



Re: renewed Hearts renewed Spirits renewed People

Implementing The Vision of the Anglican Diocese of British Columbia

*We are inviting you to share
your thoughts on how best to take
the next steps forward as we start
living into our new Vision.*

—Bishop Logan

The Journey So Far

It has not been easy to be Anglicans these past few years. But when was it ever easy to be Disciples in any time or place? We have come through difficult times as a Diocese, but we have turned a major corner—we are no longer shutting down. The Anglican Church is very much alive and kicking. Just as the Church was renewed and transformed 1500 years ago on a few small islands in the North Atlantic, so it is being renewed and transformed today on these islands in the Salish Sea.

What started with the Bishop's listening tour, followed by regional consultations, led to a preliminary Vision document that was brought forward and supported at Synod last October. A second round of consultations and input from focused gatherings of youth, community leaders and others helped us to adjust and refine the Vision Fulfillment document, which was enthusiastically endorsed at Synod in September.

While we have done a lot of work over the past 20 months, in many respects we are still very much at the beginning. As we travelled the Diocese and spoke to people about a vision for the future, we detected an unmistakable sense of hope, optimism, energy and excitement: a growing conviction that positive possibilities lie open before us.

We have entered into a time of **renewal**, and as we listened to the voice of the Spirit speaking through the voices of the people across these islands, we have heard a call to shift our focus from a view that looks primarily inward, preoccupied with institutional reform and improvement, to one that embraces an outward-focused mission to our communities and the wider world.

This past September, Synod unanimously approved the Vision Fulfillment Journey Document and the 10 Directions it presented as the focal point of a new way of thinking about, and acting upon our future. These are the directions that we believe will help us get to the place where we have a faithful, balanced and reasonable approach to moving forward into this new vision.

As a Diocese, we have made a short-term commitment to the resources necessary to take the first small steps in the implementation of our vision, but we must also develop a plan to secure the resources needed to shape and secure a long-term, sustainable future. We need your thoughts on how best to develop that plan.

“A new heart I will give you,
and a new spirit I will put within you.”

EZEKIEL 36: 26



The Next Chapter of Our Journey

"Our Vision is about...New Directions. We believe that all of these directions are spokes of the same wheel, but implementing our vision is not about saying that we have to do them all. It's a smorgasbord of possibilities, not a prescription for all the things that need to be done."

— Bishop Logan at September 2015 Synod

Re-Visioning our Assets: The 3-Year Short-Term Plan

It may have taken us two years, but developing our vision for the future was the easy part! Now we ask, how do we move forward with the implementation of that vision?

There are Two Options

- Wait until we somehow find the resources needed to move forward, or;
- Use existing assets to start the process, while developing a financial plan to secure the funds needed for long-term sustainability.

In presenting our Vision Journey to Synod, we believed strongly that we should not wait until a plan has been completed and the needed funds generated, before moving forward with our Vision. **Synod agreed completely.**

As a Diocese, we have sufficient reserves in place to initiate and sustain Vision Implementation activities for the next three years, while a long-term financial plan is developed and launched.

The New Wine and New Initiatives Funds, established several years ago as part of the process of diocesan restructuring, currently total \$3.2 million.

As unanimously endorsed by Synod, the Diocese has made a commitment to spend about half of that money—\$1.5M—over the next three years on Vision-related programs and projects that will give concrete, tangible expression to the original intention of the New Wine and New Initiatives Funds.

The 3-year plan to spend funds on Vision Implementation, as outlined below, is focused in large part on the first "Eight Directions" set out in the Vision Journey:

- Two new Staff positions, a Communications Officer and a Mission & Ministry Officer, to support Vision Implementation programs at the Parish Regional and Diocesan and levels. *As we write this, the Communications Officer is about to be hired and the Missions and Ministry Officer position is about to be posted.*
- Program Expenditures at Parish, Regional and Diocesan levels, which could include a wide range of programs and activities, innovative parish initiatives, new forms of ministry, and improved communication resources. *We expect to issue a first call for grant applications early in 2016.*



"For still the vision awaits its appointed time; it hastens to the end—it will not lie. If it seems slow, wait for it; it will surely come; it will not delay."

HABAKKUK 2: 3

10 New Directions

Please review the enclosed page:
**Summary of Directions
and Status Update**

Q: How do you understand these Directions, as they relate to the needs of your Parish?

Q: Which ones are most important to you? Which ones do you see as priorities?

Not everyone is expected to be going in the same direction at the same time. In your Parish, it may be that two or three of these Directions are specifically what your community would see as a first priority. In another Parish, it may be that very different Directions are identified as first priorities.

The Long-Term Journey to Financial Sustainability

Q: WHAT HAPPENS AFTER THREE YEARS?

Synod enthusiastically endorsed funding the implementation of our new Vision for the next three years. But what happens at the end of those three years? Do we just stop?

The commitment to use existing funds for the next three years will enable our Diocese and individual Parishes to undertake initiatives that are tangible and relevant to specific needs, within the context of implementing our Vision.

At the same time, looking beyond the next three years, Synod also endorsed a four-month project—a *Resource Capacity Study* conducted by an independent third party—to look at options for achieving long-term financial

sustainability, and to test the capacity and desire of our Diocese as a whole to live into our journey of fulfillment.

Vision Fulfillment is a **partnership** between the Diocese and each individual parish to ensure that initiatives launched in the short term carry on without interruption after the three-year funding has ended, and that new programs and projects will have the resources needed to become reality.

One option to achieve this is for the Diocese, in partnership with parishes, to provide the leadership, expertise and resources needed to undertake some form of a multi-year *Financial Stewardship Campaign*.

We do not know what this campaign might look like, which is why an independent and experienced 'third party' will test our ability to support significant elements of this plan in perpetuity, and bring us a report with recommendations and, ideally, a clear plan to the next Synod proposed for April, 2016.

What we do envision is a need for significant new resources to fund both diocesan-based and parish-based ministries, over and above current operational giving.

This could require a total financial stewardship campaign goal of up to \$22 million.



This goal falls into 3 broad categories:

- \$10 million for *The Islands Anglican Re:Newal Fund*;
- \$10 million for *parish-based program funding and*
- \$2 million for *national First Nations initiatives*.

The box below provides a further detailed breakdown.

We are talking about a 5-year campaign to create a new, multi-faceted *Islands Anglican Re:Newal Fund* with the ability to spend \$500,000 or more every year in support of various parish and diocesan programs and initiatives, in addition to what individual parishes will be able to spend for their own, unique needs. The first opportunity that the Vision partnership would bring to parishes is an identification of what the members of each parish are prepared to support, at both local and diocesan levels.

The *Islands Anglican Re:Newal Fund* would include a combination of a decade of program spending, as well as ongoing annual funds generated from endowments to provide for long-term sustainability, within the following programs:

MISSION AND MINISTRY ENDOWMENT

(Directions #1, #2, #3 and #5):

The ability to continue spending \$150,000 per year on these areas would require the permanent endowed funding of \$5 million; with \$1.5 million currently remaining in place, an additional \$3.5 million would be required. **\$ 3.5 Million**

YOUTH & FAMILY ENDOWMENT *(Direction #4):*

The ability to have \$100,000 per year available to support youth and family ministry programs can be achieved with a permanent endowment of \$3 million—however, the projected proceeds from the sale of Camp Columbia means that only \$1.5 million more would need to be secured. **\$ 1.5 Million**

GOD'S WORLD INITIATIVES *(Direction #6):*

The ability to spend \$100,000 annually for the next 10 years requires a total of \$1 million being available in the *Islands Re:Newal Fund*. **\$ 1.0 Million**

RECONCILIATION INITIATIVES *(Direction #7):*

The ability to spend \$100,000 annually for the next 10 years would require a total of \$1 million being available in the *Islands Re:Newal Fund*. **\$ 1.0 Million**

This represents a total potential target of \$22 million raised over five years.

CAPITAL INVESTMENT RESERVE

Over the next decade, we would envision having at least \$3 million available in the *Islands Re:Newal Fund* to support capital needs. **\$ 3.0 Million**

The total funding needed in support of these objectives, estimated to be \$10 million, would ideally would be raised over a five-year period.

It is also anticipated that an additional **\$2 million** would be raised and directed to the national church for First Nations initiatives, some of which could ultimately come back to our diocese to help fund aboriginal issues.

Parish-Based Program Funding: Each parish will identify different needs and priorities, but the total funding goal for parish-based ministries could be as much as an equal amount of **\$10 million**, with individual parish targets that would need to be determined on a per parish basis.

IN THEORY: There are 8,000 Anglicans in the diocese, and while everyone will have differing capacity, this translates into a theoretical average of just \$2500—or \$500 a year—per Anglican, to achieve this goal.

Q: *Do you think this is a goal that can be achieved over the next five years?*

Q: *Would you, and would people you know be willing to contribute at this level?*

Q: *If not, what would have to change in order for you and other to support this?*

A goal like \$22 million may sound intimidating, and it's one that cannot be achieved by individual parishes, or the Diocese, working alone and in isolation. However, by bringing together external expertise with the energy and momentum created in a true partnership, it is possible for us to collectively raise funds well beyond what any of us probably believe is possible.

How do we go about raising this kind of money? It starts by recognizing the value of moving from 'survival' to 'sustainable' operations in our parishes, and envisioning the opportunities that can be created, in a partnership with the Diocese, if we build a long-term capacity for sustainable funding of both existing and new ministries.

The commitment to use existing funds for the next three-years is more than just the first small step in creating this new partnership; it's about all of us being committed to living into the vision together.

The next step would be to provide parishes with the expertise to create individual plans to secure new resources. Financial sustainability requires each parish to maximize their fundraising capacity through a partnership that provides levels of expertise and support that have never been seen in our Diocese before.

Should it be determined that a stewardship campaign is feasible, it would be a partnership, with the Diocese ensuring that each parish has the support and expertise available to them to develop and launch their plans.

Q: *What do you need us to bring into your parish to help you raise money for your own needs as well as the diocesan needs?*

Two Additional Diocesan Priorities

The Cathedral and the Cathedral School

Alongside, and integral to, our new vision, the diocese has a huge and ongoing commitment to its Cathedral church, the Bishop's seat and the mother church of the diocese, and to the Cathedral School, which is a 25-year success story.

The Cathedral and the School live side-by-side in facilities that have outlived their useful life. The plans currently in progress for the refurbishment of these two facilities represent a very significant financial challenge of at least \$6 million.

Given the magnitude of what is involved, it is expected that the Cathedral and the school would embark on their own parallel fund raising campaigns. However, we also recognize that these are diocesan assets and priorities, so it is only right that the diocese would direct resources towards them.

These two diocesan assets are key to the delivery of our programs as the city's cathedral and the only Anglican faith-based school, so any diocesan-wide fundraising campaign must take into account these two priorities.

Q: *Where do these priorities sit for you and your parish? What would it take for you and your parish to support the Cathedral and the Cathedral School?*

FINALLY...

Q: *Do we, as a Diocese, as Parishes and as individuals, have the will to consider all this?*

Over the next four months, by talking directly to individuals across the Diocese in confidential, one-on-one conversations, we will ask this question.

It is critical to know if people believe we can, or should be considering a plan to secure the resources needed to carry on with implementing our vision; a plan that might serve to enhance and expand the normal, ongoing financial stewardship activities that currently support various parish ministries and operations.

This Study will bring back to Diocesan leadership your answers to these questions. If the will to continue implementing the Vision does exist, the study will also suggest how best to undertake this challenge together, in a way that honours what resources are required in our parishes, and what resources are required in our Diocesan family in order for both the Parish and the Diocese to live into the Vision.