

March 17, 2022

Dear delegates to the Provincial Synod of the Ecclesiastical Province of Rupert's Land:



The Strategic Planning Working Group (SPWG) of the Council of the General Synod (CoGS) looks forward to engaging with you during your upcoming Provincial Synod on Friday, April 29th. We appreciate your making time on your very full agenda for this important work.

The Strategic Planning Working Group was created by CoGS in response to Resolution A103, passed at General Synod 2019 in Vancouver, which reads as follows:

Be it resolved that this General Synod direct the Council of the General Synod, in partnership with the entire church, prayerfully to undertake a strategic planning process that will lead to the presentation of a proposal to the 2022 meeting of the General Synod for our ministry and mission with the General Synod.

The SPWG has been working on this task since November 2019. This work has included consultation with a broad range of individuals and groups across the Anglican Church of Canada. A brief summary of our work to date and future plans is included in the package of materials that accompany this letter.

Doing this work during a time of global pandemic has naturally affected both our approach and our outcomes. We have realized that current uncertainties necessitate a "transitional" plan that sets broad priorities and directions, rather than a more typical strategic plan that identifies specific activities with measurable outcomes to support detailed goals and objectives. At the same time, the spirit of these times has also guided us to articulate a vision that is courageous, through which we can boldly embrace this unprecedented moment in time as a call to transformation in our church and our world.

While the mandate of the SPWG is to develop a strategic plan for the church's national Office of the General Synod, we recognize that this cannot be done without some understanding of the aspirations of the church as a whole. Through deep listening and extensive consultation, we have articulated five transformational aspirations, which are illustrated in the enclosed graphic. These aspirations represent a distillation of what we heard from a series of twelve "listening groups," comprised of almost 150 Anglicans from across the country. They have been further tested and refined through engagements with ecclesiastical provinces and dioceses; that process continues, including in our meeting with you.

With the decision to postpone General Synod until 2023, we have the opportunity to continue and extend our work for another year. This March, the Council of the General Synod affirmed the draft transformational aspirations, as the guiding principles for the work of the Council and Office of the General Synod until the next session of General Synod. Council also passed three other resolutions to enable our work to go forward in the meantime.

As part of this package, you will find a working draft of a strategic framework that outlines priorities and directions, based on the five draft transformational aspirations. As you'll see, each of the aspirations is rooted in scripture; together, we hope they represent a broad vision for a healthy and flourishing church in our time, what each looks like, and some things the national church could do to contribute to realizing this vision.

We would like to test this emerging vision and plan with you during our time together. Here are some questions we will be asking you to consider.

1. Is your congregation, diocese, and/or ecclesiastical province already working with these sorts of priorities? Which ones, and in what ways? What could you offer to the wider church as a result of your work?
2. As you look into the next few years, can you see your congregation, diocese, and/or ecclesiastical province actively embracing these aspirations? Which ones, and in what ways? What help might you need to do this?
3. If the Office of the General Synod was able to support the most important opportunities and challenges facing Anglicans in your part of the church right now, what would it be focusing on and doing?

It would be appreciated if you could reflect on these questions in advance of our session together on April 29th. As you prepare, please feel free to share and discuss these questions with others. We look forward to our conversation.

Yours in Christ,

Judith Moses
Chair
Strategic Planning Working Group



COUNCIL OF GENERAL SYNOD STRATEGIC PLANNING WORKING GROUP UPDATE TO MARCH 2022

WHERE WE'VE BEEN

- Review of Vision 2019 outcomes
- Review of quantitative and qualitative research on the effects of the pandemic on churches in Canada, the US, and the UK
- Environmental scan (SWOT analysis – strengths, weaknesses, opportunities, threats)
- 11 Listening Groups, each holding up to 3 sessions
- 3 listening sessions with Church House Management Team
- Consulted Provincial & Diocesan Synods, House of Bishops to validate and improve interim findings
- Returned to Listening Group participants for reflections, reactions, language and stories



WHERE WE ARE NOW

- Emerging clarity that this will be a transitional plan: a compass, not a roadmap (given our context)
- Increasing consensus around broad directions
- Developing an ecclesiological understanding of the role and ministry of the National Church
- Draft Transformational Aspirations affirmed by CoGS March 2022

WHERE WE'RE GOING

- Using the postponement of General Synod as an opportunity to continue the work
- Producing video vignettes about the listening process and the Transformational Aspirations
- Working with Office of General Synod staff on ways to use the Aspirations to guide their work
- Articulating a purpose and role for the Office of General Synod, reflecting current and future contexts, based on the Aspirations and a new "Listening 2.0" process
- Inviting the whole church into a broad conversation on effective structures, governance, use of resources
- Preparing to bring all this forward to General Synod 2023



FIVE TRANSFORMATIONAL ASPIRATIONS

Champions the
dignity of every
human being; works
to dismantle racism and
colonialism

Embraces
mutual
interdependence
with the
Indigenous
church
(Sacred
Circle)

Invites and
deepens life in
Christ

Stewards
and renews
God's creation:
protects and
sustains the
earth;
pursues
justice
and mercy
for all

Nurtures
right relationships among
people of faith in local,
national and global
communities and
networks

**A HEALTHY
CHURCH
THAT ...**



REIMAGINING THE ANGLICAN CHURCH OF CANADA DURING A TRIENNIUM OF TRANSITION
Courageous conversations claiming a vision of transformative change for our church in our time

Do not be conformed to this world, but be transformed by the renewing of your minds, so that you may discern what is the will of God -- what is good and acceptable and perfect. Romans 12.2

A HEALTHY CHURCH THAT:	WHAT IT LOOKS LIKE:	WHAT CAPACITIES AND ACTIVITIES CAN THE NATIONAL CHURCH ADD? WHAT OUTCOMES DO WE WANT TO SEE?
<p>Invites and deepens life in Christ</p> <p>Let your roots go down into Christ, and let your lives be built on Christ, strengthened in the faith as you were taught and overflowing with thankfulness. Colossians 2.7</p>	<p>A rich variety of purposeful congregations and communities of faith where people can encounter Jesus, grow in discipleship, and participate in God's mission for the world.</p>	<p>The National Church will add capacity to what dioceses and congregations are already seeking to do by:</p> <ul style="list-style-type: none"> - Catalyzing networks, hubs, and working groups that respond to emerging opportunities such as worship, Christian formation, emerging church, chaplaincy, pastoral care, lay leadership formation, theological education, etc. - Nurturing the sharing of resources, insight, and best practices across the Canadian church. - Communicating to build understanding of the diversities of ministry and mission across the Canadian church. - Drawing and sharing insights from beyond the Canadian Church.
<p>Embraces mutual interdependence with the Indigenous church (Sacred Circle)</p> <p>Can two walk together, except they be agreed? Amos 3.3</p>	<p>A self-governing Indigenous church that is a source of strength and renewal for Indigenous Anglicans, and which inspires and enriches the broader church to see God in each other and all of creation.</p> <p>Respectful relationships, generous listening, and the sharing of stories and customs.</p>	<ul style="list-style-type: none"> - The Indigenous church living into its Way of Life and Sacred Circle Covenant, supported by new internal Indigenous church structures, jurisdiction, practices and relationships with dioceses and the national church. - Changed jurisdictions, systems, structures, programs, and relationships within the broader ACC, based on continued commitment by ACC to dismantling colonial impacts.

<p>Champions the dignity of every human being; works to dismantle racism and colonialism</p> <p>Whoever wants to be first must be last of all and servant of all. Mark 9:35</p>	<p>Full transparency, review and acknowledgement of the church's historical legacy and a new joint narrative to help us move forward together.</p>	<ul style="list-style-type: none"> - Deeper knowledge, shared understanding, and greater adaptability of the ACC to the values and gifts of the Sacred Circle - Gospel-based discipleship more widely shared by the whole church. <p>Support for Jubilee Commission recommendations</p>
<p>Diversity in church membership, leadership, systems, and structures so that peace and justice are revealed and that all people of every language, race, and nation, may share the banquet God has promised. <i>(adapted from BAS Book of Alternative Services, Eucharistic Prayer #4)</i></p>	<p>A broadened approach to the church's commitment to dismantling systemic post-colonialism and racism:</p> <ul style="list-style-type: none"> - Specific steps taken to recognize, acknowledge and dismantle systemic racism in our social structures, culture, policies and practices, representation, etc. that perpetuate racial inequality, following an action plan produced by a permanent National Advisory Council including, inter alia: - Governance practices that rise above legacy colonial culture, structures and values that marginalize people; - Restructuring processes and decision-making systems of CoGS and General Synod; - Training/education for all national church staff and volunteers; - Leadership development and membership diversity in national networks, committees, and working groups; - Coordination/provision of support materials for dioceses and parishes that reveal the church's strength is its diversity of culture and context E.G. Liturgical resources (hymnals, lectionaries, prayers, and other texts); - Sharing stories of diversity, inclusivity and the changes being made to build a post-colonial church; - The church accepts the Jubilee Commission's archival research report's findings, and a new post-colonial narrative is adopted. 	<p>Full transparency, review and acknowledgement of the church's historical legacy and a new joint narrative to help us move forward together.</p>

<p>Stewards and renews God's creation: protects and sustains the earth; pursues justice and mercy for all</p> <p>For as the earth brings forth its shoots, and as a garden causes what is sown in it to spring up, so the Lord God will cause righteousness and praise to spring up before all the nations. Isaiah 61.11</p>	<p>A respected voice and action-oriented advocate for social, economic, and environmental justice in Canada, internationally, within the church, with our ecumenical and interfaith partners.</p> <p>Our theology of abundance leads to a spirit of generosity inspired by tangible progress in building the Indigenous church, serving those in need, addressing inequities, and building social and ecological justice.</p> <p>Humble in recognition that we are but part of God's creation with the honour, bestowed by God, of its care.</p>	<p>The National Church will add capacity to what dioceses and congregations are already seeking to do by:</p> <ul style="list-style-type: none"> - Catalyzing networks, hubs, and working groups that respond to emerging opportunities. - Nurturing the sharing of insight, and best practices across the Canadian church. - Serving as a means to maximize and share resources across the church. - Communicating to share our stories and build knowledge and understanding across the church. - Drawing and sharing insights from beyond the Canadian Church. - Using the voice of the Primate to focus attention on key issues.
<p>Nurtures right relationships among people of faith in local, national and global communities and networks</p> <p>So we, who are many, are one body in Christ, and individually we are members one of another. Romans 12.5</p>	<p>A connected Anglican family through a practice of courageous conversations, robust networking, and convening.</p> <p>Appreciation of our interdependence across the church through different roles, responsibilities, talents and resources.</p> <p>Innovation in how we work together and communicate with each other to build and engage communities and accomplish shared goals.</p> <p>Capacity-building through sharing of practices, learning and insight, and provision of tools and information.</p> <p>Ongoing, collective liturgical innovation based on our common worship traditions and contemporary lived experiences.</p> <p>An Anglican Church of Canada that is strengthened by national and international partnerships, ecumenically and across the Anglican Communion.</p>	<p>Nurturing connections, networks, and community among Anglicans across Canada and around the world.</p> <ul style="list-style-type: none"> - Increased emphasis on the networking and convening roles of the national church. - Sustaining a robust Communications function within the National Church leveraging and connecting communications activities across the church. - Increase awareness and appreciation of the national church's role and responsibility in international and ecumenical activities. - Continue providing leadership as a centre of excellence in faith, worship, and ministry.