

EMBODYING GOD'S CALL: ALIGNING GENERAL SYNOD'S STRUCTURES FOR GOD'S MISSION TODAY

REPORT FROM THE CONSULTATION ON STRUCTURE: JANUARY 8 TO 10, 2013

The passing of **Vision 2019** at General Synod 2010 initiated the implementation of the vision framework's *Practices for the Church Ready for God's Mission*. Practice #1 focuses on the creating of structures that work for the church now and for God's mission. The Primate is called to "convene a consultation to identify desirable changes in the structures and roles by which the Anglican Church of Canada carries out its ministry in service to God's mission. Out of the consultation, the Primate will appoint a smaller working group to advocate the necessary changes (at all levels of the church) that will align our structures, roles, and use of resources with the priorities of Vision 2019." This is the report of the consultation. It contains the following:

- The scope of the consultation's work
- The missiological lens for its task
- The identification of new realities and trends that need to be taken into consideration when shaping effective structures
- The acknowledgement of ministries made possible uniquely through the national expression of our church
- Recommendations

THE CONSULTATION

The Primate of the Anglican Church of Canada, Archbishop Fred Hiltz, in accord with **Vision 2019 Practice #1** (see Appendix 1 for the Vision 2019 Priorities and Practice) convened a consultation of about 40 people to consider how the structures of the General Synod could better embody God's call to mission. The gathering was held in Mississauga at the Queen of the Apostles Renewal Centre on January 8 – 10, 2013. Participants were drawn from all regions of Canada, a variety of generations, the Anglican Council of Indigenous Peoples, and the Evangelical Lutheran Church in Canada, and included lay, clergy and bishops. They represented something of the diversity of our church and brought the breadth of skill, experience and expertise needed to undertake the task assigned.

Jane Alexander	David Ashdown	Sidney Black	Ann Bourke
Matthew Brown	Norman Casey	Judy Darling	Dennis Drainville
Peter Elliott	Robert Falby	Robert Fassenden	David Giffen
Hanna Goschy	Melissa Green	Cynthia Haines Turner	Amy Hamilton
Fred Hiltz	PJ Hobbs	Harry Huskins	Colin Johnson
David Jones	Jay Koyle	Lydia Mamakwa	Godfrey Maweje
Jeffrey Metcalfe	Claude Miller	Josiah Noel	Jane Osler
Monica Patten	Louise Peters	John Privett	Jennifer Renouf
Don Storch	Martha Tatarnic	Michael Thompson	Arran Thorpe
Norman Wesley			

The process was facilitated by Janet Marshall and Rhonda Waters.

SCOPE

The consultation was envisioned in the General Synod approved plan **Vision 2019** and mandated by the Council of General Synod. Its goal was to help the church shape General Synod structures to achieve the ministry priorities of the General Synod to embody God’s call into mission as defined by the Marks of Mission and the priorities of the **Vision 2019** framework.

The consultation was asked to look specifically at ministries that are within the authority of General Synod; where General Synod has the agency to act or change. The recommendations contained in this report speak only to those things that are within these parameters. Some ministries were identified as entirely within the scope of the consultation for example most of the standing committees and departments, the Council of the North, the Journal, apportionment and new means of funding for partnerships and ministries. Others were identified as fixed in necessity and flexible in application for example our Full Communion relationship with the Evangelical Lutheran Church in Canada, periodic meetings of the General Synod, and Ministry in the North and in isolated communities. There were also ministries and programmes that were beyond the purview of the consultation such as the Primate’s World Relief and Development Fund, pensions, management decisions regarding staffing, dioceses and provinces, the Indian Residential School Settlement Agreement, and the constitutional mandates of General Synod (section 6 and 7). *See Appendix 2 for Section 6 - Jurisdiction of General Synod.*

MISSEOLOGICAL LENS

The Anglican Church of Canada is committed to fostering a life of discipleship in communities of faith so that people and communities can participate in the mission of God in the world. Our vision statement “To know, love, and follow Jesus in serving God’s mission” and the strategic framework of **Vision 2019** are national expressions of this commitment. Through a process of conversation, prayer and reflection, facilitators Janet Marshall and Rhonda Waters helped participants see their task through a misseological lens inspired by scripture and the Primate’s role as defined in Canon III: The Primate.

Scripture enjoins the followers of Jesus:

“Let us consider how to provoke one another to love and good deeds, not neglecting to meet together, as is the habit of some, but encouraging one another, and all the more as you see the Day approaching.” (Hebrews 10.24-25)

We are rooted in these principles of mission:

God has a mission in the world.

The church serves the mission of God.

The Primate leads the church in discerning and pursuing mission, guided and shaped by the Marks of Mission of the Anglican Communion.

The Primate, together with the General Synod, provokes and encourages the whole Anglican Church of Canada to live as partners in God’s mission.

During the consultation participants reflected on the history of the Anglican Church, specifically with moments of change in the life of the General Synod that prompted new structures, including the structures that currently support ministries at the national level. Participants were asked to share what was provoking and encouraging their partnership with God-in-mission and the implications of this for General Synod ministries. Through their work, the consultation

- a) identified new realities and trends that need to be taken into consideration when shaping effective General Synod structures.
- b) affirmed the **Vision 2019** priorities and the potential these hold for our spiritual renewal as individuals, parishes, dioceses, and national church, in light of the new realities and trends. (Appendix 1)
- c) acknowledged ministries that are made possible uniquely through the work of the national expression of church.
- d) recommends changes, some of which could occur quickly with the consent of the Council of General Synod and others to be considered over the next triennium (2013-16). These changes seek to deliver more effectively the priorities and practices for mission over the longer term as identified in Vision 2019 notwithstanding financial limitations. They also seek to deliver short term cost savings as directed by the Council of General Synod's decision to balance the 2014 budget.

NEW REALITIES AND TRENDS

Our context for ministry is increasingly **post-Christian and post denominational**. This is having a profound and wide-ranging effect on our church at all levels. We can no longer rely on the wider culture to communicate or support a shared understanding of Christianity or Anglicanism. The communication of our identity as the Anglican Church of Canada whether at our national, diocesan or parish level, is now entirely up to us. This is leading us to reaffirm the importance of a back to basics approach with a strong emphasis on supporting adult Christian formation, evangelism, and the making of disciples and apostles.

Our church and our contexts for ministry are increasingly **diverse, complex and changing** in many ways – e.g. ethnic, cultural, geographic, demographic, generational, available resource-base. Much of this is to be celebrated; some like the decline being experienced by many of our churches and dioceses is very difficult. As a church we are experiencing a loss of stability, regularity and predictability. This environment requires us to be agile, flexible and more modern in our approach. We need to be able to respond quickly to new opportunities and challenges and willing to experiment.

The **shift from participation in church because of duty to participation based on choice** means we can no longer rely on traditional values, behaviours and habits to support and sustain the church and its structures. There are higher expectations for accountability based on clarity of goals and their achievement.

The exponential growth in **social media & technologies** for communication means that we can communicate and meet in a myriad of new ways, locally, nationally and internationally. This gives us the opportunity to reshape how we communicate, network, establish and sustain partnerships, and do our work.

Globalization Our sense of the world is smaller and our ability to make connections and partnerships internationally is facilitated by this worldview and the communications and media technologies available to us. Overseas partnerships and companion relationships between parishes and dioceses are now happening without the mediation or facilitation of the national church.

Our **resources are limited**. For the last 10 years we have been experiencing a continuing and annual decrease in funding from dioceses and have not yet fully developed other sources of funding. While others may look at our situation and see abundance, we are shaped by our perception of own wealth or scarcity in light of the resources available to us in the past and our financial forecasts.

The rootedness of our commitment to, and growing practice of, self **determination for Indigenous peoples**. Our sustained commitment to this journey is a fundamental, lived priority for the church. It has shaped us, and is continuing to shape us.

In every era, the church needs to consider how it structures its life to engage faithfully in God's mission. Structures exist to serve God's mission and to foster relationships with Jesus that directs our energy and strengthens us for the service of others. The renewal of these structures is never over. In attending to the present challenges and the changing opportunities of our context, and in reflecting how the national structures (the General Synod) of our church can serve mission now, we invite the church, and especially the Council of General Synod, to consider the following recommendations.

MINISTRIES MADE POSSIBLE THROUGH THE NATIONAL CHURCH

In the course of a short brainstorm members of the consultation, which included participants who were brand new to national church work and who were under 35 years old, were able to identify a number of ministries made possible uniquely because of our national expression of church. It is expected that these examples of the charism of the General Synod will be expanded by people from coast to coast to coast as they consider the consultation recommendations. This list includes:

- The Anglican Church of Canada has a voice in National Canadian life.
- The Primate connects us and symbolizes our shared life.
- Canadian Anglicans have voice in the Anglican Communion.
- We have a national partnership with Indigenous Peoples.
- Through the Council of the North we all share in providing ministry across 87% of our geography.
- The Journal enables and supports the distribution of diocesan newspapers.
- The national church facilitates networking, connecting and extending ministries across the country, ecumenically and internationally.
- There is a capacity to convene national gatherings for ministry and governance.
- Liturgical resources are provided for and by Canadian Anglicans.

- Nation-wide initiatives like Companion Dioceses are initiated and developed by General Synod and then passed to dioceses and parishes to run.
- We participate in national ecumenical conversations and initiatives through coalitions etc.

It is also worth noting that the consultation, in generating this list, realized that they had once again reaffirmed the priorities and practices of **Vision 2019**.

RECOMMENDATIONS

At this time we have only considered those aspects of the national expression of our church that are within the authority of the General Synod. We recognize that similar work is underway in other jurisdictions. The changes we recommend fall into the following four categories:

- A. Changes that can be implemented at the General Synod of the 2013 Joint Assembly or in the 2014 budget.
- B. Changes that can begin to be implemented now, but whose end dates are unknown.
- C. Reviews to identify change. These reviews would be completed by December 2014.
- D. Larger scale changes to come before General Synod 2016 for decision.

A. Changes that can be implemented at the General Synod of the 2013 Joint Assembly or in the 2014 budget.

i. Streamlining and effectiveness

i.i Align General Synod's ministry to the priorities of **Vision 2019**. Develop and implement processes and tools to align, prioritize, schedule, and evaluate General Synod's work in accordance with the priorities of **Vision 2019**. This may include an external review of Church House operations and the development and implementation of a new system to manage resolutions coming from General Synod.

i.ii Strategically refocus General Synod ministries towards capacity building and equipping leaders within the wider church in the areas of adult Christian formation, communications, stewardship and planned giving, and 'local-global-local' modeled partnerships.

i.iii Suspend Standing Committees (with the exception of Financial Management and Pensions) and allocate work on a project-by-project basis to task forces and ad hoc groups. Groups would be called by the Primate and/or the Council of General Synod. The number of groups and amount of work done would be determined through **Vision 2019** prioritization, our core fiduciary responsibilities, and the availability of funding and human resources. *Standing Committees may be suspended by vote of the General Synod of the Joint Assembly 2013 for the upcoming triennium to allow for a time of experimentation with this new way of working.*

i.iv Continue to develop and expand use of web-based technologies and social media for meetings, networking and communications. Build capacity among leaders in the church nationally and locally for use of the technologies available.

i.v Improve Church House infrastructure in order to support new ways of working. There are a number of in-house improvements that need to be done in order to support new, more effective and efficient ways of working e.g. database management and web-based capabilities.

i.vi Ask the House of Bishops to review the focus and frequency of their meetings.

ii. Revenue

ii.i. Develop covenants between the General Synod and dioceses regarding their funding commitments. This may include reviewing apportionment formula changes to look at aggregate income of parishes and increased transparency in reporting what dioceses give. This recommendation affirms and develops an initiative already underway.

ii.ii Develop new financial trusts and/or revenue streams to finance specific ministries and partnerships (e.g. the Council of the North, ACIP, the Journal, Jerusalem, Cuba). This strategy does not imply any change in commitment but rather establishes a more effective way of raising funds to support these ministries.

B. Reviews to identify change (with changes being implemented as soon as possible)

i. Streamlining and effectiveness

i.i Review **Resources for Mission**. Reexamine the role of General Synod in fund raising, stewardship, and planned giving. This may include a refocusing on the provision of templates and training resources and the mobilization of local experts. As an urgent priority and should begin as soon as possible.

i.ii Review General Synod ministries and operations for potential and expanded collaborations with the ELCIC (living into the Waterloo Declaration), dioceses, and/or other partners to eliminate duplication (e.g. communications, justice and advocacy work, resource development).

i.iii Review our communications strategies including The Anglican Journal. This will include a review of information delivery needs and systems, technologies, impacts on dioceses and others. Increase our focus on story-telling, networking and on building and equipping the capacity of others in the church to communicate effectively using available technologies and media.

i.iv Investigate the decentralization of leadership of various ministries across the country, with a smaller staff centrally and more staffing in smaller satellite offices bringing the national church closer to the grassroots. This may include sharing relationships and secondments with dioceses. Establish a stable level of staffing that can withstand revenue fluctuations.

i.v Review office needs and space requirements for Church House staff in light of decentralized staffing and increased collaborative approaches, and investigate the desirability of relocating the offices from Hayden Street.

C. Changes that can begin now but whose endpoint is unknown

Enhanced walking together, in the spirit of the 1994 Covenant of Spiritual Renewal, for self determination with greater self sustainability by indigenous peoples.

D. Longer term changes. To be ready for decisions at General Synod 2016.

Review the General Synod (meeting) and the Council of General Synod. Elements of the review include: the size of the groups, the purpose of the meetings (possibly uncoupling governance and programme at General Synod), new ways of meeting, and the frequency of meetings. The recommendation is that we make a shift towards meeting less frequently for governance so that there might be more resources available for national gatherings for ministry development, equipping leaders and building capacity for ministry.

NEXT STEPS

In order to continue the work of this consultation and to advocate for necessary renewal in the structures by which the ministries of the National Church foster engagement with God in mission the world, the primate has appointed the following working group:

Monica Patten, convener (diocese of Ottawa)
 Melissa Green (Anglican Parishes of the Central Interior)
 Archbishop Colin Johnson (diocese of Toronto)
 Jane Osler (diocese of New Westminster)
 Cynthia Haines-Turner (diocese of Western Newfoundland)
 David Giffen (diocese of Toronto)

The group is a mix of strategic thinkers, members with strong connections to dioceses that have learned “to be church in different ways,” and younger Anglicans with strong leadership skills. General Synod Prolocutor Bob Falby, and General Synod Chancellor and Governance Working Group chair, David Jones, will also be part of the group. Archdeacon Michael Thompson, general secretary, will be the key support staff. Janet Marshall will continue in her role as facilitator for this work.

The Structures Working Group met for the first time on January 24, 2013 and is submitting their work (*Embodying God’s Call: Strategic Plan* and *Embodying God’s Call: Timeline*) along with this report.

The Anglican Church of Canada is dedicated to fostering a life of discipleship and apostleship in communities of faith so that people and communities can participate in the mission of God in the world. Guided by the Marks of Mission and the priorities and practices of the **Vision 2019** strategic framework, we commit ourselves to act courageously to shape the structures and ministries of General Synod to embody God’s call into mission. Participants of the consultation are grateful for the prayers that upheld their work and ask for continued prayers in our continuing journey towards embodying God’s call.

APPENDIX 1: Vision 2019 Priorities and Practices

In its work the consultation recognized how, in many ways, it was reaffirming the priorities and practices of **Vision 2019**. Having now lived with this framework for a few years and in light of their discussion on realities and trends that need to be considered when shaping General Synod ministries, the consultation's recommendations will now add to how these priorities these might be focused. In particular the consultation recognized the importance of our involvement in ministries supporting communities of faith engaged in adult Christian formation, disciple and apostle-making, and in the equipping and capacity building of our leaders in a number of key and changing areas (e.g. communications, stewardship and philanthropy).

VISION 2019 PRIORITIES FOR THE CHURCH LIVING INTO GOD'S MISSION

RESPONDING TO THE MARKS OF MISSION, the church nationally is challenged to

1. Develop leadership education for mission, evangelism, and ministry

Implement recommendations from the 2010 National Gathering for Theological Education in order to develop lay and ordained leaders who will lead vital, intergenerational congregations who will serve the mission of God in worship, learning, evangelism, witness, and service.

2. Support ministry through the Council of the North

Develop across the Anglican Church of Canada, and in consultation with the Council of the North, our whole church's capacity to support pastoral and sacramental ministry in the dioceses of the Council of the North.

3. Walk with Indigenous Peoples on a journey of healing and wholeness

Foster across the Anglican Church of Canada, and in continuing partnership with the Anglican Council of Indigenous Peoples, a sustained commitment to the journey of Indigenous Peoples in their self determining ministry. Continue to explore their relationship with the Anglican Indigenous Network. Continue the church's advocacy for the resolution of Indigenous justice issues, with a commitment to ensure that Indigenous voices are clearly heard as our society works toward that resolution.

4. Work toward peace and justice

Establish a government relations presence in Ottawa that will both advocate for just national policies and motivate local grassroots strategies.

5. Engage young people in mutual growth for mission

Implement the recommendations of the Youth Initiatives Working Group for the strengthening of the church's engagement with young people as servants of the mission of God, and for the renewal of the whole church as partners in God's mission.

6. Enliven our worship

Proceed with a revision of liturgical texts and a renewal of worship practices based on principles emerging from reflection on the church's experience of worship through the ages and across cultures and from engagement with scripture and the call of discipleship.

7. Be leaders in the Anglican Communion and in ecumenical actions

Foster a common sense of participation in God's mission that honours the depth and breadth of Anglicanism in our Canadian church, develops our relationships with other parts of the Anglican Communion, and deepens our ecumenical partnerships.

Adopt the Marks of Mission of the Anglican Communion as a primary framework for ministry development in service to God's mission, and commend them as a framework to those we serve and support in provinces, dioceses, and local ministries.

PRACTICES FOR THE CHURCH READY FOR GOD'S MISSION (SUMMARY)

TO ENABLE THE CHURCH'S MISSION, the church nationally will

1. Create structures that work for the church now and for God's mission

The Council of General Synod will renew the mandate of the Governance Working Group to study and recommend appropriate changes in the organizational life of the General Synod in light of Vision 2019.

The Planning and Agenda Team and General Synod's Management Team will collaborate to create a transition leadership team that will oversee the implementation of Vision 2019. The members of the Council of General Synod will also offer leadership in their own dioceses and regions in including the whole church in the implementation of Vision 2019.

The Primate will convene a consultation to identify desirable changes in the structures and roles by which the Anglican Church of Canada carries out its ministry in service to God's mission. Out of the consultation, the Primate will appoint a smaller working group to advocate the necessary changes (at all levels of the church) that will align our structures, roles, and use of resources with the priorities of Vision 2019.

2. Improve and enliven communications

With leadership and support from appropriate General Synod staff and volunteers, the General Synod will enhance its capacity to serve the communication and information needs of individual Anglicans, parishes, dioceses and other ministries that, along with the General Synod itself, constitute the Anglican Church of Canada.

3. Keep an eye on statistical trends

Led by the treasurer and a small group of diocesan financial officers, the General Synod will establish a system to gather statistical information about the current and ongoing composition of the Anglican Church of Canada and identify important statistical trends.

4. Gather financial resources to equip ministry across Canada

With the coordinated efforts of General Synod and diocesan leaders, and beginning with an initial round of diocesan feasibility studies to be completed in 2011, the first triennium will see the launch of a major nationwide fundraising initiative that will promote principles of Christian stewardship and support the ministry priorities of the Anglican Church of Canada locally, in dioceses, and nationally.

5. Build bridges, not fences

Through the Office of the Primate and with leadership from the House of Bishops and appropriate General Synod staff and volunteers, the Anglican Church of Canada will renew its commitment to communion in the midst of cultural and linguistic diversity, and nourish Christ's gift of unity in parish, diocesan, and national settings. Two areas of specific focus will be non-stipendiary ministry and translation.

With leadership and support from appropriate General Synod staff and volunteers, as well as from the Joint Anglican Lutheran Commission, the General Synod will develop and support, across the Anglican Church of Canada, opportunities to live more fully into the Full Communion we enjoy with the Evangelical Lutheran Church in Canada.

With leadership from the Office of the Primate, the Office of the General Secretary, and appropriate General Synod staff and volunteers, the General Synod will strengthen Canadian leadership in and service to the Anglican Communion, and strengthen the Canadian presence (both speaking and listening) within the life of the Communion, with particular attention to growing Canadian participation in the Communion's networks

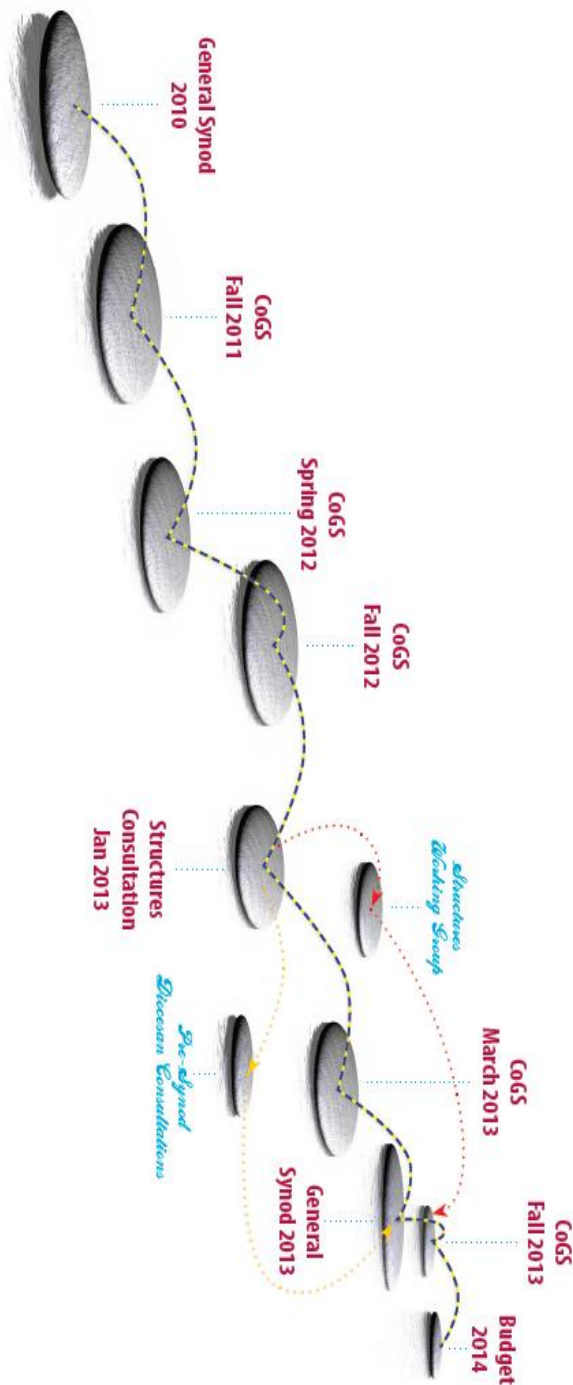
APPENDIX 2: Declaration of Principles Section 6 Jurisdiction of the General Synod

Subject to the provisions of section 7 the General Synod shall have authority and jurisdiction in all matters affecting in any way the general interest and well-being of the whole Church and in particular:

- a. the constitution and organization of the General Synod including the regulation of the time and place of its meeting, the order and conduct of its proceedings, and the appointment, functions and duties of its officers, committees, councils, boards, commissions and divisions, for the proper conduct of its affairs;
- b. the national character, constitution, integrity and autonomy of The Anglican Church of Canada;
- c. the relations of the Church to other religious bodies in Canada and elsewhere;
- d. the relations of the Church to other Churches of the Anglican Communion;
- e. with the consent of the ecclesiastical provincial synod or synods concerned, the creation and constitution of new provinces within Canada;
- f. the election, retirement and resignation of the Primate of The Anglican Church of Canada;
- g. structural uniformity in relation to the episcopal prerogative of licensing clergy;
- h. the constitution and powers of a Supreme Court of Appeal, with original and appellate jurisdiction, including procedure therein and the enforcement of its decrees and judgments;
- i. the definition of the doctrines of the Church in harmony with the Solemn Declaration adopted by this synod;
- j. the revision, adaptation and publication of a Book of Common Prayer and a Hymnal for the Church;
- k. all divisions employed in the carrying on of the work of the Church;
- l. the basic standards of theological education, and the qualifications and training of candidates for the ministry of the Church;
- m. the establishment, operation and maintenance of a general pension fund;
- n. the administration of a group insurance plan for the benefit of the clergy and lay employees of the Church;
- o. the regulation of the inter-diocesan transfer of clergy;
- p. the relinquishment or abandonment of the ministry of the Church;
- q. the administration of all funds and trusts established in respect of the Church;
- r. the appointment, election, confirmation, consecration and resignation of a National Indigenous Anglican Bishop;
- s. the appointment, election, confirmation, consecration and resignation of a Bishop Ordinary having jurisdiction over the chaplains of The Anglican Church of Canada on duty with the Canadian Forces.

APPENDIX 3: Stepping Out in Faith Our Process of Discernment

Stepping Out in Faith



CoGS Presentation
Nov. 15, 2012