

| Strategic Theme | What this means | If we are successful | 3 Year Goals | Measures | Annual Objectives Year 1 | Annual Objectives Year 2 | Annual Objectives Year 3 | Accountability |
|--|---|---|---|--|--------------------------|--------------------------|-----------------------------|----------------|
| <i>Proclaiming God's Presence</i> | <ul style="list-style-type: none"> We reach beyond our place at the Corner We uphold a community of welcome and hospitality We demonstrate what it means to be a Christian community | <ul style="list-style-type: none"> We are known and sought out in our neighbourhood and beyond We collaborate with other faith communities in the neighbourhood We are known as advocates for those who are oppressed, forgotten and stigmatized We are recognized for our social justice programs and outcomes | <ol style="list-style-type: none"> Identify priority ministry areas and partners within our church community for outreach and growth. Develop a plan for connecting with our neighbourhood and communities within the parish to identify priority ministry areas and partners Strengthen community partnerships, develop new ones where warranted (BIA, chaplaincy etc. Causeway) and expand our current advocacy work (e.g. Amnesty International) | <ol style="list-style-type: none"> Businesses and residents in the parish boundaries reach out to CoR when they think we can respond pastorally or practically 5% increase in attendance at services/in parish membership from within the parish boundaries We are invited to share our approaches and learning with others | 1. Develop the plan | 1. Implement the plan | 1.Measure success and reset | Joint Boards |

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| <i>Maintaining a strong foundation</i> | <ul style="list-style-type: none"> We steward our resources faithfully We manage risk and make good decisions We support our ministry through our generosity | <ul style="list-style-type: none"> We are financially sustainable We have adequate staff and volunteer resources We have adequate physical and technology resources We have a robust governance structure with adequate policies and procedures | <p>4. Implement a short term and long term financial planning process that encompasses both stewardship and budgeting planning</p> <p>5. Implement HR and governance policies and procedures, including identifying succession planning for all paid positions.</p> | <p>4. Specific financial goals</p> <p>5. Specific fundraising goals</p> <p>6. Annual parish satisfaction survey</p> | <p>1. Implement annual policy review process.</p> <p>2. Implement annual policy compliance audit.</p> <p>3. Implement annual procedures and risk review process as part of planning process.</p> <p>4. Develop financial planning model that takes into account a three-year planning horizon.</p> | <p>1. Continue annual review processes.</p> <p>2. Implement financial planning model.</p> | <p>1. Continue annual review processes.</p> <p>2. Assess and refine financial planning model.</p> | Board of Management |

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| <i>Breaking down walls</i> | <ul style="list-style-type: none"> • We sustain an inclusive sacred space • We engage and challenge people to grow in faith • We connect more widely and deeply with each other | <ul style="list-style-type: none"> • There are no barriers to participation • We have programs that connect members of our worship communities • We offer diverse opportunities and venues for Christian education | <ol style="list-style-type: none"> 6. Successful implementation of Making More Room Project 7. Develop and implement a plan for volunteer engagement and management across ministry areas. 8. Implement an intentional plan to retain and strengthen liturgical and music programs | 7. Congregational Surveys | | | | Advisory Board |

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| <i>Building a spiritual home</i> | <ul style="list-style-type: none"> We form Christians of all ages We promote opportunities to be and to become leaders We are a place of spiritual renewal where people are nurtured and fed | <ul style="list-style-type: none"> We have a vibrant and growing church school and youth group We have a vibrant and growing adult Christian education program We intentionally develop members and leaders at all levels We share leadership and ministry responsibilities across a larger group | <p>9. Develop and implement a plan for resourcing educational programs in different ministry areas.</p> <p>10. Enhance and support engagement with all ministry areas.</p> | <p>8. Church school and youth measures</p> <p>9. Participation in Christian education</p> <p>10. Parish survey as measure</p> | 1. Initiate annual reviews of all ministry programs as part of planning process. | | | Advisory Board |
| <i>Realizing bold dreams</i> | <ul style="list-style-type: none"> We tell our story so that it inspires our future We risk giving what we have, to serve We believe in a future of abundance | <ul style="list-style-type: none"> We demonstrate openness to new ways of doing things We leave room in the plan for new ideas and opportunities | <p>11. Implement an annual process of reflection and (re)gaining perspective on our progress.</p> <p>12. Capture the story of the parish, as far back as we can go, especially since 1981, for our 145th anniversary in 2016</p> | | 1. As part of annual review and planning processes, engage in a critical reflection of perspective and community history. | | | Joint Boards |