

ANGLICAN DIOCESE OF WESTERN NEWFOUNDLAND

STRATEGIC PLAN

2022-2026

*We Are Called By Jesus
To
BE DISCIPLES! MAKE DISCIPLES!*



(Photo by Bishop John Organ: Window at St. Augustine's Church, Margaree/Foxroost)

Be Disciples! Make Disciples!
The Strategic Plan
Of
The Diocese of Western Newfoundland
2022 to 2026

Introduction:

It is good to state at the outset of any strategic plan for our diocese, the words of our Lord Jesus Christ, who said, ***“I came that they may have life, and have it abundantly.”*** (John 10:10b NRSV)

As Christians, we are people of hope. We are members of the Church, which is built ***“on the foundation of the apostles and prophets, Christ Jesus himself being the cornerstone, in whom the whole structure, being joined together, grows into a holy temple in the Lord. In him you also are being built together into a dwelling place for God by the Spirit.”*** (Ephesians 2:20-22 ESV)

Therefore, we can boldly look to the future and, in the words of St. Paul, ***“press on to reach the end of the race and receive the heavenly prize for which God, through Christ Jesus, is calling us.”*** (Philippians 3:14 NLT)

While Covid-19 has presented us with many challenges over the last two years, we have, by God’s grace, conducted a Diocesan Commission, which made clear our local context of Western Newfoundland and Southern Labrador. The work of the Commission enabled us to face with



courage and hope the difficulties before us as a society and as a diocese. It also helped us to understand our strengths and discover how to seize the many opportunities that we have been given. As a result, and in confidence that God is with us, the Commission concluded that we can be hopeful about our future as communities, congregations,



parishes, and as a diocese.

(Photos by Bishop John Organ: Westport and St. Mary’s, St. Anthony)

The Diocesan Commission made the recommendation that to seize the future we need to follow our Lord's Command, 'Go and make disciples.' Instead of managing decline, or holding a major financial campaign to shore up what we have, the Commission determined that it is through intentional discipleship that we will have the best opportunity to strengthen the spiritual life of our people, local congregations, and diocese. We do not have too few people. We have too few people fully exercising their discipleship. Therefore it is necessary to reach out to all Anglicans in our diocese and to encourage their deeper following of Jesus Christ and more fully belonging to the Body of Christ.



(Photo by Irene Organ: Parish of Meadows)

As members of the Strategic Plan Committee, we are confident that a Discipleship Campaign can be successfully conducted in our diocese.

The parish statistical returns of 2019 showed that our diocese had a membership of nearly 19,000 people. While this number may have decreased some since 2019, we can be fairly certain that our numbers are still somewhere in the 15,000 to 16,000 range. We are a 'multitude' still and the consistent commitment of our people in every congregation reveals that the vast majority of our people support the local congregation and the wider-church.

Discipleship is a life-long process. Each of us is called to grow continually in our relationship to God. We are to have an ongoing development in our knowledge of God and our love for God. Jesus summarized the many commandments into two: to love God with all our heart, mind, and soul, and to love our neighbour as ourselves. (Matthew 22: 37-39)

'Loving God with all our heart, mind, and soul' establishes the first and top priority of our Christian life. We are called to love God with our entire

being. This requires ongoing spiritual growth and maturity and is a life-long process. To *'love our neighbour as ourselves'* is equally a continuous and intentional life-long effort.

The Holy Spirit will help us to deepen our discipleship, which will help us love God more fully and our neighbour as ourselves. This will be life-giving and life-enhancing. As we grow in our relationship with God, oneself, others, and creation, life will be abundant as Jesus promised.

(Photo by Bishop John Organ: Blue Jay, Corner Brook)



We are called to a deeper relationship with Jesus Christ and to living out His 'Summary of the Law.' The members of the Commission felt led by the Holy Spirit to encourage all Anglicans of our diocese to intentionally nurture their discipleship. Being disciples of Jesus Christ requires intentionality and support. It requires time with Jesus and listening to Him. It means taking our rightful place in the life and work of our local and wider church, worshiping God, and serving the needs of others.

Deepening our discipleship will mean we are more faithful to the Gospel, better able to strengthen our church, and compassionately serve the world.

Surprisingly, but in the most reassuring way, the Commission discovered that the Anglican Consultative Council (ACC), in 2016, also felt led by God's Spirit to issue a call to the entire Anglican Communion to take up Intentional Discipleship. The ACC stated that discipleship is at the very core of the Gospel of Jesus Christ and must be at the heart of the Church and each Christian. We are called to be disciples of Jesus Christ and to help others become His disciples as well.

We are always growing. Everyday is an opportunity to grow. This is true of our discipleship as well. Each day we can follow Jesus more closely and love Him more dearly. The outcome of deeper discipleship is that we can love God, ourselves, and our neighbours better. We can care more effectively for creation. As we grow in our discipleship we will also experience more fully the fruit of the Spirit: ***love, joy, peace, patience, kindness, generosity, faithfulness, gentleness, and self-control.*** (Galatians

5:22 NRSV)



It is abundantly evident how such fruit enriches a disciple's life and positively enhances the spiritual life of each congregation. It is equally obvious how this fruit benefits our wider community. As we help to nurture discipleship among the many thousands of Anglicans in our diocese, the fruit of the Spirit will serve to strengthen not only our local church but our entire diocese, and indeed beyond us to the wider church. The fruit of the Spirit will also flow over into our local communities, region, province, and country. God's grace will abound and soon we will see and do things not previously imagined. Christ has promised that when we are his disciples and help others become disciples, he will help us. Jesus partners with us in our discipleship and disciple-making. Discipleship is Christ's command to us and also where Christ promises to be with us.

We want very much to grow our local and wider church. We want to maintain and sustain the Body of Christ in our local and wider setting. We want our parishes to thrive. Likewise, we want our Diocese of Western Newfoundland, the Anglican Church of Canada, and the Anglican Communion to thrive. The surest way for us to do this is by being faithful followers of Jesus Christ and to allow the fruit of the Spirit to be born in us more and more through deepening discipleship.

It is for this reason that the members of the Diocesan Commission felt led by the Holy Spirit to conclude that we can successfully meet the challenges we face through our nurturing of Discipleship among all our people. By everyone genuinely following Christ, we can boldly seize the opportunities before us. All of this can be achieved best when obedient to our Lord's Great Commission to, ***"Go, and make disciples."*** (Matthew 28:18-20)



(Photo by Bishop John Organ: Window at St. Augustine's Church, Margaree/Foxroost)

As the Strategic Plan Committee we feel led by the Holy Spirit to offer the following Strategic Plan, which is based on the recommendation of the Diocesan Commission and approved by Synod Executive in 2021. We are grateful to the Planning Committee for this opportunity to serve our congregations, parishes, and our Diocese of Western Newfoundland.

Committee Members:

The Very Reverend Catherine Short

The Reverend Canon Jeffrey Petten

The Reverend Tanya White

The Reverend Ed Coleman

The Reverend Cynthia Haines Turner

The Reverend Marie Smith

Ms. Sabrina Short

Mrs. Nora Shears

Mrs. Verna Legge

Mr. John Moores

Mrs. Irma Moores

Mrs. Irene Organ

Mr. James Hillier

Ex Officio: Bishop John Organ and Archdeacon David Taylor



(Photo by Bishop John Organ: Church of The Holy Spirit, Isle aux Morts)

Goal: Conduct a Discipleship Campaign
Be Disciples! Make Disciples!

Definition of Disciple as given to us in Matthew 28:18-20:
A person who is called by Jesus, follows Jesus, and is committed to the mission of Jesus, which is to make disciples, teaching them to follow Jesus and to obey all that Jesus commanded.

Implementation: Train Clergy, Laity, and Congregations in being disciples and making disciples. Conduct a visitation of every receptive Anglican of our Diocese. Invite them into a deeper discipleship with Jesus Christ. Invite, support, and encourage them to belong more fully to the Body of Christ.

Discipleship Campaign - *Be Disciples! Make Disciples!*
January, 2022 to April, 2026

STAGE ONE: Develop a Strategic Plan
January 1 to May 7, 2022

At Stage One, the Planning Committee established a sub-committee, comprised of clergy and laity, fifteen persons in total. They met every two weeks on average and were responsible for developing a Strategic Plan based on the recommendation of the Diocesan Commission. The sub-committee is known as the Strategic Plan Committee.

The Strategic Plan will be presented to the Planning Committee for Acceptance and Approval in March of 2022. The Planning Committee will present the Strategic Plan to Synod Executive in March, 2022, for Acceptance and Approval. The Agenda Committee will present the Strategic Plan to Synod for Acceptance and Approval in May, 2022.

The Strategic Plan Committee will also establish a Diocesan-wide Discipleship Campaign Prayer Group, comprised of one lay person from each congregation. A person will be appointed to lead the Prayer Group, which will uphold the campaign in prayer throughout its duration.

The Discipleship Campaign will have the support of the Diocesan Bishop and Executive Archdeacon from beginning to completion.

STAGE TWO: Campaign Leadership and Discipleship Training May 8, 2022 to August 31, 2023

At Stage Two, the Planning Committee will begin to implement some of the specifics of the Strategic Plan.

At the outset the Planning Committee will establish a sub-committee known as the Discipleship Campaign Committee. The membership of this committee will be comprised of those from the Strategic Plan Committee, who are willing to serve, and augmented if required. The Discipleship Campaign Committee is responsible to the Planning Committee.

The Discipleship Campaign Committee will provide direction and support to the implementation of the Strategic Plan with its overarching goal of conducting a discipleship campaign throughout our diocese. The primary objective of Stage Two is to train parish clergy and selected laity in discipleship. These trained parish teams will be responsible in Stage Three to visit every receptive Anglican in their respective parish.

Training goals will include instruction in Christ's calling each Anglican to follow him and to help facilitate their favourable response to follow him. It will include teaching them how to help others follow him. There will be teaching about the meaning of baptism and their genuine practice of the vows made at baptism. They will be instructed to daily commit, and recommit as needed, to obeying Christ's command to love God with all their heart, mind, and soul, and to love their neighbour as themselves. They will be invited, encouraged, and supported in belonging fully to the Body of Christ, their local congregation, and regularly participate in Sunday Worship, Eucharist, Ongoing Discipleship, Prayer, Fellowship, and Service.

The training of clergy and selected laity in preparation for their visitation to every receptive Anglican will include instruction in the Safe Church Charter, the Racial Justice Charter, Indigenous Reconciliation, the Dignity of All Persons, including LGBTQ2SIA+, and appropriate boundaries to ensure respectful, affirming, non-threatening and non-judgmental engagement and conversation.

During Stage Two, the Discipleship Campaign Committee will develop a Job Description for the Discipleship Campaign Director. The individual

best qualified to fill this position may be clergy or lay. The Discipleship Campaign Committee will advertise the position, interview a short list of applicants, and make a recommendation to the Diocesan Bishop, who will appoint the Director, and license as appropriate, effective September 1, 2022.

The Discipleship Campaign Committee will give direction and support to the Discipleship Campaign Director.

The Discipleship Campaign Director will be responsible for gathering and developing resources in Discipleship. This will cover all theoretical and practical aspects of Discipleship training and implementation. The Director will also visit each parish to introduce Discipleship and to provide training in how each congregation can have a Discipleship-focus.

Also during Stage Two, the Discipleship Campaign Director will train clergy in how to incorporate and encourage Discipleship in their parish through preaching, teaching, sacramental preparation, and provision of pastoral care.

The Director will also provide training in Discipleship to laity involved in Christian formation, to members of vestry and parish council, and other levels of governance in the parish, deanery, and diocese. This training will have the intention of supporting a Discipleship-focus in all areas of congregation, parish, deanery, and diocesan life.

The Discipleship Campaign Director will obtain and/or develop context appropriate handout literature on Discipleship that can be left with each Anglican visited.

Each congregation will be trained in offering a model of welcome and hospitality that especially supports those who desire to deepen their discipleship and become more fully involved with their local church.

Stage Two is particularly focused on resources and training. Training will be delivered virtually and/or in-person. All clergy will be further trained in Discipleship. Lay persons will be identified by clergy and their names submitted to the Discipleship Campaign Director. Training events will then be organized and carried out by the Director starting at the Deanery level and moving into parishes and congregations. There will be training events

scheduled for administrative staff and for all those involved in governance at all levels.

At the end of this stage, all clergy and selected laity will be trained in Discipleship and teams ready for the visitation of all Anglicans during Stage Three. Congregations will be trained to have a Discipleship-focus. All governance levels will be trained to have a Discipleship-focus.

Each parish will provide an updated membership list by September 30, 2022.

The Discipleship Campaign Committee and the Director at Stage Two will obtain/develop quantitative and qualitative measurement tools to determine the effectiveness of the Strategic Plan in meeting its overall goal and objectives.

At the end of each stage of the campaign there will be a formalized review of whether training and implementation is effective. Findings will be used to support staying the course or to make adjustments to ensure campaign success.

The Diocesan Discipleship Prayer Group will gather with the Prayer Group Leader virtually and offer prayer for the Discipleship Campaign. Individuals will be asked to pray daily at a regular time for 15 minutes. Virtual gathering of the Prayer Group will be held monthly.

**STAGE THREE: Implement Visitation of All Receptive Anglicans
September 1, 2023 to August 31, 2025,**

In many respects this is the heart of the Discipleship Campaign. Building on the previous stages, every Anglican on the parish list will be contacted and a visit requested.

From the fully trained Parish Discipleship Visitation Team, consisting of clergy and laity, visitation will be made by pairs of individuals from the team. Consulting the updated parish list, two trained visitors from the team will be designated by the whole team to visit specific individuals.

Prior to an in-person visit, a one page Discipleship Brochure, developed previously by the Director and Discipleship Campaign Committee, along

with a Covering Letter, will be sent to each Anglican on the parish list. The Covering Letter will introduce the Discipleship Campaign underway in our diocese and parishes, and a request made for an in-person visit by two members of the local Parish Discipleship Visitation Team. Once the request has been granted, a visitation will be scheduled and made. Follow-up visits may be made as required.

During Stage Three each congregation is engaged in ongoing Discipleship learning and nurture. Welcome, hospitality, and general focus on Discipleship is offered by the congregation and supportive of all members as they develop their own following of Jesus Christ and sharing in the Body of Christ. Homilies, Christian Education, Sacramental Preparation, Pastoral Care, Social Ministry, Governance, and Administration will be Discipleship-focused and nurturing.

While every Anglican, open to a visit, is being reached out to and invited into a deeper understanding of and commitment to Discipleship, each congregation and parish will develop and provide an overall positive atmosphere of being and making disciples.

The Diocesan Discipleship Prayer Group will be supporting Stage Three and all stages with intentional prayer for each congregation and parish. They will meet regularly and pray intentionally.

Sunday worship will include a specific prayer for Discipleship and additional prayers to support each congregation's unique context and Discipleship-focus.

Printed Discipleship materials will be available in the pews, Discipleship Banners displayed, and constant communication of Discipleship made through bulletins and social media.

At the end of Stage Three, Discipleship will be understood and, hopefully, embraced by all Anglicans in every congregation and parish throughout our diocese. This will be a period when the mission within the church and the mission outside the church are one and the same. In all we are and all we do, Discipleship will inform, shape, and enliven it.

Meanwhile, there will be additional events at the congregation, parish, deanery, and diocesan level that support and encourage Discipleship.

Those events will be planned by the Discipleship Campaign Committee and the Discipleship Campaign Director to maintain momentum and motivation as needed.

At Stage Three a videographer will record individual and congregational testimonials to support and encourage the Discipleship Campaign. There will also be use of social media to inform and teach about Discipleship by the Discipleship Campaign Committee and Discipleship Campaign Director. The Diocesan Bishop, Archdeacon, Dean, Regional Deans, Parish Clergy, and Laity may also be engaged in promoting Discipleship through video, social media, and printed materials.

As we conduct the Discipleship Campaign throughout our diocese, all Anglicans, lay and ordained, will be on the same Discipleship Page and have a Discipleship Focus. There will be a singularity of effort to embrace and implement the Command of our Lord Jesus Christ who, in Matthew 28:18-20, said:

18...“All authority in heaven and on earth has been given to me. 19 Go therefore and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, 20 and teaching them to obey everything that I have commanded you. And remember, I am with you always, to the end of the age.” (NRSV)

We will carry out this Discipleship Campaign because Jesus calls us to be his disciples and help others to become his disciples. He has been given all authority in heaven and on earth. We will not be alone in this work as Jesus will always be with us to help and strengthen us in being disciples and making disciples.

At Stage Three, with all the extra focus and intentionality on being and making disciples, we pray and hope that our church life and outreach will have an energy and enthusiasm that will be evident and transforming. That we will grow in our following of Christ and experience the fruit of the Spirit. That our Discipleship will lift up our congregations, parishes, diocese, wider church, communities, and our service in the world, near and far.

STAGE FOUR: Measuring the Impact of the Discipleship Campaign September 1, 2025 to December 15, 2025

The Discipleship Campaign is motivated by our Lord's Great Commission. We are called to be disciples and to make disciples of Jesus Christ. This is our first and primary reason for conducting the Discipleship Campaign.

The Discipleship Campaign is motivated as well by the practicality of maintaining and sustaining the presence and vitality of each congregation, parish, and our Diocese of Western Newfoundland. The work of the Commission discovered that for our people the two top priorities are having their own church building and parish priest. We want to maintain our parishes, our diocese, and wider-church family, the Anglican Church of Canada and the Anglican Communion. We want our local and wider church to not only survive but to thrive.

The Discipleship Campaign allows us to be obedient to our Lord's command. We will reach out to all Anglicans in our diocese inviting them to deepen and enrich their own discipleship and fuller belonging to the Body of Christ.

The Discipleship Campaign will also allow us to seek to strengthen our local and wider church through our people's deeper discipleship and fuller belonging to the local congregation. This will help to ensure the viability and sustainability of the presence of the church locally and the availability of a parish priest.

To determine if the Discipleship Campaign successfully carried out our Lord's Command and served to strengthen individual discipleship and the local church, the measurement tools will be administered throughout our diocese. Those will be used to gather information from clergy, parishioners, congregations, vestries, parish councils, administrative staff, deaneries, and diocesan committees to determine the overall impact of the Discipleship Campaign.

The measurement tools will gather quantitative and qualitative information and be objectively evaluated to provide the most accurate assessment of the efficacy of the Discipleship Campaign.

STAGE FIVE: The Final Report January 1 to April 30, 2026

During Stage Five, the Discipleship Campaign Committee will prepare a Final Report on the Discipleship Campaign. Included in the report will be the findings from the measurement tools and analysis of these findings. Conclusions will be drawn and recommendations made. The Final Report will be presented to the Planning Committee and then to the Synod Executive.



(Photo by Bishop John Organ: St. Barnabas Church, Flower's Cove)

“Only a disciple can make a disciple.”
A. W. Tozer

“Church attendance is as vital to a disciple as a transfusion of rich, healthy blood to a sick man.”
Dwight L. Moody

“It is impossible to live the life of a disciple without definite times of secret prayer. You will find that the place to enter in is in your business, as you walk along the streets, in the ordinary ways of life, when no one dreams you are praying, and the reward comes openly, a revival here, a blessing there.”
Oswald Chambers

“Come, follow me,” Jesus said, “and I will send you out to fish for people”
(Matthew 4:19 NIV)

BE DISCIPLES! MAKE DISCIPLES!



(Photo by Bishop John Organ: Window at St. Augustine's Church, Margaree/Foxroost)