



Anglican
Diocese of
Ottawa

SYNOD 2023

SPMC: ELEVEN ACTIONS

e-Package Below and Bookmarks are active-links to Results & Actions

Results we aim to reach – to guide change and thrive:

1. **There will be less reliance on parish revenues** to fund the operating budget of our diocese.
2. **Diocesan staff will provide increased assistance** and support to parish leaders as they manage parish finances, properties, stewardship, communications, human resources, and administration.
3. **Our Bishop will provide guidance to parishes facing major changes**, and will promote and enable innovation and collaboration
4. **Parish leaders will receive more training and learning** opportunities; there will be a clear understanding of how parishes operate.
5. **A Learning Commons and a Program for Parish Development** will provide resources, knowledge, and practical instruction on all essential aspects of parish ministry.
6. **We will learn how to practice contextual mission** as we engage with the world and establish new worshipping communities.

INFOGRAPHIC



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RESULT 1:

Less reliance on parish revenues to fund the operating budget of our diocese.

- Reviewing Parish Fair Share (Action 5)
- Using Dividends for Parish Ministry Costs (Action 6)

ACTION 5:

REVIEWING PARISH FAIR SHARE

Ready to be
Operationalized

In April 2023, Diocesan Council struck a task force, with membership to be approved by the Bishop, to conduct a review, drawing upon input from the Profiles and Parish Toolkits received during the Shape of Parish Ministry Consultation, of the Parish Fair Share (PFS) system vis-à-vis our diocesan operating budget as a whole, and to bring any recommendations to Synod 2023 for approval. This includes identifying alternative sources of revenue that could decrease PFS.

SUMMARY OF REVIEW

A review was undertaken during May and June of 2023 by the following members of the task force: Andrew Baker (Chelsea-Lascelles-Wakefield); The Rev. Matthew Brown (Parish of the Valley); Gwen Levesque (St Thomas Ottawa); David Morgan (Cathedral); Sanjay Grover (Director of Financial Ministry); and Bishop Shane Parker.

The following key recommendations emerged:

- Formula is reasonable, but the amount requested from parishes needs to be reduced.
- To reduce the amount requested from parishes while increasing support for parish ministries, all other possible sources revenue from central funds need to be identified and used (e.g., CTF dividends and revenue from property sales and leases).
- PFS is an unhelpful term and needs to be changed: suggest Proportional Parish Share (PPS).

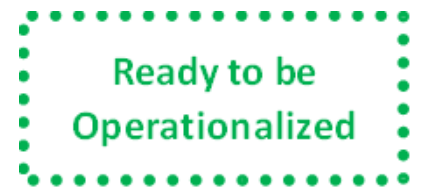
IMPLEMENTATION

The 2024-2026 Budget Revenue and Expense calculations will adopt these recommendations for approval by Synod 2023.

ELEVEN ACTIONS

ACTION 6:

USING DIVIDENDS FOR PARISH MINISTRY COSTS



Beginning immediately, dividends from undesignated and bishop's discretionary trusts held by our diocese in the Consolidated Trust Fund will be used to contribute to the overall, shared costs of parish ministry, and will be factored in to the preparation of the 2024-2026 budget for adoption at Synod 2023.

SUMMARY OF REVIEW

Between January and May, 2023, dividends from diocesan and Bishop's discretionary trusts held by our diocese in the Consolidated Trust Fund were extensively reviewed by Sanjay Grover, Director of Financial Ministry, and Bishop Shane Parker. During that time, a number of previously unused dividends were immediately directed toward increasing Ascension House support to parish ministry; and a significant number of funds were identified as sources of revenue for the forthcoming three-year diocesan budget (with the effect of reducing the amount being requested from parishes, as described above in Action 5).

IMPLEMENTATION

The 2024-2026 budget to be adopted at Synod 2023 will include new revenues from dividends produced undesignated and Bishop's discretionary trusts held by our diocese in the Consolidated Trust Fund.



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RESULT 2:

Diocesan staff will provide increased assistance and support to parish leaders as they manage parish finances, properties, stewardship, communications, human resources, and administration.

- Providing services to parishes (Action 9)



SPMC Eleven Actions

UPDATE ON ACTION 9: PROVIDING SERVICES TO PARISHES

Ascension House staff, under the direction of the Bishop and in consultation with relevant diocesan bodies, are developing plans to improve services and processes, including those identified below, taking into account associated costing, implementation, and evaluation considerations—to be fully operationalized in 2024.

a. Property and Asset Management

Lead: Director of Property and Asset Management, Joel Prentice

Standardized rental licenses and leases have been prepared, as well vendor lists and agreements for common services such as snow removal, landscaping and tradespeople. Inspection templates are now available; building inventory and maintenance reports are being developed; we offer subject expertise on parish development projects.

b. Finance

Lead: Director of Financial Ministry, Sanjay Grover

We are working with the Diocese of New Westminster to develop a diocesan-wide web-based system to allow convenient and efficient financial reporting; will include a streamlined statistical returns process that reflects decision-based data requirements; we continue to provide advice and support to those responsible for parish accounting records.

c. Human Resource

Lead: Director of Human Resources, Paul Lex

We continue to provide subject expertise and support in all search and recruitment processes as well as contracts; we have implemented a Human Resources Information System (Bamboo HR) that is becoming an integral tool in building a database of employees and volunteers.

d. General Administration

Leads: Sanjay Grover; Joel Prentice; Director of Communications and Development, Sandra Hamway

We are evaluating membership records and will create a centralized database of members of the diocese, subject to diocesan privacy policy; we have vendor lists and agreements for some common services such as snow removal, landscaping and tradespeople; we are identifying other common functions that can be centralized or regionalized. Our strategy also involves optimizing our current CRM database to enhance donor relations management and to increase revenue through relationship-building efforts.

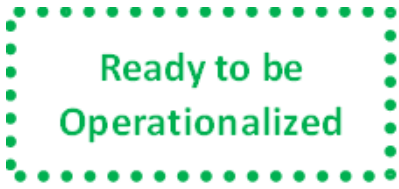


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RESULT 3:

Our Bishop will provide guidance to parishes facing major changes and will promote and enable innovation and collaboration.

- Guiding major parish changes (Action 3)
- Stimulating innovation & collaboration (Action 4)



ELEVEN ACTIONS

Implementing the SPMC proposals approved by Synod 2022

ACTION 3: Guiding Major Parish Changes

APPROVED BY THE BISHOP JUNE 20, 2023



A GUIDE FOR PARISH LEADERS

INTRODUCTION

An important premise of the Shape of Parish Ministry Consultation (SPMC) proposals adopted by our Synod in 2022 is that we now seek to guide change and thrive rather than be changed by external factors.

Many parishes and congregations have taken this to heart, and between June 2021 and June 2023, we have seen over a dozen major changes, including: amalgamations, disestablishments or closures, collaborations, and moves to chapel status. In almost every instance, our Bishop met with parish leaders to help explore, articulate, understand, or implement these major changes.

Many factors come into play when a parish or congregation and its incumbent move toward making a major change. There are, however, some common steps that ought to happen for everyone in every place, and this short guide clarifies those steps and points to some resources that may help.



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STEPS TO TAKE WHEN CONTEMPLATING MAJOR CHANGE

A decision to make a major change in the structure or nature of a parish or congregation (such as: disestablishing; amalgamating; realignment with a multi-point or area parish; becoming a chapel; or moving to a half-time or part-time incumbency) usually arises from some combination of concerns about sustainability, viability, or affordability.

When these concerns get to the point where the status quo no longer seems acceptable or possible, it is helpful to take the following steps (noting that your archdeacon ought to be consulted at the outset).

STEP ONE: consider facts

Set aside time to look at numbers and trends, starting with a review of the profile your parish prepared during Stage 1 of the SPMC (available from the Bishop's Office, if you do not have a copy). What do your parish's numbers suggest to you?

Sometimes numbers alone can drive a decision to make a major change—but how people feel about the future of their parish or congregation also needs to be considered.

STEP TWO: consider feelings

Set up opportunities to be safe, open, and honest with one another about how everyone is feeling as you look to the present and future of your parish or congregation. Your parish's toolkit responses in Stage 2 of the SPMC are worth reviewing again at this time (available from the Bishop's Office, if you do not have a copy).

Do you feel positive about persevering as is? Do you feel stuck, fed up, burdened? How you are feeling is just as important as what your numbers are suggesting—and, in some ways, can be more revealing. For example, seeing that you could live off your resources for several more years until they eventually run out may be factually true but may not feel like the right thing to do.

A decision to make a major change in the structure or nature of a parish or congregation usually arises from some combination of concerns about sustainability, viability, or affordability

STEP THREE: take time to pray

Take time to pray for the guidance of the Holy Spirit. Lift up the facts and the feelings and ask God to help you make sense of it all. Invite everyone to pray for a period of time, and then revisit Steps One and Two before progressing to Step Four.

STEP FOUR: bring in the Bishop

The Bishop is the pastor of every parish, and cares deeply about each place and every person. Bringing our Bishop into your discernment is an essential step, and ought to be taken as soon as it seems like a decision about major change needs to be made. Our Bishop will help you articulate realistic options or opportunities, and can provide an overall perspective—including ways to possibly mitigate the need for major change.

The Bishop will not tell you what to do or make a decision for you, but will take what you are saying very seriously, and actively share in discernment with you—and may offer suggestions that might not have occurred to you. The Bishop will also be able to help you clarify any process that ought to be followed if what you seek is to make a major change, and can point you to appropriate resources.

STEP FIVE: formalizing major changes

The canons or rules of our diocese have provisions for major changes such as amalgamation, disestablishment, realignment, and becoming a chapel. These ADO Canons, Bylaws, and Regulations (CBRs) need to be followed (see Resources, below). For changes involving collaborations or changes in the status of the incumbency, each case must be guided and authorized by the Bishop.

Lift up the facts
and the feelings
and ask God to help
you make sense
of it all.

PASTORAL CARE

It is very important to remember that major changes affect people. Parishes are where we live out our life in faith with family and friends, often in relationships that span decades. Early and meaningful communication and, wherever possible, direct contact with parishioners is paramount. Listening carefully to concerns (being honest and realistic about how or whether they can be met), providing accurate information, and ensuring that the proposed change will not leave anyone forgotten require intentional effort on the part of clergy, lay leaders, and the parish community as a whole.

This is particularly true if the major change means a cherished building will no longer be used: people need to be kept informed at every point leading up to the decision, and then be provided with information about where to worship and belong in the future—and be encouraged to join others in finding a new parish home. While respecting individual choices, we must make every effort to continue holding everyone within the life and worship of our diocesan church.

RESOURCES

Action 7 of the Eleven Actions is intended to bring clarity to parish governance. Clear information will be readily available to explain what is involved in amalgamation, disestablishment, realignment, or becoming a chapel—as well as the kinds of expectations placed on parishes or congregations of whatever structure, size, or level of incumbency. The Executive Archdeacon (or your territorial archdeacon) can be contacted to obtain or explain this information, which will also be available on our diocesan website.



It is important to remember that major changes affect people.

ACTION 4:

STIMULATING INNOVATION AND COLLABORATION

(Reviewed by Diocesan Council 2023-06-20)

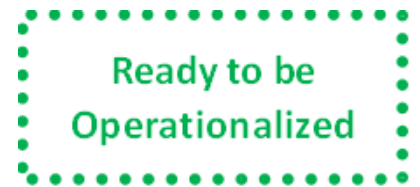
An episcopal panel will be formed to develop and implement a plan for stimulating innovation and collaboration between parishes, including a forum of clergy and lay leaders with a mechanism to share experiences and learnings.

The Panel will present the plan to Diocesan Council for approval in November 2023.

TERMS OF REFERENCE FOR AN INNOVATE & COLLABORATE EPISCOPAL PANEL

GOVERNANCE AND PURPOSE

Established by and accountable to the Bishop, the Innovate and Collaborate Episcopal Panel (ICP) is responsible for convening forums of clergy and lay leaders to stimulate innovation and collaboration between parish clergy and lay leaders on matters that can contribute to the vitality and ministry of clergy, parishes, and congregations, and, wherever possible, to consolidate ministry efforts and make the best use of collective resources.



EPISCOPAL PANEL

An Episcopal Panel will be formed to develop and implement a plan for stimulating innovation and collaboration between parishes, including a forum of clergy and lay leaders.

The forums may take place in various configurations or regions, including pan-diocesan forums, using a range of mediums, and the matters to be considered will be determined in consultation with the Bishop, and with the endorsement of Diocesan Council (or its approval if there are financial requirements).

The ICP will also give active consideration to how its work can intersect with and possibly enable other Actions.

MEMBERSHIP

The ICP will be appointed by the Bishop in consultation with the chair, who will be an active archdeacon (Archdeacon Patrick Stephens has accepted this position). It will comprise up to six individuals, including the chair, where at least three are lay members.

RESPONSIBILITIES

The ICP will develop a plan, to be presented to Diocesan Council for approval in November 2023, and to be implemented in 2024. Subsequent to the approval of the plan, and if required, the ICP may revise these terms of reference.

MEMBERSHIP

The ICP will be appointed by the Bishop in consultation with the chair.



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RESULT 4:

Parish leaders will receive more training and learning opportunities; there will be a clear understanding of how parishes operate.

- **Bringing clarity to parish governance (Action 7)**
- **Training & support for parish leaders (Action 8)**



SPMC Eleven Actions

UPDATE ON ACTION 7: BRINGING CLARITY TO PARISH GOVERNANCE

SPMC Proposal One received overwhelming support at Synod 2022, and spoke to the specific need to clarify our understanding of different models of parishes and how they came into being and operate. The Proposal included the following provisions, known collectively as Action 7:

- 1. Develop a guide to be approved by Diocesan Council, defining and confirming the structures of parish ministry in our diocese, set out above, and the expectations related to their implementation: such as clergy deployment, scope of ministry, governance (e.g., numbers of officers and councils), administration, property management and finances.*
- 2. Review the Canons, Bylaws, and Regulations (CBRs) to ensure completeness and coherence regarding the definition of parish structures, and requirements for parish membership, governance, management of buildings and real property, finances, and other responsibilities.*
- 3. Develop protocols that apply to implementing and administering each of these parish structures.*
- 4. Establish mechanisms to monitor the application of the CBRs and protocols relating to the parish structures (e.g., regional deans to conduct an annual or biennial check-in to monitor progress toward implementation within their deaneries).*

Executive Archdeacon Linda Hill and Canon Henry Schultz, our Chancellor, provided leadership in developing each element of Action 7, and have prepared a guide, which will be approved by Diocesan Council in March 2024, following further refinement and review by focus groups and other readers.

A GUIDE TO THE STRUCTURES OF PARISH MINISTRY IN THE ANGLICAN DIOCESE OF OTTAWA: PARISHES, CONGREGATIONS AND CHAPELS

The purpose of this guide is to define and confirm the structures of parish ministry in our diocese, and the expectations related to their implementation: such as clergy deployment, scope of ministry, internal governance (e.g., numbers of officers and councils), administration, property management and finances.

The *Canons Bylaws, and Regulations of the Diocese of Ottawa* (“CBRs”) currently recognize three types of worshipping communities: parishes; congregations; and chapels. This guide will examine the structures of each of these worshipping communities, as well as pastoral communities. The guide also includes (in Appendix A) a number of proposed changes to parish governance in our Diocese and includes two scenarios (in Appendix B) describing how those changes could be implemented.

Contents of the Guide:

- Parishes - Common Structural Elements
 - Clergy Deployment
 - Scope of Ministry
 - Representation at Synod
 - Internal Governance
 - Property Management
 - Finances and Statistical Returns

- Congregations - Common Structural Elements
 - Clergy Deployment
 - Scope of Ministry
 - Representation at Synod
 - Internal Governance
 - Property Management
 - Finances and Statistical Returns

- Chapels - Common Structural Elements
 - Clergy Deployment
 - Scope of Ministry
 - Representation at Synod
 - Internal Governance
 - Property Management
 - Finances and Statistical Returns

- Pastoral Communities
 - Clergy Deployment
 - Scope of Ministry
 - Representation at Synod
 - Internal Governance
 - Property Management
 - Finances

- Appendix A - Proposals to Consider
 - *1 - Confirmation of Status of Parishes, Congregations and Chapels*
 - *2 - Parish Central Committees*
 - *3 - Clarifying Role of Incumbents of Congregations*
 - *4 - Requiring Congregations to hold Vestries & elect Churchwardens*
 - *5 - Congregational Cemetery Boards*
 - *6 - Clarifying Responsibilities of Incumbents for Chapels*
 - *7 - Pastoral Communities*

- Appendix B - Potential Scenarios
 - *A multi-point parish chooses to now have only one parish vestry*
 - *A multi-point parish chooses to welcome another congregation*



SPMC Eleven Actions

UPDATE ON ACTION 8: TRAINING AND SUPPORT FOR PARISH LEADERS

Synod of 2022 resoundingly approved SPMC Proposal Two, which included providing guides and regular training for people in parish leadership positions—known as *Action 8: Training and Support for Parish Leaders*.

Soon after Synod, staff and other members of our diocese, under the direction of the Executive Archdeacon Linda Hill, have been working on preparing up-to-date resources and regular training sessions (using technology where possible) for parish leadership roles. These resources were reviewed by Diocesan Council in June 2023 and will be fully operationalized in 2024.

Ascension House staff are preparing training for churchwardens, treasurers, envelope secretaries and counters. A focus group of staff, clergy and experienced lay leaders will meet in November 2023 to discuss how best to present training. Delivery methods will include resources on website, in-person training sessions, Zoom webinars, and pre-recorded videos.

The following training will be targeted for clergy and parish leaders:

1) Basics for Churchwardens

Audience: clergy, churchwardens

Delivery: website provides overview of basic responsibilities/position description; and provides link to Church Governance 101

2) Church Governance 101:

Audience: clergy, churchwardens, parish/congregational council members, treasurers, Lay Members of Synod

Delivery: Website provides links to: sample position descriptions for churchwardens, treasurers, Lay Members of Synod; Safe Church policy & procedures; Human Resources material; Violence & Harassment policies; equity/diversity/inclusion video; privacy policy; best practices/rules re vestry meetings; best practices/rules re Council meetings; thresholds of decision-making re property & finance; information re Diocesan Synod, Provincial Synod and General Synod; Ascension House staff contact info; Canons and By-laws. *Annual in-person workshop* will be presented by the chancellor, executive archdeacon and directors of Financial Ministry, Property & Asset Management, Human resources. In addition, *online presentations* will be made and taped for later viewing.

3) Finances:

Audience: clergy, churchwardens, treasurers, envelope secretaries

Delivery: Website provides links to: Safe Church & privacy re finances; policies and procedures related to finances; best practices; Ascension House staff contact info. *Annual in-person workshop* will be presented by the director of Financial Ministry. In addition, *online presentations* will be made and taped for later viewing.

4) Property:

Audience: clergy, churchwardens; property committees

Delivery: *Website* provides links to: best practices re property; best practices re risk management & insurance, church-interfaith rental policy, templates for leases and licensing agreements; preventative maintenance inspection template and calendar; Safe Church policy for property; Violence & Harassment policies; privacy policy; Occupational Health & Safety/Workplace Safety best practices; Ascension House staff contact info. *Annual in-person workshop* will be presented by the chancellor, director of Property & Asset Management. In addition, *online presentations* will be made and taped for later viewing.

5) Human Resources:

Audience: clergy, churchwardens, parish administrators

Delivery: *Website* provides links to: PowerPoint re employee & contractor recruitment; contracts; HRIS database; samples of documents; Ascension House staff contact info. *Annual in-person workshop* will be presented by the director of Human resources. In addition, *online presentations* will be made and taped for later viewing.

6) Financial Stewardship

Audience: clergy, churchwardens

Delivery: *Website* provides links to training modules including The Episcopal Network for Stewardship (TENS); digital campaign tool kits; a diversity of resources and tools will be available

7) Communications/social media

Audience: clergy; parish leaders

Delivery: *In-person and/or online* Lunch & Learn sessions; communications and social media best practices; style guide for the writing, formatting and design of documents.

8) Cemetery Boards:

Audience: clergy, churchwardens, members of Cemetery Boards

Delivery: *Website* links to templates of by-laws and other documents; pertinent CBR's; info re Bereavement Authority of Ontario (BAO); Quebec rules re cemeteries; volunteers and Ascension House staff contact info. *In-person workshops* will be offered as well as. (Note: The Cemetery Subcommittee continues to meet with Cemetery Boards upon request for in-person training.)

9) Anti-Racism Phase Two

Audience: clergy; parish leaders; parish members

Delivery: *In-person gatherings* focused on community encounters and conversations are being organized by clergy and lay leaders (first pilot session held at All Saints, Westboro on 'Unpacking Privilege'). Note: clergy and lay leaders have already begun to lead parish workshops.

Resource Hubs or Knowledge Networks will be formed to provide training resources for parish administrators, pastoral care teams, children's ministry, youth ministry, greeters/hospitality and altar servers.

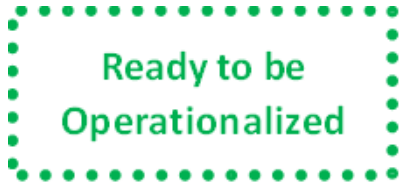


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RESULT 5:

A Learning Commons and a Program for Parish Development will provide resources, knowledge, and practical instruction on all essential aspects of parish ministry.

- Building ministry resources & knowledge (Action 1)
- Equipping parishes to thrive (Action 10)



ELEVEN ACTIONS

Implementing the proposals approved by Synod 2022

ACTION 1: Building Ministry Resources and Knowledge

APPROVED BY DIOCESAN COUNCIL April 11, 2023



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ACTION 1:

BUILDING MINISTRY RESOURCES AND KNOWLEDGE: THE LEARNING COMMONS

INTRODUCTION

The Learning Commons is a response to the following expectations and deliverables outlined in Motion P2C at the 2022 Diocesan Synod:

Motion: That a working group, appointed by the bishop and collaborating with staff and relevant diocesan bodies, be tasked with the following responsibilities, to be completed and presented to Diocesan Council by March 2023:

1. Establish the process by which a Resource Hub is to be formed;
2. Create a template for the terms of reference to be used by Resource Hubs, including how they will be led, supervised, and monitored;
3. Create an initial set of Resource Hubs to test and refine the concept;
4. Identify or create an ongoing structure of support for the development, maintenance, evaluation, and accountability of Resource Hubs; and
5. Work with the Director of Communications and Development and staff to develop a means for sharing materials or key findings developed by Resource Hubs with our wider Diocese.

Members of the Action 1 Working Group:

- Monique Stone
- Karen McBride
- Jennifer Cross
- Rhonda Waters
- Victoria Scott
- Patrick Stephens
- Susan Lewis
- Eric Morin

WHAT IS THE LEARNING COMMONS?

The Learning Commons is a mutual and collaborative space, predominantly using online tools to share existing and emerging knowledge, learnings, and wisdom in order to strengthen and add capacity in parishes throughout the Anglican Diocese of Ottawa (ADO).

The Learning Commons is comprised of parishioners from across our Diocese in two distinctly different forms of gathering and sharing spaces:

RESOURCE HUBS

Groups of volunteers—lay and ordained—with relevant experience, expertise, and interest and who commit to develop diocesan capacity in a specific area of ministry, proactively fostering growth in this ministry area across our Diocese.

The purpose of a Resource Hub is to increase the capacity of our Diocese in a priority area of ministry. This may be accomplished through some or all of the following:

- Curating and/or creating materials for common use
- Identifying and/or creating training opportunities
- Gathering and disseminating best practices
- Testing/piloting related initiatives
- Organizing information sessions
- Identifying opportunities for collaboration
- Building relationships within our Diocese, across ministry areas, and/or with partner organizations

Composition

A Resource Hub consists of no fewer than five people, the majority of whom should be laity. Each Resource Hub must have an identified Chair. The Chair, in consultation with the Education Committee and Diocesan Council where appropriate, will create a membership based on their expertise and interest in the ministry area.

Reporting

The Resource Hub reports to the Learning Commons Coordinator.

RESOURCE HUB

The purpose of a Resource Hub is to increase the capacity of our diocese in a priority area of ministry.

The Resource Hub is responsible for:

- presenting an annual action plan to the Education Committee for review and approval
- providing regular reports to the LCC outlining their activities
- working with the Director of Communications and Development to maintain up-to-date information regarding their membership, activities, and resources on the Learning Commons web portal
- completing the Annual Evaluation Report Card
- submitting a report to the Annual Synod Circular
- recruiting members from across our diocese who bring expertise

KNOWLEDGE NETWORKS

Group of volunteers who share an interest in a particular issue, practice, or vocation who commit to supporting one another and sharing their knowledge with others across our Diocese.

The purpose of a Knowledge Network is to connect members of our Diocese who share an interest in a particular ministry area in order to provide support and mentorship.

Composition

A Knowledge Network consists of no fewer than three people. Membership is open to any interested person. Each Knowledge Network must have an identified Team Lead.

Reporting

The Knowledge Network reports to the Learning Commons Coordinator.

The Knowledge Network is responsible for:

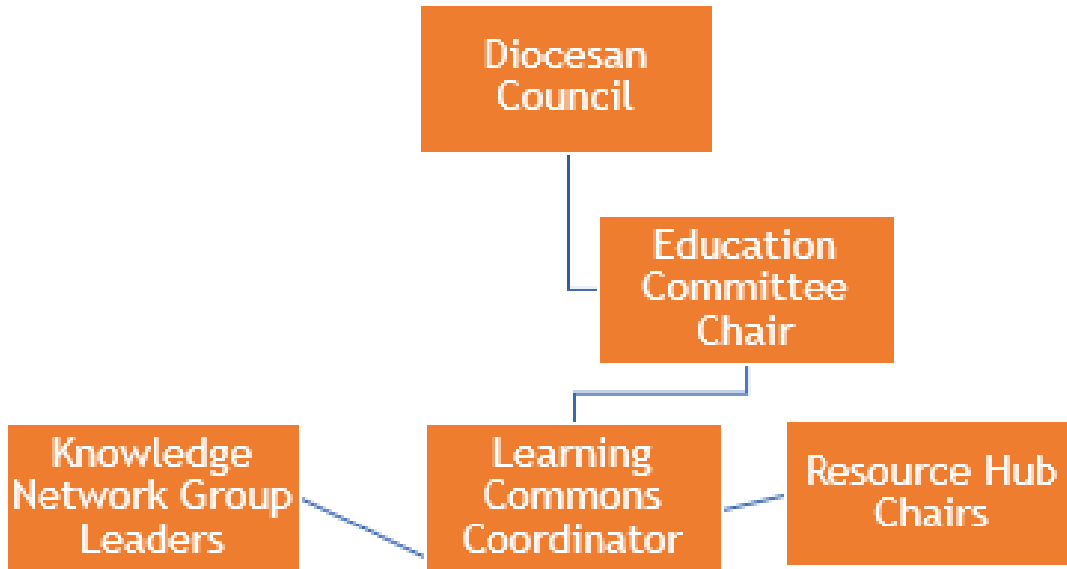
- holding at least one open meeting/year (virtual or in-person) to share information and build connections
- providing an annual report to the Education Committee regarding its activities
- providing current means of contact through the Learning Commons web portal (an email address, phone number, Facebook page, etc.)
- submitting a report to the Annual Synod Circular

KNOWLEDGE NETWORK

The purpose of a Knowledge Network is to connect members of our Diocese who share an interest in a particular ministry area in order to provide support and mentorship.

LEARNING COMMONS

GOVERNANCE AND ADMINISTRATION



Roles and Responsibilities

<i>Committees / Individual Leaders</i>	<i>Responsibilities & Deliverables</i>
<ul style="list-style-type: none"> • Diocesan Council 	<ul style="list-style-type: none"> • Approves the initial budget for the creation of the Learning Commons website and, in future years, ongoing maintenance and upkeep • Makes recommendations, with the support of the Education Committee Chair and Learning Commons Coordinator on appropriate Resource Hubs that should be initiated in response to the current needs and ministry priorities of the Diocese of Ottawa as a whole (including the three recommended pilot Resource Hubs) • Responsible for the acceptance of Resource Hub and Knowledge Network applications and recommendations • On an annual basis; requests an evaluation report from the Education Committee on the Learning Commons and its activities and, upon request, decides upon any Resource Hub and/or Knowledge Network that should be disestablished • Ensures that the Learning Commons provides a fulsome report and presentation at the Annual Diocesan Synod

Roles and Responsibilities

<i>Committees/Individual Leaders</i>	<i>Responsibilities & Deliverables</i>
<ul style="list-style-type: none">• Education Committee Chair (Responsibilities outlined are limited to the Learning Commons and its activities)	<ul style="list-style-type: none">• In consultation with the Bishop of Ottawa, assigns an appropriate leader for the role of Learning Commons Coordinator• Responsible for all communication between Diocesan Council and the Learning Commons• Reviews and approves an annual work plan from the Learning Commons Coordinator and an annual budget (particularly for website creation and maintenance)• Provides guidance and support to the Learning Commons Coordinator regarding any determined Safe Church Policies and Anti-Racism education that is deemed necessary for any and/or all members of any group related to the Learning Commons• Provides guidance and support to the Learning Commons Coordinator regarding the establishment, management, and disestablishment of Resource Hubs and Knowledge Networks on a regular basis
<ul style="list-style-type: none">• Learning Commons Coordinator	<ul style="list-style-type: none">• Creates an annual workplan for all Learning Commons activities• Is a member of the Education Committee• Reviews all recommendations for Resource Hubs and reviews all applications for Knowledge Networks• Develops, in consultation with the Education Committee Chair, a process to identify, recruit, assess, and evaluate members of all proposed groups to ensure: diversity, expertise, knowledge, etc.• Develops, in consultation with the Education Committee Chair, updated application materials and evaluation criteria and methods on an annual basis• Creates templates for lessons learned & evaluation; methods and ways to establish group norms; and methods and ways to deal with conflict in a group.• In partnership with the Director of Communications and Development establishes an initial budget for the creation of the Learning Commons website and its ongoing maintenance• In partnership with the Director of Communications and Development, determines an annual communications strategy to ensure that the Learning Commons is effectively promoted and is accessible throughout our Diocese

cont...

Roles and Responsibilities ...cont

Committees/Individual Leaders

Responsibilities & Deliverables

- **Learning Commons Coordinator**
 - Chairs regular meetings (as determined by the group) of the Resource Hub Chairs
 - Assists in identifying leaders to fill the role of Resource Hub Chairs (as required)
 - Works with the Director of Communications and Development and Web Designer to create the framework for the Learning Commons Website
 - Provides ongoing coordination of the website materials and resources
 - Develops an Annual Report to be presented to Diocesan Council and the Annual Diocesan Synod
 - Provides advice and recommendations on the ongoing evolution of the Learning Commons

- **Resource Hub Chairs**
 - Develops the Membership of the Resource Hub
 - Creates the Annual Workplan for the Resource Hub; including objectives and measurement criteria
 - Creates and submits annual report and evaluation documents
 - Provides updates to the Learning Commons Coordinator as required
 - Ensures Resource Hub Meetings and Activities respond to the Needs outlined in the Resource Hub Application

- **Knowledge Network Group Leaders**
 - Provides Contact Information and Network Description to the Learning Commons Coordinator
 - Provides short annual review and evaluation to the Learning Commons Coordinator

Potential Annual Timeline for Applications, Evaluations, and Reporting

<i>Month</i>	<i>Activity</i>
<ul style="list-style-type: none">• August	<ul style="list-style-type: none">• Application deadline for new Resource Hub and Knowledge Networks applications
<ul style="list-style-type: none">• September	<ul style="list-style-type: none">• Diocesan Council reviews and approves new Resource Hub and Knowledge Networks• Evaluation report on existing Resource Hub and Knowledge Networks submitted to Diocesan Council for review
<ul style="list-style-type: none">• October	<ul style="list-style-type: none">• Learning Commons Coordinator submits annual report (and presentation if required) at annual Diocesan Synod• Diocesan Council recommends continuation / disestablishment of existing Resource Hubs and Knowledge Networks at annual Diocesan Synod
<ul style="list-style-type: none">• November	<ul style="list-style-type: none">• Learning Commons Coordinator creates annual workplan for following year

ESTABLISHING A RESOURCE HUB & KNOWLEDGE NETWORK

The following two questionnaires serve as an information gathering and application process for the creation and promotion of the two elements of the Anglican Diocese of Ottawa's Learning Commons; formalized Resource Hubs and Informal Knowledge Networks.

Applications must be submitted to the Learning Commons Coordinator and approved by Diocesan Council via the Education Sub-Committee. All approved applications will be notified by the Learning Commons Coordinator.

It is expected that the Learning Commons will transform, with Networks and Hubs emerging, evolving, transforming, and dissolving as a natural response to the ministry priorities of our Diocese and parish communities. To facilitate this, both Resource Hubs and Knowledge Networks will be required to submit an annual update and evaluation report. Those groups whose continuation is deemed appropriate will receive approval to continue for an additional year. Knowledge Networks and Resource Hubs that are no longer required will be removed from the Learning Commons website.

Resource Hub Application

Contact Information

Name of Person submitting the application/Contact Person:
Contact Information:
Are you willing to take the lead as the Resource Hub Coordinator (Yes/No)?
If No, who is the Designated Lead (and their contact information)?

Reason for Creation

What is the name of the Resource Hub that is seeking to be established?
What is the area of ministry that will be focused on in this Resource Hub?
What are some of the expected deliverables of the hub?
Why is this Resource Hub important to the ministry of our diocese? How will our diocese increase its capacity from this Resource Hub?

Membership of the Resource Hub

Please list any other individuals who have already committed to providing leadership and support to this Resource Hub. (It is hoped that membership will, as much as possible, reflect our diocese's diversity and demographics in such areas as gender, official language, geographic representation, race, and diverse abilities)
How will you seek out other members of this Resource Hub? (It is expected that recruitment be as broad as possible with an encouragement to seek out new volunteers. Promotion in Crosstalk and an info-session for potential candidates should be mandatory for all Resource Hubs.)
Why do these people want to be involved in this hub?
What knowledge and experience do they bring?
Will you be open to welcoming additional attendees at any time during the life of the Resource Hub?

Operating of the Resource Hub

Will you commit to creating group norms and a method for dealing with conflict to ensure that the Resource Hub seeks to be a safe space for open conversation and diverse opinions? How will you do this?
How and when will you plan on meeting (Zoom, etc.)?
How will information exchange occur?
Do you commit to developing an annual work plan for the hub, <u>identifying</u> and <u>defining</u> deliverables? (Some possible examples <u>include</u> : curating and/or creating materials for common use; identifying and/or creating training opportunities; gathering and disseminating best practices; testing/piloting related initiatives; organizing information sessions; identifying opportunities for collaboration (Please note: The above are examples only and may or may not be included, and you may choose to add some which are relevant to your hub.)

Resource Hub Application ...cont

Communications & Sharing with our Diocese

What will you share with our diocese from the work of this Resource Hub?

Are you committed to providing an annual report on the work of this Resource Hub as part of the Annual Synod Circular?

Evaluation and Continuation/Disestablishment

How will you evaluate the work of this Resource Hub and how will you share that evaluation?

Will you commit to completing the annual evaluation report card to determine whether the Resource Hub should continue into the next year?

How will you know if this Resource Hub should continue or whether it should be disestablished?

In the case of disestablishment will you agree to have your Resource Hub materials archived on the website? Why or why not?

Knowledge Network Application

Contact Information

Name of Person submitting the application/Contact Person:
Contact Information:
Knowledge Networks are designed specifically as a means of informally ‘connecting’ people together in a particular ministry interest area. There is usually only one contact person listed on the website and (if applicable) the link to any social media vehicle that connects individuals together (i.e., a Facebook group). Are you willing to have your name and contact information listed as the Knowledge Network Lead on the Learning Commons website?
If No, Who is the Designated Lead (and their contact information)?
Are there others who should be listed?

Reason for Creation

What is the area of ministry that will be focused on in this Knowledge Network?
Why do you think this is an important ministry area of interest?

Learning Commons Knowledge Network Profile Information

Please provide a short (maximum 200 word) description about this proposed Knowledge Network that can be placed on the Learning Commons website:

Operation of the Knowledge Network

Please note that a Knowledge Network does not have to create meetings or activities. The Network may simply be an informal exchange of information over the phone or by email. However, if you decide to gather a group of people together around this ministry area of interest will you create group norms and seek to be a safe space for open conversation and diverse opinions? How will you do this?
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Communications & Sharing with Our Diocese

Are you committed to providing a short annual update on the Knowledge Network as part of the annual Synod Circular?

Continuation/Disestablishment

How will you know if this Knowledge Network should continue or whether it should be disestablished?
In the case of disestablishment will you agree to have your Knowledge Network materials archived on the website? Why or why not?

EVALUATION, CONTINUATION, AND DISESTABLISHMENT OF RESOURCE HUBS AND KNOWLEDGE NETWORKS

It is recommended that the Learning Commons Coordinator, in partnership with the Education Committee Chair, develop an annual reporting and evaluation process that will be scheduled around an expected report AND presentation at the annual Diocesan Synod.

Recommendations for continuation and disestablishment of Resource Hubs and Knowledge Networks should be included. This process should include the creation of an annual evaluation questionnaire to be completed by each group.

Suggested questions could include:

- Please outline the activities of your Resource Hub / Knowledge Network
- On a Scale of 1-10 how successful were you in the following:
 - ▶ Achieving the goals outlined in your annual workplan
 - ▶ Ensuring that up-to-date information was available on the Learning Commons website
 - ▶ Communicating the work of the Resource Hub to our Diocese
- Why do you think that this Resource Hub / Knowledge Network should continue in next year?
- Outline how the Resource Hub added capacity to our Diocese.
- If your group is approved to continue into the next year what are your goals?
- How will you define success in the next year of work? Building relationships within our Diocese, across ministry areas, and/or with partner organizations?

BEST PRACTICE

It is recommended that the Learning Commons Coordinator, in partnership with the Education Committee Chair, develop an annual reporting and evaluation process.

RECOMMENDED INITIAL RESOURCE HUBS FOR IMPLEMENTATION IN 2023

It is recommended that the following Resource Hubs be created in response to current ministry priorities of our Diocese:

1. New Worshipping Communities and Contextual Ministry
2. Rural Ministry in our Diocese
3. Children, Family, and Youth Ministry

As a means of testing and, if determined, initiating these three recommended Resource Hubs, the Learning Commons Working Group invites Diocesan Council and the assigned Learning Commons Coordinator to invite potential Resource Hub Coordinators to complete the questionnaire as outlined above. By completing the questionnaire, potential leaders can not only determine if the above recommendations are the appropriate inaugural Resource Hubs but can also assist in testing the questions themselves for future use.

Suggested Resource Hub Leaders:

1. New Worshipping Communities and Contextual Ministry
~ *The Reverend Mark Whittall*
2. Rural Ministry in our Diocese
~ *TBD (The Working Group invites the Bishop and Diocesan Council to recommend a leader)*
3. Children, Family, and Youth Ministry
~ *Donna Rourke*

The Learning Commons Working Group feels strongly that any further efforts around the pilot Resource Hubs above be led by the assigned Learning Commons Coordinator.

BEST PRACTICE

It is recommended that any further efforts around the pilot Resource Hubs above be led by the assigned Learning Commons Coordinator.





SPMC Eleven Actions—10: Equipping parishes to thrive

A PLAN FOR PARISH DEVELOPMENT

For approval by Synod 2023 (see motion on page 3)

Introduction

Our ADO Synod of 2022 gave resounding approval to Proposal 2 from the Shape of Parish Ministry Consultation (SPMC). Proposal 2 called us to focus on our strategic priority of lifelong formation, and to meet our deep desire to nurture and honour the work of all the baptized, including lay people, deacons, priests, and bishops.

Nurturing the communities in which the baptized and seekers gather can happen through the work of parish development.

This document has been prepared by the following people, appointed in consultation with the Bishop: The Rev. Kerri Brennan (Lead); The Rev. Matthew Brown; Leslie Giddings; Heather Maclachlan; The Rev. Rosemary Parker; assisted by The Rev. Canon Dr. Peter John Hobbs.

What is Parish Development?

Parish development is about equipping congregations with core knowledge and skills that are essential to thriving—particularly during times of significant change. It is crucial we understand how healthy parishes work and how to work within our parishes. This knowledge and skill development applies to every parish and congregation, of whatever size, and in every part of our diocese: rural, towns and villages, suburban and urban.

The Plan

The accumulated knowledge and resources we gained from participating in the School for Parish Development for several years, in addition to new educational and training resources from other SPMC Actions, can be built on and expanded into a program of modules for parish development. This component of modules, as part of a collection of congregational development tools, will better equip individual parish or congregational councils, leaders, and their clergy to thrive.

The modules will be provided as short (maximum 30 minutes) videos, easily accessible from our ADO website, and would initially address five key areas such as parish governance, building healthy communities, visioning and priority-setting, effective stewardship, and engaging with the wider community. Because the knowledge and skills related to parish development are essential to thriving, it is expected the leadership teams (Corporations and Councils) of each parish and congregation will complete the modules. Modules will be reviewed, revised, or re-developed over time to ensure that current best practices are being made available and content remains relevant and up-to-date.

The modules will be one component of parish development in our diocese, and will be complemented by other activities such as occasional in-person and/online learning events. Ideally, the Learning Commons will set in place Resource Hubs and Knowledge Networks to provide additional parish development resources and support.

How will the Parish Development be Established?

Parish development will be the responsibility of a sub-committee of our ADO Education Committee. The subcommittee will be accountable to Diocesan Council through the Education Committee. The Appendix shows the proposed terms of reference for a Parish Development Sub-Committee (PDev).

PDev will work collaboratively with diocesan staff and other leaders and groups to produce modules. These modules will be short, cost-effective, slide-based, voice-over videos, which will be housed on our diocesan website. A built-in control will provide acknowledgement when modules are completed by individual parish or congregational councils, other key leaders, and their clergy. Each module will point to additional resources, include the ability to forward questions, and offer evaluative feedback to PDev.

PDev will also source or prepare additional parish development learning opportunities, including occasional in-person and online events.

The Initial Modules

Module 1: ADO Governance

Content will offer an overview of the structures of the governance within our Diocese.

- Our Diocese
 - Episcopal function
 - Synod, Diocesan Council, Standing Committees, CBRs
- Parish structure
 - Corporation and Vestry
 - Parish Council / Parish Central Committee / Congregational Councils

Module 2: Healthy Community

Content will explore the centrality of trust in building relationships for thriving ministry.

- Trust Development Theory
- Trust-Building Methods and Tools in Congregational Life
- Addressing Conflict
- Inter-Group Relations

Module 3: Parish Visioning and Priority-Setting

Content will introduce essential elements of, and the necessity for addressing strategic thinking, visioning, and priority setting.

- When to lead a visioning process?
- What format can your visioning take?
- Who to involve in the visioning process?
- Who facilitates the visioning process?

Module 4: Parish Stewardship

Content will complement and serve as introduction to content prepared by Sandra Hamway, Director of Communications and Development, and her Stewardship Team.

- What research tells us about Stewardship effectiveness
- Identifying the essential elements of an annual stewardship program
- When and how to run a stewardship campaign
- Addressing resistance

Module 5: Contextual Mission

Content will compliment and serve as introduction to work led by the Contextual Mission Sub-committee.

- What is Contextual Mission?
- Why is it needed and how is it relevant for today's Church in light of diverse contexts and demographics?
- What is meant by a New Worshipping Community?
- How does a parish begin the process of exploring Contextual Mission?

Budgetary Considerations

It is expected video content creation and communications efforts (to raise awareness and motivate ADO key audiences to participate) will be managed by the Parish Development Sub-Committee in consultation with Sandra Hamway. The five initial videos will be developed and released in 2024, and the total cost of video editing, based on local market research, is estimated at between \$4,500-5,000.

Timetable

Following approval by Synod 2023:

November 2023	Chair of PDev appointed by Bishop and membership approved by Diocesan Council.
June 2024	Modules 1, 2, 3 completed and posted. Linkages made with Learning Commons. Implement communications plan to raise awareness and motivate participation.
November 2024	Modules 4, 5 completed and posted.
March 2025	Evaluation and Report prepared for Diocesan Council Proposals for new/revised modules or learning events
April 2025+	Ongoing monitoring, refinement, and development

MOTION: That Synod approve the *Plan for Parish Development*, as presented.

Appendix: Terms of Reference for Parish Development Sub-committee

Context:

Proposal 2 of the Shape of Parish Ministry Consultation called for the development and implementation of a parish development program that would be offered with flexible timing and formats to maximize accessibility for all parishes in our diocese. The Parish Development Sub-committee (PDev) shall undertake this work.

Mandate:

To provide video modules and other opportunities for individual parish or congregational councils and their clergy, along with other key leaders, to acquire essential parish development knowledge and skills.

Accountabilities, Authority and Responsibilities

PDev is a sub-committee of the Education Committee (EC) and is accountable through the EC to Diocesan Council.

The Education Committee has authority over PDev on matters related to programs, services, and budgets within its mandate.

PDev is responsible for the development, implementation, and ongoing monitoring and evaluation of *the Plan for Parish Development approved by Synod 2023*. The Plan calls for equipping parishes and congregations with core knowledge and skills about parish development that are essential to thriving—and apply to every parish and congregation, of whatever size, and in every part of our diocese: rural, towns and villages, suburban and urban.

Membership and Composition

PDev will include a diverse mix of clergy and lay members, as well as a Chair. Ideally, these roles will represent both urban and rural communities. Membership should also reflect expertise in the substantive and practical requirements of the PDev mandate.

Membership will be determined by the EC in consultation with the Bishop.

Meetings

PDev will meet as required to fulfil its mandate.



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RESULT 6:

We will learn how to practice contextual mission as we engage with the world and establish new worshipping communities.

- **Developing strategies to engage with the world (Action 2)**
- **Funding parish engagement with the world (Action 11)**



SPMC Eleven Actions—2: Developing Strategies to Engage with the World

AN ACTION PLAN FOR CONTEXTUAL MISSION & NEW WORSHIPPING COMMUNITIES

For approval by Synod 2023 (see motion on page 6)

Introduction

Our Synod of 2022 unanimously approved Proposal 3 from the Shape of Parish Ministry Consultation and committed us to the vision of being a diocesan church in which contextual mission becomes a core component of our identity and a core competency of our lay and ordained leadership. Contextual mission is to be the animating praxis of our life together, or in other words, who we are and what we do.

At all levels of our diocesan church, we are committed to discovering new ways of being and doing church in response to the times in which we find ourselves.

This Action Plan is intended to support the people and parishes of our diocese as we embark on this journey together. It has been prepared by the following people, appointed in consultation with the Bishop: Archdeacon Mark Whittall (Lead), Maritsa Odabashian, Rev. Michael Garner, Paul Mugarura, Ryan Paulsen, Rev. Simone Hurkmans, Rev. Thomas Brauer.

What is Contextual Mission?

Contextual mission is the response we give to the question “how is God calling us to proclaim the good news in our time and place?” It means learning how to share the love of God in ways that are aware of the cultures and situations of people in the wider community. It is how we as a church respond to the Great Commission to “go and make disciples of all nations.” (Matthew 28.19).

We live in a multicultural country and every part of our diocese has its own diverse context. Every parish of our diocese is part of a local story that has history, hopes, needs, and fears. Contextual mission involves listening to the local story and understanding the situations of people who are not part of our church. It involves learning how to listen to God as we listen to and see what is happening around us—so we can share the love of God and the good news we have been entrusted with in ways that are responsive to our context.

Contextual mission requires us to listen, to collaborate, to adapt, to work with others and to build community. Contextual mission also involves becoming aware of the boundaries that prevent us from building meaningful relationships with people in the wider community (especially boundaries we have created). It requires developing openness and humbleness, and

a willingness to change ways of speaking or acting in order to reach others while being true to ourselves - and to do all this in collaboration with the people we would seek to serve.

It also requires taking time for a parish to become aware of the gifts and resources it possesses, and how they might be offered in new ways. As we listen to our neighbours and, with them, assess the needs of the communities we serve, we also assess the resources that we have which may help meet those needs. This will inform the planning we undertake to determine how we might partner with others in the community to meet the assessed needs together.

Any parish of any size in every part of our diocese—rural, village, town or city—can learn about and benefit from doing contextual mission.

Here's one example: one of our parishes has had a Christmas fair that focused on crafts for many years. However, a few years ago some members of the parish realized that the needs of their neighbours had shifted. They had lots of places to buy Christmas gifts, but they didn't have enough time to do everything they needed to do. So, after listening to their neighbours, the parish changed the focus of its Christmas fair from crafts to the provision of frozen meals, much to the delight of the neighbourhood.

Contextual mission can lead to a great variety of initiatives both large and small: anything from acts of loving service, to partnerships with other organizations (that may reach well beyond the local community), to new worshipping communities.

What do we mean by New Worshipping Communities?

One of the key expressions of mission in both the New Testament and the life of the Church over 2000 years is the establishment of new worshipping communities. The Great Commission is a call to baptize, including the incorporation of new believers into a worshipping community. One of Paul's strategies in response to his calling was to establish new worshipping communities. The whole of the book of Acts calls the Church in its apostolic inheritance to continue the work of forming and building new worshipping communities.

A new worshipping community (NWC) is a gathering of people where Christian faith is nourished and discipleship practised. When we talk about new worshipping communities, we mean this in a few specific ways:

- i) By 'new... community' we mean a community that may be born out of our inherited congregations and outreach programs or born out of a unique prompting of God (whether it is happening in a church building or not, led by lay or clergy).
- ii) By '...worshipping community' we mean that it is a community that nourishes and practices discipleship in Jesus Christ and has the capacity to evolve into a community of word, sacrament, and pastoral care.
- iii) By 'new worshipping community' we mean that it may be a new church plant within our Anglican heritage, or something else, new, and noticeably different from what we might expect of inherited, Sunday-morning-style expressions of worship and community.

NWCs may come together to express our faith in varied ways. NWCs can range from “Messy Church” gatherings to the launch of new congregations in new neighbourhoods. Pub churches, outdoor churches, dinner groups, intentional communities, or worship gatherings around a particular liturgical style or supporting a particular demographic may all be examples of new worshipping communities. In our diocese, St. James Perth created Skater Church, a NWC that gathered youth around a shared interest in skateboarding.

We have good news to share and we believe that we are called to share this good news in community with as many people as we can. Our Anglican tradition is life-giving and has much to offer those seeking community. Doing contextual mission sets the stage for creating new worshipping communities. We cannot presume to share our Christian faith without knowing and understanding people beyond our current membership, and what we are called to do in order to provide them with opportunities to find a spiritual home in which they can experience the life-changing good news of Jesus Christ.

There is reason to believe that creating new worshipping communities is a good way to foster thriving and renewal in many of our parishes: they best reach new generations, new residents, new groups; and they are agents of cultural change and aid in the renewal of the whole Body of Christ.

NWCs can be created by any parish of any size in every part of our diocese—rural, village, town or city—who has first done the basic work of contextual mission. Consider that creating NWCs is in our DNA as Anglicans in our diocese of Ottawa. Every parish in our diocese was once a NWC at some point over the past two hundred years

Our Vision

We will be a Spirit-led Church equipped for contextual mission through the implementation of Shape of Parish Ministry Consultation (SPMC) actions to enable, support, resource, and nurture practical and spiritual renewal amongst the lay and clergy leadership of our parishes and congregations.

Every parish and congregation of our diocese will be engaged in contextual mission, with each one initiating or collaborating on at least one identifiable new venture by 2028.

By 2032, the 135th anniversary of the founding of our diocese, we will have created 35 new worshipping communities, in a great variety of shapes and sizes.

The Action Plan

A) A Time of Prayer - Listening for Divine Sparks in our Midst

Engagement in contextual mission (and the creation of new worshipping communities) across our diocese must be rooted in and will benefit from a significant and concerted effort of prayer by all members of our diocesan community.

- 1) We will launch a diocesan-wide initiative called “A Time of Prayer: Listening for Divine Sparks in our Midst” calling on all parishes, groups and individuals in our diocese to participate in regular prayer to discern where God wants us to act.
- 2) Our Bishop will appoint a working group to pray for, oversee, and implement “A Time of Prayer”.
- 3) We will identify a point person in each parish and group for “A Time of Prayer”

- 4) We will generate the prompts, resources and prayers to be used by parishes and groups as part of “A Time of Prayer”
- 5) We will share the opportunity to join quarterly diocesan-wide prayer groups with each parish. These facilitated prayer groups would involve time for communal prayer and a feedback mechanism for reporting back on any insights gleaned.
- 6) We will encourage the creation of small groups within parishes that pray specifically for divine sparks within the parish and our diocese.

B) Establishing and overseeing the practice of Contextual Mission

Our Bishop, Diocesan Council and other lay and clergy leaders will play an essential role in the support, monitoring, evaluation and communications related to contextual mission and new worshipping communities, consistent with our diocesan priority of communications and our practice of monitoring, reviewing and renewing our ministries and initiatives.

- 7) Diocesan Council will set up a Sub-committee for Contextual Mission (CMS) under the ADO Education Committee. The Appendix shows the proposed terms of reference for the CMS.
- 8) The CMS will champion, support, monitor and implement contextual mission and the creation of new worshipping communities across our diocese.
- 9) The work of the CMS will be reviewed by Diocesan Council in the fall 2024, to determine the additional resources required to implement the current action plan, and how these are to be funded.
- 10) The CMS will prepare a self-evaluation tool to be used by the leadership of contextual mission initiatives and NWCs, and, if applicable, their parish sponsors. Leaders of new initiatives will complete the self-evaluation and share with the CMS on a regular basis. This self-evaluation tool will be tested using pilot projects, modified and used for subsequent initiatives.
- 11) Our diocesan Director of Communications and Development will develop a communications plan for contextual mission and NWCs to be approved by the CMS which will ensure that there is regular and widespread promotion and reporting on contextual mission and NWC initiatives in our Diocese. Contextual Mission and NWCs will be highlighted on the ADO website.
- 12) The CMS will evaluate progress on parish participation, the initiation of new ventures and the implementation of the current action plan on a quarterly basis.

C) Supporting Leaders, Lay and Clergy

Contextual mission—and the creation of new worshipping communities—requires imagination, initiative, and leadership.

Leaders of Contextual Mission and NWCs must be supported, and the formation of leaders, both lay and clergy, is essential, and will include the following.

- 13) A Knowledge Network (see Action 1) for Contextual Mission and NWCs to provide leaders and potential leaders of new initiatives with peer support, informal mentoring, prayer support and curated resources.
- 14) Qualified coaches for leaders of Contextual Mission and NWC initiatives.
- 15) Symposia for lay and clergy leaders of Contextual Mission and NWC initiatives.
- 16) Opportunities to participate in courses and workshops in Missional Leadership (such as those offered by the Niagara School of Missional Leadership and by New Leaf Network).
- 17) Formation in Contextual Mission and NWCs will be required of all postulants of our diocese.

- 18) Formation in Contextual Mission and NWCs will be delivered as a module of the Fresh Start program to all clergy in new parish appointments.
- 19) Orientation to Contextual Mission and NWCs will be provided to all Licensed Lay Readers of our diocese.

D) Supporting Parishes and Congregations

Contextual mission and New Worshipping Communities will, in most instances, be initiated by the people of our parishes and congregations. We will support our parishes and congregations in the following ways:

- 20) A Step-by-step guide to engaging in Contextual Mission and New Worshipping Communities will be prepared for use by parishes and other interested groups of our diocese. The ADO workbook “Serving God’s World” will be reviewed for use by parishes as a resource.
- 21) The Parish Development Program (see Action 10) will develop a training video which will serve to introduce parishes to Contextual Mission and New Worshipping Communities.
- 22) A team of facilitators will be identified and trained so that they can visit parishes and:
 - a) lead interactive workshops on Contextual Mission and New Worshipping Communities;
 - b) assist parishes in assessing potential new initiatives;
 - c) advise parishes with respect to the resourcing of new initiatives. Facilitators may include graduates of the School for Parish Development
- 23) An appropriate multi-session course will be identified for the formation of our parishes in Contextual Mission and NWCs.

E) Financial Resources

Contextual mission and NWCs must be well resourced to thrive in our diocese. Necessary resources include funding, human resources, formation, prayer support and leadership development. Financial support is critical.

At Synod 2022 we approved this motion (known as Action 11: Funding Parish Engagement with the World): *“That the existing “Second Century Fund” held by the diocese in the Consolidated Trust Fund be renamed the “Future Fund” and be dedicated to the funding of contextual mission and new worshipping communities and that a proposal for how this fund is to be used and further developed be brought to Synod 2023.”* Please refer to the “Proposal for a Future Fund” coming to Synod for approval, to see how this important financial resource can be used and developed.

Many parishes are already doing contextual mission using existing budgets and donor support. We envision that there will be multiple sources of funding and other resources for contextual mission and NWCs in our diocese and call for the following:

- 24) Parish funds used to support new contextual mission initiatives and NWCs will be exempt from assessment for Proportional Parish Share.
- 25) Annual costs related to items 4, 14, 15, 16, and 23 above will be included in our Diocesan Operating Budget.
- 26) A microgrant program will be established to support contextual mission and NWCs, and will be financed from the Future Fund. Parishes and other groups will be eligible to apply for grants on a semi-annual basis.

27) Financial support for larger contextual mission and NWC opportunities will be decided on a case-by-case basis by the proposed Future Fund Panel (see “Proposal for a Future Fund” referred to above).

F) Timeline:

- a. A Time of Prayer - Listening for Divine Sparks in our Midst
 - Oct 2023 Launch
- b. Establishing and overseeing the practice of Contextual Mission
 - Nov 2023 CMS appointed
 - March 2024 First Quarterly Review of Contextual Mission and New Worshipping Communities
- c. Supporting Leaders, Lay and Clergy
 - Feb 2024 Courses and Workshops for Leaders available
 - April 2024 Launch Knowledge Network (peer support)
 - June 2024 Coaching for Leaders available
- d. Supporting Parishes
 - March 2024 Step-by-step Guide available
 - May 2024 Facilitators available
 - Sept 2024 Multi-session course available
- e. Financial Resources
 - May 2024 Launch first round of microgrants

MOTION: ***That Synod approve the Action Plan for Contextual Mission & New Worshipping Communities, as presented.***

Appendix: Terms of Reference for a Contextual Mission Sub-committee

Context:

Proposal 3 of the Shape of Parish Ministry Consultation committed us to the vision of being a diocesan church in which contextual mission becomes a core component of our identity and a core competency of our lay and ordained leadership. The Contextual Mission Sub-committee (CMS) shall undertake this task.

Mandate:

To play an essential role in the monitoring, support, evaluation and communications related to contextual mission and new worshipping communities, consistent with our diocesan priority of communications and our practice of monitoring, reviewing and renewing our ministries and initiatives.

Accountabilities, Authority and Responsibilities

The CMS is a sub-committee of the Education Committee (EC) and is accountable through the EC to Diocesan Council.

The Education Committee has authority over CMS on matters related to programs, services, and budgets within its mandate.

The CMS will champion, monitor, support and implement contextual mission—and the creation of new worshipping communities across our diocese; including supporting parishes and Leaders of new initiatives. The CMS will prepare a self-evaluation tool to be used by the leadership of contextual mission initiatives and NWCs, and, if applicable, their parish sponsors.

Membership and Composition

The CMS will include a diverse mix of clergy and lay members, as well as a Chair. Ideally, these roles will represent both urban and rural communities. Membership should also reflect expertise in the substantive and practical requirements of the PAS mandate.

Membership will be determined by the EC in consultation with the Bishop.

Meetings

The CMS will meet as required to meet its mandate.



SPMC Eleven Actions—11: Funding parish engagement with the world

PROPOSAL FOR A “FUTURE FUND”

(Revised following feedback received after the pre-Synod meeting on October 11)

Introduction

The vision for a transformative funding resource in our diocese is a response to this motion from SPMC Proposal 3, unanimously approved at our 2022 Diocesan Synod:

That the existing “*Second Century Fund*” held by the diocese in the Consolidated Trust Fund be renamed the “*Future Fund*” and be dedicated to the funding of contextual mission and new worshipping communities and that a proposal for how this fund is to be used and further developed be brought to Synod 2023.

The Director of Financial Ministry, Sanjay Grover, and the Director of Communications and Development, Sandra Hamway, have prepared the following proposal for a new “Future Fund” to support parish engagement* with the world.

**For a complete description of how our diocese intends to approach parish engagement with the world, please see the Action 2 proposal called “An Action Plan for Contextual Mission & New Worshipping Communities.”*

Features of the Future Fund

The Future Fund will be a home for funds set aside for activities that strengthen, support, and serve contextual mission and new worshipping communities.

The Future Fund is intended to function as an endowment, so as to maintain its principal in perpetuity, while offering its dividends as accessible funds for a specified purpose. Our diocese will seek to grow or replenish the fund in order to increase and sustain our capacity to finance contextual ministry and new worshipping community initiatives.

A Minimum Balance

Although markets fluctuate, the **Future Fund** principal will not fall below an estimated \$1,000,000 CAD and the dividend total will carry an estimated minimum balance of \$62,000 CAD annually. It is the dividend balance that will be used to fund designated initiatives.

Occasional Drawdowns from the Principal

While maintaining a minimum balance, from time to time the funding of new opportunities may exceed the dividend balance. On a case-by-case basis, the proposed Future Fund Panel (see below) may seek permission from Diocesan Council to drawdown funds from the principal.

Future Fund Panel

A Future Fund Panel (accountable to the Bishop) will oversee the use and development of the fund, with due regard for assessing risk and maximizing value.

The Panel's duties will include:

- Monitoring and evaluation of the Fund and its uses.
- Quarterly reporting to the Bishop and to Diocesan Council.
- Obtaining Diocesan Council approval for dividend allocations exceeding \$5,000 and for any drawdowns from the principal.
- Working collaboratively with the Contextual Mission Sub-committee to raise awareness of the fund and motivate parishes to develop innovative proposals.
- Developing the Fund to increase dividends or to replenish it if drawdowns are made to provide support for contextual mission and related initiatives.

The Future Fund Panel will be comprised of:

- The Director of Financial Ministry
- The Director of Communications and Development
- The Chair of the Contextual Mission Subcommittee
- The Executive Archdeacon
- One or two members appointed by the Bishop

The Panel will meet as required to fulfill its duties.

Implementation Timetable

Following approval by Synod 2023:

December 2023	Director of Financial Ministry initiates Consolidated Trust Fund renaming to Future Funds (FF) account. Future Fund Panel is established.
January 2024	FF account is operational. Develop and implement communications plan in collaboration with the Contextual Mission Subcommittee to raise awareness of FF. Account reports are set up and distributed to FF Panel.
February 2024	FF Panel is ready to receive funding requests
March 2024	Update to Diocesan Council
April 2024+	Ongoing use, development, and evaluation of FF.

MOTION: That Synod approve the *Proposal for a Future Fund*, as presented.

SHAPE OF PARISH MINISTRY (SPMC)

HOW IS GOD CALLING US TO SHAPE THE parish ministry OF OUR diocese? What dreams would God have us dream together? Where is God calling us to be, and where are we called to invest the resources which have been entrusted to us? These are vital questions that, through our Bishop's guidance, are leading our path to change and thrive.

BUILDING A PLAN ...

1.

recognizing we now seek to **guide change & thrive** rather than be changed by external factors.

- 2020 -

Affirmed and focused on four diocesan strategic priorities.

- Communications
- Shape of Parish Ministry & Buildings
- Engagement with the World
- Lifelong Formation, Worship, & Hospitality

- 2021 & 2022 -

STAGE 1

Parish Profiles

Built upon qualitative and quantitative data

STAGE 2

Parish Toolkits

Formed by analysis of local realities

STAGE 3

Drafting Proposals

Gathered insights to discuss at Synod

- SYNOD 2022 -

Proposals resoundingly approved

Proposal 1:
Shape of Parish Ministry



Strengthening the Future

Proposal 2:
Lifelong Formation



Nurturing Parish Ministry

Proposal 3:
Engaging with the World



Contextual Mission & New Worshipping Communities

TAKING ACTION ...

2.

- 2023 -

Proposals transformed into...

ELEVEN ACTIONS

ACTION 1

Building ministry resources & knowledge

ACTION 2

Developing strategies to engage with the world

ACTION 3

Guiding major parish changes

ACTION 4

Stimulating innovation & collaboration

ACTION 5

Reviewing parish fair share

ACTION 6

Using dividends for parish ministry costs

ACTION 7

Bringing clarity to parish governance

ACTION 8

Training & support for parish leaders

ACTION 9

Providing services to parishes

ACTION 10

Equipping parishes to thrive

ACTION 11

Funding parish engagement with the world



The Eleven Actions are currently the Top Strategic Priorities of our diocese.

SYNOD, OCTOBER 2023: Each one of the *Eleven Actions* are addressed and shown how they will combine together in 2024 – and beyond – to bring about tangible changes in the way we operate and support our parish ministries.

Our Diocesan Practices

- We will pray and listen for the prompting of the Spirit
- We will work collaboratively
- We will be courageous, embrace change, and take risks
- We will monitor, review, and renew our ministries
- We will budget to implement our priorities

DRIVING CHANGE ...

3.

RESULTS WE AIM TO REACH – TO GUIDE CHANGE & THRIVE

1. There will be less reliance on parish revenues to fund the operating budget of our diocese.
2. Diocesan staff will provide increased assistance and support to parish leaders as they manage parish finances, properties, stewardship, communications, human resources, and administration.
3. Our Bishop will provide guidance to parishes facing major changes, and will promote and enable innovation and collaboration.
4. Parish leaders will receive more training and learning opportunities; there will be a clear understanding of how parishes operate.
5. A *Learning Commons* and a *Program for Parish Development* will provide resources, knowledge, and practical instruction on all essential aspects of parish ministry.
6. We will learn how to practice contextual mission as we engage with the world and establish new worshipping communities.