _____

How often will you communicate? Who will be responsible?

How will you solicit or be open to feedback?

Mandate session overview

The object of this session is to generate a pool of questions from which the Regional leadership team will draw when proposing the mandate. MAP is shaped by the needs and desires of local parishes, so each mandate will reflect the concerns of the parishes engaging the process.

The session is facilitated by the Mentor, and we encourage wide participation. Key parish leaders, wardens, incumbents, and others as appropriate are encouraged to attend.

The four-part session is based on Appreciative Inquiry. First, two participants interview each other. Next, in a small group, participants discuss their hopes for their parish. Third, participants brainstorm challenges. Finally, participants turn their goals and challenges into questions.

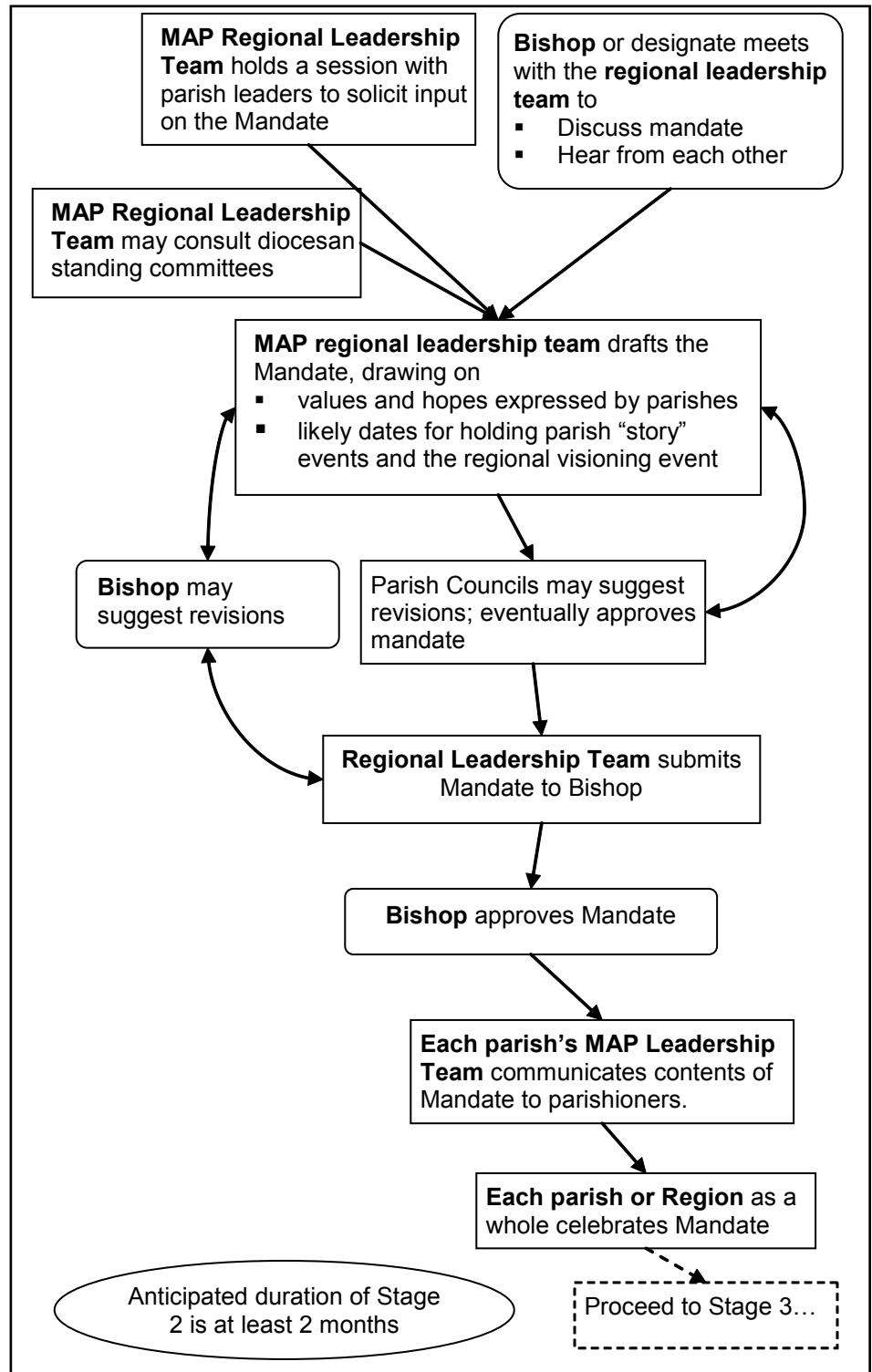
After the session, the leadership team takes the questions and proposes a short-list. They also draft a time-line, propose the method for selecting the preferred ministry, and list participants. These four elements form the mandate.

Sample Agenda

- Welcome, liturgy: 15 mins
- Part 1, Interviews: 45 mins
- Part 2, Share your partner's values and hopes with group: 25 mins
- Discuss common themes: 15 mins
- Part 3, Brainstorm challenges: 15 mins
- Part 4, Formulate questions, based on hopes and challenges: 30 mins

Allow at least 2.5 hours to complete the session.

Stage 2 flowchart



Stage 3: The Story

Stage 3 consists of gathering the stories of the parishes and the region, told in words and numbers, and reflecting on where the Spirit is leading. It is a key opportunity for participants to move from denial to engagement, to share their fears and grief in the face of changing reality, and to have their anxieties addressed.

Telling the Story

Telling the parish story involves gathering an authentic description of the history, gifts, assets and burdens of the parish. The whole parish community, including youth and children, needs the opportunity to contribute. The Story cannot be the work of a few or a history pulled from available sources. Parishioners cannot simply be told the story: they have to be part of the story telling. By doing so they become grounded in their history—their gifts and burdens—and they become aware of common values. This then forms a shared framework for dreaming the future.

MAP recognizes that to tell a genuine story about the parish and region, many sources are required. In addition to their history, parishes will examine their ministry, programs, spiritual values, worship, financial data, and buildings and the surrounding community.

This information is gathered and shared in the following ways:

Story Telling Events

Each parish holds a parish-wide story telling event, including active participation of children and youth. The agenda for the event will vary with each parish. See page 14 for a summary of two possible story telling events.

Once all the parishes in the region have held their events, it is important for the Regional Team to reflect on the information, themes, common experiences and differences among the parishes.

The Parish Study

Each parish receives a series of integrated workbooks which ask questions about ministry, buildings and financial health. A book study supplemented with a parish-specific community profile allows parishes to reflect in detail about the surrounding community and the parish's practices.

Parishes may choose to make The Parish Study their main educational focus for several months. Broad participation is encouraged, with a small group that includes clergy committed to working through it. Background material comes from data provided by the Synod Office and an external building inspection.

Sharing Study Results

The Parish Study concludes with a session in which the Parish Team shares their findings more widely with parishioners. Once all the participating parishes have completed the study, a region-wide event is held to share findings across the region. This is a significant event for bringing the wider membership into the process.

Who participates?

Regional and Parish Leadership Teams
Regional and Local Leaders
Mentor
Clergy
Treasurers
Building committees
Parishioners

Listening for the Spirit

In the second part of Stage 3, the parishes in the region draw on their values and story to dream a range of options for ministry. As they do this, they are assessing their potential for vital and sustainable ministry for now and in the future. Following the sharing of Parish Study findings, a regional planning event encourages parishioners to imagine ministry based on their passions, their values and their commitment. See pages 14 and 15 for a summary of two possible events.

In planning this event, the Mentor, Regional Leadership Team and clergy should review the mandate questions. They should ask

- Thinking of the values, building and financial data, what responses to the questions seem to be emerging?
- How will the vision event address the underlying concerns expressed in the mandate questions?

The visioning event is designed to produce realistic proposals that translate parishioners' values into action. The Diocesan strategic priorities are a key resource for refining and framing the passions and possible actions that emerge through the visioning event.

Once MAP leaders at both the parish and regional levels have reflected on these ministry ideas, they should be shared with standing committees for input and advice. See page 18 for an overview of the standing committees.

Discernment is also a focus of the everyday liturgical, spiritual and community life of the church. MAP includes liturgical resources to support discernment.

Transition to Stage 4

By the end of Stage 3 the Regional Leadership Team produces one or more feasible options. These options are carried into Stage 4: The Decision, during which further discernment takes place leading to the selection of the best of these options.

Notes for Mentors and Local Leaders

This stage has two distinct phases: collecting and reflecting on stories and data, and dreaming future ministries.

As the parish or region moves from analysis to formulating options, it is important to begin conversations with appropriate standing committees.

You have finished Stage 3 when...

- Parishes have held well-attended story telling events.
- Parishes have completed The Parish Study.
- The Region has engaged in a visioning exercise and identified options for the future.
- Meeting with MCDC and other standing committees as appropriate.

Resources

Standing Committees (see overview on page 18)
Storytelling and visioning workshops (see summaries on pages 14 and 15)

Storytelling events

History Event

Purpose of exercise

Uses storytelling as a vehicle for identifying the community's history, gifts, and themes as well as past conflicts, hurts, and burdens.

Outcome: prepares the community for visioning.

Short description

Participants draw on their memories to complete a rough timeline of the parish and surrounding community. The history can be organized however the participants prefer, by date, by rec- tor, or by decade. The object is to tell the stories: the good times, the strug- gles, key "players" etc. Participants then reflect on the questions "What are the burdens of this congregation?" and "What are the gifts of this congre- gation?" Close with liturgy that invites participants to hold up to God the people who shaped the congregation, the gifts received as a community, the hurt, burdens and regrets of the con- gregation and also the thanksgivings based on the parish story.

Ethos

Have fun, release tension and be open to the Spirit. Historical accuracy takes second place to expressing the con- text, meanings, and values that shape members' daily activities.

Advance preparation

None.

Timing

One evening

Resources

One trained facilitator. Food. Long sheet of paper, markers.

Appreciative Way

Purpose of exercise

Gather the community's core values and hopes through appreciative story- telling.

Outcome: Prepares for visioning by identifying priorities and strengths.

Short description

Participants are paired up with people they know least. One hour is then given over to interviews that start with remembering a personal story, then invite participants to reflect on what they value about themselves and their community, about their understanding of the core value of their community, and their hopes for the future of their community. The interviews follow a specific format that successfully encourages the subject of the inter- view to articulate personal hopes and values. Next, participants share these hopes and values in the small group, which then identifies one to two core values and three to four common hopes. From there, the small groups share with whole room and the facili- tator leads a discussion to determine the growing consensus.

Ethos

Draws on positive personal experience of the faith community. Focuses on carrying forward the best of the past into the future.

Advance preparation

None

Timing

Three hours

Resources

Food, flipchart paper, markers, facilitator

Planning Conference

Purpose of exercise

Builds ownership, identifies leaders, and can result in new options that the planners have not yet considered.

Outcome: the beginning of a practical vision for the future.

Short description

Participants identify the issues they want to talk about and then gather in groups according to interest. Friday evening includes community build- ing and overview of the life cycle of congregations. Saturday, participants reflect on the issues and opportunities for Anglican ministry in their area. Participants volunteer topics, groups meet, and discussion as well as sug- gestions for next steps are recorded for circulation to all participants. A ple- nary session closes the day, with each participant invited to share learnings or reflections on the process. On Sun- day, a "next steps" meeting identifies a preliminary vision and implementa- tion.

Ethos

Based on open space technology, it is a Spirit-led process. Works well in a single parish or on a regional basis.

Advance preparation

Is used following history events and The Parish Study.

Timing

Friday evening to Sunday afternoon

Resources

Facilitators for adult and children's program. Food. Flipchart paper and markers.

Context & Identity Workshop

Purpose of exercise

Understanding the parish's connection to the wider community, reflecting on the parish identity and formulating a vision. **Outcome:** a list of priorities for mission.

Short description

Two parallel sessions, one for adults and the other for children and youth, take place over a day and a half. The first evening's focus is on the wider community. Adults hold a panel discussion with community leaders on "What challenges face this community today?" and "What will this community be like in 20 years?" The youth conduct a neighbourhood "walk through" and report to the adults what they see. The children reflect on what they like about their neighbourhood and what is changing. The next morning's focus is identity. Participants compare their parish with five activities in early Christian communities. The focus then shifts to discernment of gifts, needs, and resources. By late afternoon, the group identifies priorities for mission.

Ethos

Draws on information from community leaders framed by bible study. Highly structured process.

Advance preparation

Is used following history events and The Parish Study. Community leaders need advance invitations.

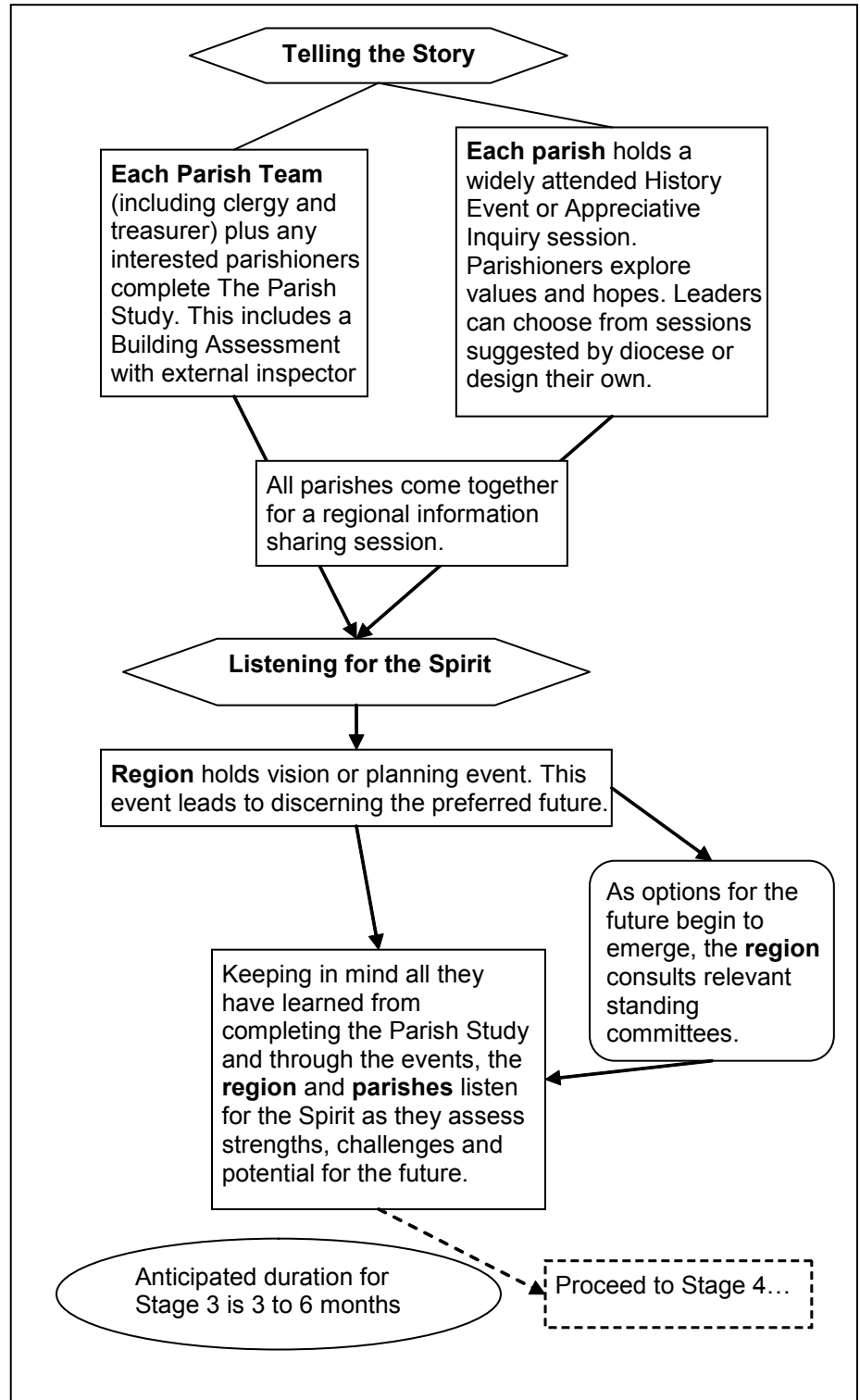
Timing

One evening and full day.

Resources

Facilitators, space, and food.

Stage 3 flowchart



Stage 4: The Decision

In Stage 3 the parish has told its story and identified one or more viable options for future ministry. These are carried into Stage 4 where, through further discernment, the region selects and recommends to the Bishop a preferred option for vital and sustainable ministry. The stage concludes when the Bishop endorses the recommendation.

Selecting the preferred option

The first step is to reconfirm how the region will make its decision, including the degree to which it will require consensus. This was already determined when the mandate was developed in Stage 2, but this is an opportunity to confirm that the earlier decision making process is still valid.

Discernment is initially the work of a small group, likely an expanded Regional Leadership Team, which refines the options identified at the end of Stage 3. Taking the ideas and energy generated through the visioning event, the discernment team could start by reflecting on the most significant qualities of their people, partners, buildings, and finances, paying careful attention to strengths but not ignoring burdens. Next, they should prayerfully consider where God is calling them, keeping in mind their mandate questions, Diocesan strategic priorities, community needs, and the sustainability of the options under consideration. As a choice takes shape they should seek feedback from the archdeacon and appropriate standing committees.

The group must keep parishioners informed of the direction their work is taking. Ultimately this group will make a recommendation to the region as well as any partners. There will likely be further input and fine-tuning as all members participate in shaping their future ministry.

Questions

As the feasibility of the vision is being considered, the following questions may prove helpful:

- Is this what God is calling us to be?
Is this how we can best offer vital and sustainable ministry for now and in the future?
- How is this consistent with the values of this region and its member parishes?
- Does this vision address the concerns expressed in the mandate?
- How is this compatible with the strategic direction and priorities of the Diocese?
- Does this serve clear and established needs of the community, both within the parishes and in the wider secular and church context?
- What resources are necessary (people and dollars) to sustain this?
- What support and resources are available?
 - from our parishes or region
 - from our partners
 - from the Diocese
 - from other sources (including community funding)
- How do our facilities support this?
- Do the Regional Archdeacon and appropriate committees support this? (see page 19)

Liturgical resources and approaches for discernment are available to support the region in selecting a preferred option.

Who participates?

Local Leaders
Discernment Teams
Clergy
Standing Committees
Bishop
Vestries (likely)

Recommendation to the Bishop

Once a preferred ministry option has been identified and consultations have taken place, the region submits a recommendation to the Bishop.

One of the principles underlying MAP is that parishes and regions must discover for themselves where God is calling them. At the same time, the Bishop is charged with leading, supervising, and uniting the Church. Ultimately, the Bishop is responsible for ensuring that parish initiatives uphold and promote the connection between the church's mission and God's mission in the world.

The recommendation to the Bishop needs to have sufficient information to allow for a realistic assessment of the proposal. The recommendation then serves as the basis for developing a detailed Ministry Plan in Stage 5. It should include the following:

- a vision of healthy and sustainable ministry in the region;
- the specific ministry initiatives, with supporting values and rationale;
- the strategy to implement the ministry over the next three to five years with key activities and dates;
- the organization, facilities and resources (and sources) required;
- the participants, including letters of commitment from partners; and
- a summary of consultations that have taken place in the Diocese, and any resolutions from committees.

This stage is completed once the Bishop has endorsed the recommendation. The parish or region is then ready to enter Stage 5: Making It Happen, which will start with the creation of a specific Ministry Action Plan.

Note for mentors and local leaders

The end of Stage 4 marks the completion of the official mandates of the Mentor, the Regional Leader and Local Leaders. While the Regional and Local Leaders may stay involved as the Ministry Plan is developed in Stage 5: Making It Happen, it is likely the Mentor's involvement will end.

The anticipated duration of Stage 4 is between one and two months.

You're finished Stage 4 when...

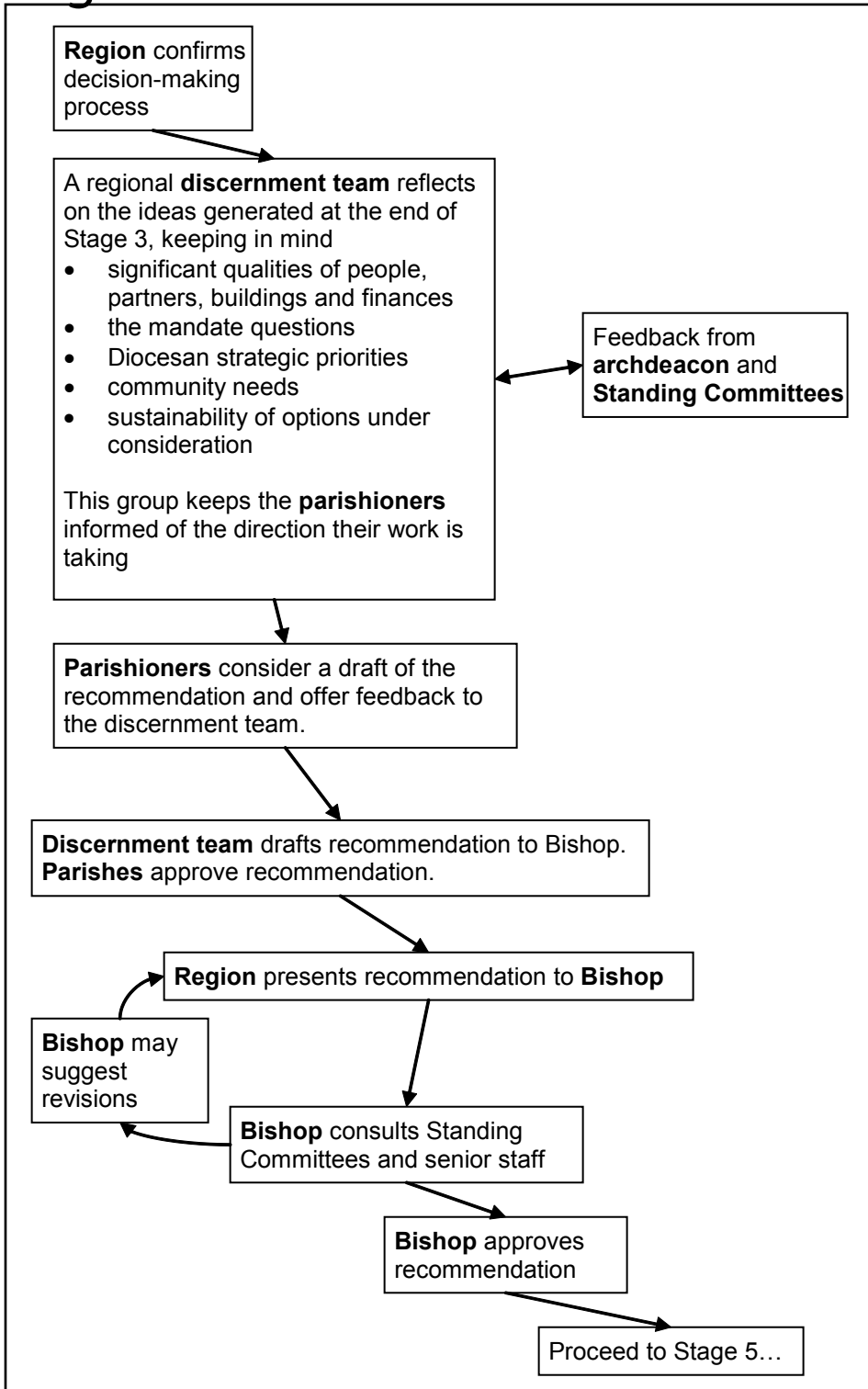
- The region confirms its decision making process
- A small group refines the ideas generated at the vision event.
- As the vision for future ministry takes shape, the region consults the archdeacon (representing the Bishop) and appropriate diocesan committees.
- All members of the region have an opportunity and are encouraged to contribute to the vision for future ministry.
- The Region makes a recommendation to the Bishop.
- The Bishop endorses the recommendation.

Resources

Diocesan standing committees (see page 19)

And let's not forget...

Stage 4 flowchart



Stage 5: Making it happen

This final stage of MAP involves creating a ministry plan to bring the decision into being. Even in the case when the decision is made to close, an appropriate ministry plan needs to be created.

The Ministry Plan

A ministry plan includes:

- A vision/mission statement
- A statement that summarizes the values and rationale for the decision made at the end of Stage 4
- A five-year action plan, including goals that are specific, measurable, achievable, realistic, and time-tied
- A five-year financial plan (next year's budget and a four-year projection)
- A description of resources required to carry out the plan
- Provisions for periodic review and reporting
- A commitment to undertake MAP again by a specified date

Implementation

The region then undertakes its plan, reviews its goals yearly, updates its plans (including goals and budget projections) and provides an annual progress report.

Parish ministry assessment is a continuing process. It is envisioned that a parish is likely to re-engage an assessment within seven to ten years.

Standing Committees

About standing committees

A key principle in the Ministry Assessment Process is to work in partnership. Working in partnership includes inviting the participation of Diocesan standing committees. There are eight standing committees of Diocesan Council responsible for advising council and managing particular areas of ministry. They seek to work collegially to support parish ministry and can provide valuable insight to MAP participants, particularly as options for future ministry are being identified and evaluated.

This overview will help MAP parishes and regions understand which of the committees they may want to call upon.

Standing Committees and MAP

Stage 1: Where there are indications that the sustainability of the parish is significantly challenged, a standing committee may recommend that a parish or region initiate MAP.

Stage 2: A parish may seek input on the mandate questions or regarding potential partners. Committees may make suggestions to about the mandate.

Stage 3: A parish may ask for input and support in assessing a range of feasible options for future ministry.

Stage 4: MCDC will review all recommendations. The Bishop may request other committees to review and comment. This review will be facilitated if the committee has been involved with the parish or region in the previous stage.

Who's who

Ministry and Congregational Development Committee (MCDC)

Works with parishes in identifying ministry needs across the Diocese and in developing ministry plans for congregational development, expansion, and revitalization. Also reviews applications for loans and grants.

Chair: The Rev. Jeremy Clark-King **Email:** church20@telus.net

Meets the third Thursday of every month except June, July and December

Diocesan Administration and Finance (A&F)

Works with parishes on the financial components of parish ministry, and provides financial guidance on applications for grants and loans.

Chair: Mr. Ian Robertson **Email:** idr@robertsoninc.ca

Meets the fourth Tuesday of every month except June, July, and December

Diocesan Grants and Loans (G&L)

Reviews grant and loan applications from a holistic perspective (integrating the views of MCDC and A&F) and manages the discretionary accounts of the diocese (such as The Diocesan Growth Fund and the New Development Fund).

Chair: The Rev. Michael McGee **Email:** mmcgee1@shaw.ca

Meets the fourth Wednesday of every month except June, July and December

Stewardship Development Committee (SDC)

Develops an ongoing diocesan stewardship development program and helps parishes by creating stewardship resources.

Chair: Ms. Liz Cullen **Email:** john_cullen@telus.net

Meets the third Tuesday of every month except June, July, August & December

Ministry Resources Committee (MRC)

Coordinates ministries delivered by diocesan units and related groups.

Chair: The Rev. Paul Guiton **Email:** pastorpaul@telus.net

Meets four times a year

Communications and Marketing Committee (CMC)

Helps parishes and ministries in articulating and communicating their story.

Chair: Ms. Jane Osler **Email:** pjosler@gmail.com

Meets the third Wednesday of every month except July, August and December

Ordained Ministry Division (OMD)

Administers programs to support ordained ministry in the diocese.

Chair: The Rev. John Struthers **Email:** jtstruthers@dccnet.com

Meets the fourth Thursday of the month.

Prayers for meetings

Opening prayers

Christ, you are risen with the sun:
You are light in our darkness, warmth
in our cold.
You are peace and hope and joy.
Be with us as we share your
Resurrection hope
and the promise of new life. **Amen**

In Other Words, p. 40

Throughout this day,
Enliven our minds,
Inspire our conversation,
Inform our decisions,
And protect those we love.
And should today bring
What we neither anticipate nor desire,
Increase our faith
and decrease our pride
Until we know that,
When we face the unexpected,
we do not stand alone.
Hear our prayers
Made in the name and presence
Of our beloved friend Jesus Christ.

Amen

Wee Worship Book, p. 52

*O come, let us sing to the Beloved, let
us make a joyful noise to the rock of our
salvation! Psalm 95:1*

To you, God of creation,
we sing a new song of praise.
A song of trees planted by streams
of living water,
a song of mountains
clapping their hands for joy,
a song of cities delighting
in heavenly harmony,
a song of people that were lost
and have been found.

For the whole earth belongs to our
God,

and we shall rejoice and be glad in it.

Alleluia, Amen

Origin unknown

Prayers for the journey

O God, you have called your people to
ventures
of which we cannot see the ending,
by paths as yet untrodden,
through changes unknown.
Give us faith to go out with good
courage,
not knowing where we go,
but only that your hand is leading us
and your love supporting us;
through Jesus Christ. **Amen**

Evangelical Lutheran Worship, p. 304

Reshape us, O Holy God,
until in generosity, in faith,
and in expectation
that the best is yet to come,
we are rendered truly Christ-like.
Make us passionate followers of Jesus
rather than passive supporters.
Make our hearts as well as our
churches places of radical discipleship
and signposts to heaven,
then, in us, through us, and—if need
be—despite us,
let your dream for Earth come quickly.

Amen

Wee Worship Book, p. 79

Lead us Gentle One into the world,
Help us tread lightly on the good
earth,
For it is the dwelling-place of God;
Help us deal gently with all living
things,
For they are created by our God;
Help us live simply, humbly,
and joyfully,
Remembering that we are the beloved
children of our Generous God.

And the blessing of God—
Lover, Beloved and Love—
renew us, sustain us
and strengthen us,
now and always. **Amen.**

In Other Words, p. 69

Closing prayers

Alpha and Omega, from the beginning
to the end, you are God, the mystery
beyond our knowing, yet revealed
to us by your Beloved and revealed
within human life. Come into our
hearts that we may be born again to
new relationship with each other and
to a new commitment to the spirit of
abundance. Come, O Holy One; come
reawaken the bones of this dying age
and fill us with resurrected life.

Amen

Out of the Fire, p. 117

Loving God,
Open our hearts, so that we may feel
the breath and play of your Spirit.
Unclench our hands, so that we may
reach out to one another and touch
and be healed.
Open our lips, that we may drink in
the delight and wonder of life.
Unclog our ears, to hear your agony in
our inhumanity.
Open our eyes, so that we may see
Christ in friend and stranger.
Breathe your Spirit into us
and touch our lives with the life of
Christ. **Amen**

Bread for Tomorrow, p. 130