



Renewed Hearts Renewed Spirits Renewed People

Implementing The Vision of the Anglican Diocese of British Columbia

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.

—Bishop Logan McMenamie

IN THE BEGINNING

The *Vision Fulfilment Journey*, a process of renewal seeking inspiration and guidance from a shared vision of where the Spirit is calling us to go and what we are called to be, began in early 2014 to develop a new vision for the Anglican Diocese of BC.

The journey began with the Bishop commissioning a Diocesan Vision Team and embarking on a “listening tour” of the Diocese. This team thought deeply, worked hard, prayed diligently and consulted widely before releasing a comprehensive **Re: Package** of documentation, which they tested in a series of regional consultations. The Vision Team expressed its vision through four Priorities and two Foundations.

Four Priorities

1. Resonant Worshipping Communities
2. Re-shaping Lay and Ordained Leadership
3. Resourcing Toward Healthier Parishes and Ministries
4. Right Relationship and Reconciliation-Building

Two Foundations

1. Responsive and Effective Communication
2. Re-Visioning our Assets

The preliminary Vision document, which included a Draft Implementation Plan, was brought forward and enthusiastically adopted by Synod, October 2014.

From the first sitting of Synod:

October 24–26, 2014

9. Act of Synod Vision Report

MOVED BY: Vicki Huxtable

SECONDED BY: Blair Haggart

That the Diocese of British Columbia receive and accept, as its own, the Vision of Renewed Hearts, Renewed Minds and Renewed People.

THE MOTION WAS CARRIED

10. Act of Synod—

Priorities and Foundations of Vision

MOVED BY: Anne Privett

SECONDED BY: Brian Evans

That the Diocese of British Columbia receive and accept, as its own, the Priorities and Foundations of this Vision.

THE MOTION WAS CARRIED

11. Act of Synod—Implementation of Vision

MOVED BY: Will Ferrey

SECONDED BY: Michael Wimmer

That the Diocese of British Columbia supports the creation of an Implementation Team that will work with the proposed Implementation Plan.

THE MOTION WAS CARRIED

Moving Forward

The approved Vision included a Draft Implementation Plan, but it was agreed that more work was needed in order to move forward. In January 2015, a *Diocesan Vision Implementation Team* (DVIT) was formed to recommend next steps, and in March 2015 a *Planning & Feasibility Study Team* (PFST) was formed to explore a potential fund-raising campaign.

These two groups were brought together later in the spring as the *Vision Fulfillment Journey Team* with a mandate explicitly concerned with implementation. Out of the vast array of ideas, hopes, wishes and dreams that they heard expressed, they distilled them down to *ten specific directions* which they invited the Diocese to commit itself to devoting substantial human and financial resources (time, energy, money and prayer) to, in order to take significant and demonstrable action, over the next three years and beyond.

After developing their proposal and publishing a draft Update and Consultation Document in May, the team, with the Bishop, organized another round of consultations in each of the four Regions of the Diocese. These took place from late May through mid-July to present their proposals and seek further input into the ongoing process. The final Implementation Plan presented recommendations for a Vision Fulfillment Journey, based on the foundation of **Ten Directions** [see attached] along with a short-term 3-year plan.

“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

In September 2015, 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.

From the second sitting of Synod:

September 12, 2015

4. Act of Synod—Priorities of Diocese

MOVED BY: Eric Partridge

SECONDED BY: Vicki Huxtable

That: In keeping with the Diocesan Vision approved by Synod on October 26, 2014, and in order to focus the decisions and actions of the Diocese in moving toward fulfilling that vision, the Diocese commit itself to the following priorities over the next three years, as further described and detailed in the presentation and background documentation presented to Synod on September 12, 2015.

THE MOTION WAS CARRIED

The Next Chapter: The 3-Year Short-Term Plan

Further to the endorsement of the new RE: Vision for the Diocese, Synod agreed with the recommendation that the Diocese should not wait until a plan has been completed and the needed funds generated, before moving forward with our Vision.

With 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, Synod unanimously endorsed the commitment to spend \$1.5 million 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.

From the second sitting of Synod:

September 12, 2015

Act of Synod— Support of program and projects

MOVED BY: Ian Alexander

SECONDED BY: Dawna Wall

That: *In order to help fulfill its priorities for the next three years, beginning January 1, 2016, and in the spirit of previous commitments to the “New Wine” and “New Initiatives” Funds, the diocese devote a total of \$1.5M over the next three years to support programs and projects flowing from the Diocesan Vision, the distribution of such funds to be generally consistent with the illustrative short-term investment strategy presented to Synod on September 12, 2015.*

And that: *Regular reports on the uses and results of this spending be provided to the Synod and the Diocese as a whole beginning with Synod in April 2016.*

THE MOTION WAS CARRIED



“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

The Next Step: The Long-Term Journey to Financial Sustainability

The 3-Year plan to spend funds on Vision Implementation is focused in large part on the first “Eight Directions” set out in the Vision Journey, and the commitment to use existing funds for the next three years enables the 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.

**From the second sitting of Synod:
September 12, 2015**

6. Act of Synod— Feasibility/ Resource Capacity Study

MOVED BY: Brian Evans

SECONDED BY: David Buckman

That: *In order to make possible the ongoing funding of the implementation of the Diocesan Vision beyond the next three years, the Diocese undertake a feasibility/ resource capacity study to determine the readiness of the Diocese to embark on a Diocese-wide financial campaign, and how best to design and conduct it, including an overall financial target, proposed distribution of funds and long term sustainability.*

And that: A report on this study, and recommendations flowing from it, be brought before of session of Synod to be held in April 2016

THE MOTION WAS CARRIED

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 did not know what a campaign might look like, which is why an independent and experienced ‘third party’ was engaged test our ability to support significant elements of this plan in perpetuity, and bring us a report with recommendations. 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.

Following a review of proposals from ‘third party’ experts, *Waller & Associates* from Vancouver was retained to undertake a Feasibility / Resource Capacity Study, as endorsed by Synod. In this study, Waller & Associates were asked to assess the levels of understanding and support for the 10 Directions and the capacity to undertake a *total financial stewardship campaign goal of up to \$22 million, falling 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 study was based on the following information, outlining 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 proposed **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)\$3.5 Million

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.

YOUTH & FAMILY ENDOWMENT

(Direction #4):\$1.5 Million

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.

GOD’S WORLD INIATIVES

(Direction #6):\$1.0 Million

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.

RECONCILIATION INITIATIVES

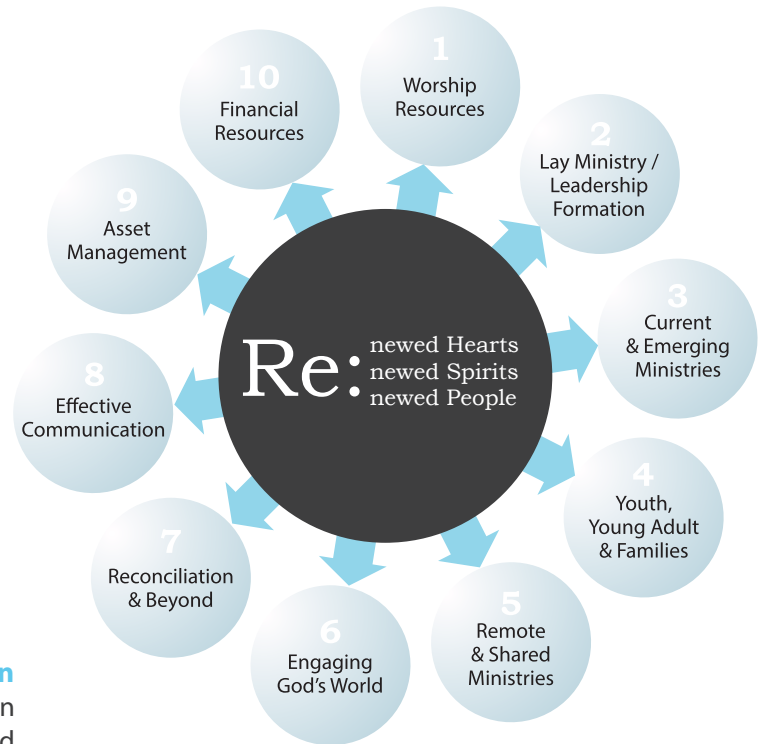
(Direction #7):\$1.0 Million

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.

CAPITAL INVESTMENT RESERVE

.....\$3.0 Million

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



The Re:Newal Fund: 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.

This represents a total potential target of \$22 million to be raised over five years in a multi-faceted Financial Stewardship Campaign.

The **PLANNING FEASIBILITY STUDY REPORT** prepared by Waller & Associates, which recommended that the Diocese of BC move forward with a Financial Stewardship Campaign, subject to undertaking a number of initiatives to address issues raised in the study that would have the potential to negatively impact such a campaign, was presented to Diocesan Council on Saturday, April 2nd, 2016.