

**REPORT OF THE STRATEGIC PLANNING WORKING GROUP
TO GENERAL SYNOD 2023**

1. FOR ACTION

Be it resolved that this General Synod:

- Receive with gratitude the report of the Strategic Planning Working Group.
- Adopt the five Transformational Aspirations to guide planning, priority-setting, resource allocation and collaboration with provinces and dioceses in the 2023-25 biennium.
- Direct CoGS to establish an implementation group.

FINAL REPORT TO GENERAL SYNOD 2023

**STRATEGIC PLANNING WORKING GROUP
GENERAL SYNOD 2019-2023**



“...but one thing I do, forgetting those things which are behind and reaching forward to those things which are ahead” [Philippians 3:12]

“We are being invited to ensure that our foundation is in God first. We hold all else lightly, so that if it is taken away, we are not discouraged or defeated, and if we retain it, we enjoy it with delight and gratitude” [Primate Linda Nicholls]

“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

INTRODUCTION

The Strategic Planning Working Group (SPWG) began its work in the fall of 2019 as directed by General Synod 2019 in **Resolution Number A103** – Strategic Planning Process for 2022:

“Be it resolved that this General Synod direct the Council of 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 Council of General Synod (CoGS) adopted the theme of **“A changing church, a searching world and a faithful God”** for the work of the SPWG. It proved prescient with the arrival of the pandemic in mid-March 2020. The church, in adjusting to lockdowns, restrictions and travel advisories, sought God’s presence and what it meant to ‘be church’ during such unprecedented times.

APPROACH

CoGS set aside traditional approaches to strategic planning and agreed to simply listen and accompany Anglicans on this difficult journey. A national process of ‘deep listening’ or ‘experiential discernment’ was initiated. Twelve broadly representative listening groups met on-line from summer 2020 to winter 2021 - Executive Archdeacons, Young Clergy, the Indigenous Church, Lay Youth, Young Families, Social Justice, Advocacy and International Development, Congregational Development and Mission, Diocesan Councils, Communications Professionals, Finance Officers and the Council of the North (see listening group membership in Appendix 4). Separate conversations were held with General Synod staff.

CoGS and SPWG members acted as group co-facilitators. A practical ‘learn as you go’ approach emerged that was:

- Centered in scripture and prayer.
- Grounded in broad, deep listening, sharing and learning from each other across the country as we coped with the pandemic.
- Inclusive of diverse voices - well over 1,000 Canadian Anglicans.
- Focused on aspirations and broad priorities rather than classic strategic planning goals.
- Centered on a strong sense of God’s calling us to do things differently.

The whole process was grounded in Scripture. All listening groups used the same bible studies and questions so that they could journey together. These are outlined in [APPENDIX 1](#). Listening group co-facilitators met on-line to share reflections and develop common emerging themes.

Throughout all, the Baptismal Covenant and the Marks of Mission of the Anglican Church provided and continue to provide an anchor for the church. They remained foundational and underpinned all church planning and activity. This was especially important in the times of change and upheaval that we experienced as their true meaning was more fully revealed to Anglicans during the pandemic. We witnessed how vital they were as we drew together the efforts of whole church during the global health crisis, as we were called to live into them more fully:

- 1) *To proclaim the Good News of the Kingdom*

- 2) *To teach, baptize and nurture new believers*
- 3) *To respond to human need by loving service*
- 4) *To seek to transform unjust structures of society, to challenge violence of every kind and to pursue peace and reconciliation*
- 5) *To strive to safeguard the integrity of creation and sustain and renew the life of the earth*

THE INSIGHT

From the group conversations and sharing of stories and personal experiences, the SPWG compiled and analyzed the insights gleaned on what the future might hold for the role of General Synod after the pandemic. The listening groups shared experiences on how their own parishes were coping, on community impacts of COVID, personal coping strategies and differences in approaches in different parts of the country in the face of fear and constantly changing government restrictions. Stories of great creativity and the church in action abounded. We learned about the impact on front line clergy and lay people as the pandemic began to take a toll and as fatigue set in. Families could not be together during illness or death. Weddings and funerals were delayed. Travel and gatherings were restricted, and basic ministry could not be provided. Many shared their disquiet on the financial impacts of the pandemic on their own churches.

The SPWG was in a unique position to connect Anglicans from across the country and, through their eyes, to observe and document how the church was coping. In the early pre-vaccine days, there was a great deal of fear and confusion and no end in sight except faith and hope. But worship and fellowship meetings were essential, and the church mastered the necessary technology to do so on-line whether through zoom, webinars, u-tube or local broadcasting. And there were telephone check-ins to see how parishioners were coping.

One important insight was how churches generally were better equipped to adapt and respond quickly to pressing new community needs than many other organizations. Listening groups observed how the pandemic exacerbated the existing fault lines in society that called us into more active mission to address issues of poverty, homelessness, family violence, suicide prevention, hunger and racism, as well as the digital inequity in rural and remote areas. As one participant noted, “We are unable to ‘unsee’ the gravity of the fault lines that are revealed”. Some listening groups discussed the pandemic as a reckoning experience about the church’s true mission. Some noted that perhaps we have been a church overly focused on jurisdictional, legislative, demographic and financial issues rather than our true mission. Some noted that the pandemic challenged us to become a church that is more outward-facing and that calls us to our true Christian purpose of ministering to the needy, creating disciples and ministering to spiritual needs.

Listening groups talked of the challenges of ministering to the spiritual needs of their communities. All the listening group members reported how Anglicans mourned the loss of the Eucharist and the structure that church provided in their lives. They missed the singing and camaraderie in church gatherings. Christmases and special occasions were especially difficult as people were separated from family.

Through quick mastery of digital technologies, services shifted on-line, and many enjoyed the experience of surfing the internet and vicariously attending services from far and wide. We participated in each other’s on-line learning events and webinars across the country and around the world. We adopted and adapted Indigenous Gospel-based discipleship. At the national level, with the assistance and support of

the Communications Department and Anglican Video, we participated in Gospel Jamborees. We broadcast two national Christmas worship and carol services with the Primate. To over 5000 people. While all preferred to meet in person, the new digital connections helped to meet basic needs for information, insight and sharing of experiences, and worship.

The pandemic was a grief-filled period. We grieved together for the loss of life from the pandemic. Indigenous communities were particularly hard hit with the loss of so many Elders. We prayed together for those struggling with isolation and both physical and mental health issues. Clergy were particularly hard hit, unable to minister in person to the sick and dying, to hold funerals, or conduct marriages and baptisms. Those living alone experienced unprecedented loneliness and isolation. Telephone check-ins became important.

There were also two significant events that left the church shaken. The discovery of many unmarked graves near residential schools and the George Floyd murder brought issues of white privilege, inequality, racism and colonialism into sharp relief. They had monumental impacts on the psyches of Anglican Indigenous and Black communities. These events also prompted more concerted efforts to those already underway in the church to recognize and support the work of Sacred Circle and to dismantle racism.

Throughout all of this and the shifting waves of the pandemic with on-again-off-again lockdowns and constant media focus, the listening groups searched for hope and began to discern some fundamental commonalities in our mission ahead. These became grounded as priorities that were endorsed by CoGS, including focusing on:

1. The self-determining Indigenous church (on its own track).
2. Dismantling racism and colonialism.
3. Advocacy and action for social and environmental justice.
4. Communication with and among Canadian Anglicans.
5. And helping the church understand and navigate change.

As the groups discussed what these mean for the national church, it was decided to approach these more as ‘aspirations’ than priorities, recognizing that dioceses and congregations each function in different realities, and that they can only be invited into a space to help to translate these into actions. As such they became “transformational aspirations” that could be considered as characteristics of a healthy church. People began to conceptualize the aspirations as holistic and interconnected, not linear, with Christ at the centre.

THE 5 TRANSFORMATIONAL ASPIRATIONS

The wording of these transformational aspirations evolved with each consultation meeting of the listening groups and evolved further through subsequent working sessions with CoGS, the House of Bishops, and diocesan and provincial synods and councils, as well as General Synod support staff. (A list of follow-up engagement sessions is provided in Appendix 5.)



The aspirations are intended to be generic so that each diocese or congregation can make the wording its own and further refine them as believed necessary. The aspirations are not meant to be a cookie cutter or one-size-fits-all approach. Rather, it is hoped that the aspirations can become a shared roadmap by the entire Anglican church of Canada, one where we can learn from each other about the different routes we take by sharing stories and exchanging ideas. Finally, the transformational aspirations can provide hope and a renewed sense of common mission and purpose as we look ahead in reimagining our church and navigating change.

The transformational aspirations were endorsed by CoGS through three additional resolutions:

The Council of General Synod affirm the five 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.

And that the General Secretary be asked to:

Communicate the draft Aspirations across the church and invite ideas for tangible next steps; and
Identify ways to use the draft aspirations to guide the work of the Office of the General Synod.

And through the SPWG to:

... use the next year to articulate an appropriate purpose and role for the Office of the General Synod, reflecting current and future contexts, based on the draft Transformational Aspirations and a new "Listening 2.0" process.

The aspirations were communicated across the church through a video series, accompanied by bible studies and questions that dioceses and congregations were invited to explore. As of the end of March, the site has served over 8,000 unique visitors, the videos viewed upwards of 1,100 times and bible studies downloaded 530 times.

On the 3rd of the above resolutions, some dioceses and congregations have begun to work with these aspirations and model new listening processes at their own pace. From this work, it is anticipated that some clarity around diocesan expectations will emerge on how General Synod staff can better serve them. This insight can help to refine the core roles and functions of the national church in supporting diocesan efforts in the future. What is clear is that the national church's:

- Role in connecting people across the church in dialogue, prayer and learning from each other is important.
- Role in expanding communications with and among Anglicans is essential to the unity of the church.
- Outreach to and participation in a broader ecumenical community is essential.
- Leadership on partnerships across the Anglican Communion is essential.
- Role in creating together and sharing liturgical and ecclesiological tools is central to our Anglicanism.
- Advocacy role in speaking out for those who do not have a voice is a Christian obligation.
- Partnering with Indigenous leadership on reconciliation, self-determination and healing, while shared across the church, needs to ensure that we do not become two solitudes - we have much to learn from and adapt to Indigenous 'ways of being' and modelling how truth-telling can be done well.

What does all this have to do with the purpose and role of General Synod in serving dioceses? The full answer has not yet revealed itself within the cloudiness of the post-pandemic environment. The Anglican tradition can both evolve and adapt and yet still retain what is fundamentally Anglican. The SPWG clearly heard that not only the 'what' but 'how' General Synod supports dioceses and provinces needs to be

updated. Some key roles began to emerge that require further future work in defining what these roles would mean in terms of future support functions to dioceses:

- Convening
 - Connecting
 - Communicating
 - Representing
- 
- Sharing stories
 - Learning
 - Networks/partnerships
 - Anglican Communion link

This means looking at our structure, our weighty processes of coordination and support to General Synod and CoGS, our governance decision-making and our legislation, i.e., our canons. Our culture of working together needs modernizing - for example, we need to share our learning and experience across the church, work better with dioceses, incorporate youth ideas, provide a more welcoming climate for volunteers at the national level, and embrace the Indigenous church, including recognizing that healing must continue.

Financial issues are front and centre as dioceses and parishes struggle to make ends meet. Creative approaches to supporting General Synod's support activities to them are needed. For example, perhaps diocesan apportionment in future could be partially 'in kind' through diocesan volunteer assistance. And the Indigenous church (Sacred Circle) is beginning to benefit from tithing from the sales of church properties.

This Council of General Synod hopes that the next General Synod will carry on this work as we not only mark the receding of the pandemic, but build on and discover new ways of being Anglican. We can take advantage of the opportunity the God has given us to change and live into a different future.

APPENDIX 2 to this report provides a broad timeline of how the church coped with the pandemic. It shows that we are in a state of "emergence"¹ from the pandemic. Many saw the aspirations as hopeful and a way of focusing the whole church on what will be important in our future as we emerge from the pandemic and continue to discern how we will be changed by it.

DIOCESAN PILOT PROJECTS

Through the consultation process a number of dioceses expressed interest in collaborating with the Strategic Planning Working Group to explore how the Aspirations are being, or could be, lived out in tangible, practical ways at the regional and local levels in taking up the changes ahead. There is an interest in applying the "deep intentional listening" process employed by SPWG to diocesan visioning and planning processes.

The SPWG also sees the pilot projects as a way of bringing together similar or related initiatives happening in many parts of the church across Canada to share and learn from each other. There is an opportunity to re-examine the national church's convening, connecting, communicating, representing and relationship-building roles through sharing and synergizing efforts taking place in multiple settings, exchanging best practices, and celebrating progress towards mutually desired 'aspirations' – while recognizing the uniqueness of different circumstances and contexts.

¹ Susan Beaumont, *How to Lead When You Don't Know Where You're Going: Leading in a Liminal Season*, 2019

To date, there have been engagements with five dioceses ranging from conversations to process design, and facilitation.

THE WORKBOOK RESOURCES

The 5 transformational aspirations can provide a compass across the church for reflection on our shared future. Videos have now been produced on each of the 5 Aspirations as well as an introductory video. In the same spirit, Anglicans are invited to delve into the content of the videos through the accompanying bible studies and questions that model the Strategic Planning Working Group's deep listening process, i.e., conversation rooted in scripture. Every listening group session began with prayer and bible study. You can find these resources at <https://changingchurch.anglican.ca/> as an on-line 'workbook'. We encourage repeated reading aloud of the scripture passage, as you consider each question in turn. We also encourage open sharing, uncritical listening, and welcoming acceptance of each participant's contribution and gifts.

The first bible study is meant to accompany the introductory "Genesis" video that can be found here: <https://changingchurch.anglican.ca/genesis/>. It describes the process that led to the formulation of the Aspirations. The familiar Gospel story of the Journey to Emmaus was a touchstone for the SPWG and its listening groups during the difficult days of March 2020 and thereafter. We commend it for your reflection as individuals or groups. You can download the materials, including the blank Aspirations mandala for use either in your personal or shared journey within your congregation, diocese or province.

In addition, the SPWG commends a litany it developed with CoGS members just as the pandemic was beginning. It was then updated and prayed by CoGS at its March 2023 meeting. These can both be found in APPENDIX 3.

We hope these resources are helpful to you, in your time and place within the Canadian Anglican community. We'd very much like to hear about your conversations and to share them across the church. Please send your individual and collective thoughts and reflections on the bible studies, and on the Five Transformational Aspirations, to: changingchurch@national.anglican.ca

NEXT STEPS

It is important to note that there remains much work to be done. Living into the transformational aspirations and living out the practice of new deep listening processes of engagement are just the beginning of clarifying how General Synod can better serve dioceses and provinces and support Sacred Circle into the future. Further insight from the pilot projects can help to illuminate what General Synod's future support roles and functions might look like. And feedback from dioceses, provinces and congregations as they work on the aspirations will be essential.

The SPWG draws the attention of the 2023-25 General Synod to two resolutions that remain outstanding. General Synod 2019 recognized that structure and governance are essential ingredients in a well-functioning institution through the following resolution:

Resolution Number A102 – Process to Re-Examine the Mission of General Synod

Direct the Council of General Synod to develop and initiate a process to re-examine the mission of General Synod in relation to the dioceses and provinces, including the self-determining Indigenous Church, with a goal to allow the structures of General Synod to best enable and serve God’s mission.

In addition, CoGS resolved that:

CoGS, in consultation with Sacred Circle, invite the whole church into a broad conversation on effective structures, governance and use of resources, leading to recommendations to the next session of General Synod.

These resolutions have not yet been acted upon as they are broader than the mandate of the SPWG, but are, of course, linked to its work. As work on ‘*function*’ is essential before settling on a future ‘*form*’ or structure and governance of General Synod, the work of the SPWG must continue so that the legislative framework that defines mission and mandate and guides processes for working together can be examined with more purpose. It is impossible to design supporting structures and governance arrangements to better serve dioceses and provinces in the future without clarity first in defining the serving functions and roles.

Progress in building the Indigenous church was much evident in the past quadrennium. With the adoption of The Covenant and Our Way of Life, the next General Synod will be able to advance the building of the new relationships, structures and governance and practical functions to work with Indigenous Anglican partners through the self-determining Sacred Circle and ACIP. Systemic inequalities remain to be addressed as work on healing and reconciliation continues, and as colonial structures and governance arrangements are addressed.

The SPWG put forward the motion below, approved at the March 2023 meeting of CoGS:

Be it resolved that the Council of General Synod send the following resolution to the General Synod:

Be it resolved that this General Synod:

- **Receive with gratitude the report of the Strategic Planning Working Group.**
- **Adopt the five Transformational Aspirations to guide planning, priority-setting, resource allocation and collaboration with provinces and dioceses in the 2023-25 biennium.**
- **Direct CoGS to establish an implementation group.**

Finally, the SPWG commends the litanies in APPENDIX 3 to the whole church as we move forward from planning to action.

CONCLUSION

The challenges ahead are large. The SPWG thanks the participants in the listening groups (APPENDIX 4) The Primate noted at the concluding meeting of the March 2023 CoGS that “the church is seeing God at

work in new and creative ways that invite Anglicans to take risks, try new models of ministry with or without buildings, and look into ways for parishes and dioceses to work together creatively.” She referred specifically to demographics showing an aging and declining church, and changing patterns in ordained and lay ministry. But she also noted that the end of the 2019-2023 quadrennium represents the start of a new chapter for the Anglican Church of Canada. She suggested that the Strategic Planning Working Group has prepared a new path forward and hopes that General Synod 2023-25 will carry this work forward.

In the midst of these changing patterns she encouraged Anglicans to proclaim the gospel with joy, in rural and urban communities. “We have inherited much that is good and helpful, but can always be improved and transformed,” the Primate said.

Building on the work of the SPWG, a Primate’s Commission was announced and endorsed by CoGS. It would “do background research, consult widely, and bring recommendations to CoGS and General Synod 2025. The commission would include theologians, clergy and lay people tasked with offering “creative, life-giving solutions”. Some ideas might be ways to work within the structures we have; others might call for change... This is the moment. We need to seize it.”

Isaiah 43:19: “I am about to do a new thing; now it springs forth, do you not perceive it? I will make a way in the wilderness and rivers in the desert.”

Finally, the Primate reminded CoGS that “*God is always at work, whatever that desert and wasteland looks like.*”

APPENDIX 1

Listening Group Bible Study Sessions

Session 1 – The Road to Emmaus

1. Introductions: Who are you? Where are you? What is your personal best experience of the church's ministry during COVID?

Short reflection on the road to Emmaus.

2. On the road to Emmaus, Jesus asked the travellers what they were talking about. The last few months has been a time of unprecedented changes in the world around us. In your context, what has been the focus of the greatest attention? What have you been talking about?
3. As you consider the Church's ministry and mission, what seems more important now than before? What feels superfluous? What might you have taken for granted or undervalued before that you hold greater value for now?
4. What is your diocese's greatest asset now? What do you value about being an Anglican now?

Session 2 – Ezra

Check-in: Reflecting on our conversation last time, is there anything that has particularly stayed with you? Anything that has sparked some new thinking? How have things since then?

Reading (Ezra 3:8-13):

1. As we anticipate returning from our pandemic exile, and seek to rebuild our church for these new times, what emotions are people experiencing where you are? Where are you hearing voices "shouting aloud for joy," and where are you hearing voices "weeping with a loud voice"?
2. Why and how should we make room to hear and honour the lament for what has been lost? Are there ways that naming this can help prepare us to imagine, build and embrace the future?
3. How might the foundations of the new temple differ from the old one? How have your assumptions, values and priorities changed? What matters more now? What matters less?
4. Who are your equivalent of the Levites; whom can you recruit to help with the work? What are your greatest assets and sources of strength? Conversely, what are your greatest liabilities, weaknesses, and sources of resistance?

Wrap-up: Where did you feel the most energy in our conversations today? What will you take away from this conversation that has inspired you or got you thinking differently?

Session 3 – Wrap up Session

Opening Question: Reflecting on our conversations at our last session, is there anything that has stayed with you? Anything that has sparked some new thinking?

Option 1 - Scripture and Questions: Use a single passage that goes to the heart of the Primate's ecclesiological vision of an interdependent church:

- *1 Corinthians 12.12-27 [For as the body is one, and hath many members, and all members of that one body, being many, are one body; so also is Christ.....*

Questions:

1. As we think ahead to the future of the Church, what will the unity of all "members" mean?
2. How do the different parts of the Church tie together as a whole?
3. What gifts does the Holy Spirit bestow on the Church?
4. What things do will we do together? What things will the different components of the Church contribute?

Option 2 - Scripture and Questions: Use scriptures from the Primate's video:

<https://anglicanjournal.com/on-being-church/>

- *Acts 2:44-45 [44 All who believed were together and had all things in common; 45 they would sell their possessions and goods and distribute the proceeds to all, as any had need]*
- *Romans 12:5 [5 so we, who are many, are one body in Christ, and individually we are members one of another]*
- *Galatians 3:28 [28 There is no longer Jew or Greek, there is no longer slave or free, there is no longer male and female; for all of you are one in Christ Jesus]*
- *1 Peter 4:10 [10 Like good stewards of the manifold grace of God, serve one another with whatever gift each of you has received]*

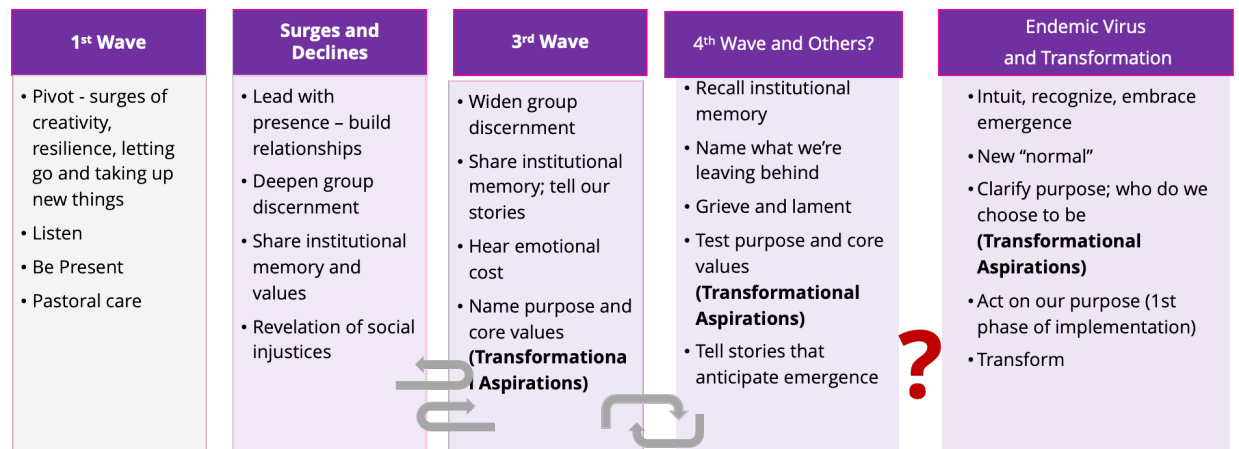
Questions:

1. "These four references to the early church describe some principles or characteristics present in a Christian community - caring for and serving others, asserting the equality of all in baptism and our membership in the body of Christ. Much more can be said of that early community as it struggled to define itself and be guided by the Holy Spirit. What might you add? "
2. Would you describe any or all of these characteristics as essential? Where do you see evidence of these principles in the church as it continues to struggle with the pandemic?
3. As we discuss the church's future - into the next decade - from your perspective, what should we be talking about as a church?
4. Where are you finding inspiration and positive energy? Where do you see the Holy Spirit at work?
5. Where are you experiencing resistance? Where is the resistance coming from? How does that resistance compare to the resistance that the early church would have encountered to some of the principles listed above?
6. What is needed to move into the future?
7. Given all we've been talking about, what are the implications for the national church?

APPENDIX 2

THE PLANNING JOURNEY

GENERAL SYNOD'S STRATEGIC PLANNING JOURNEY



SCRIPTURE ON ENCOUNTERING CHANGE
Watch & listen for the Spirit's movement

APPENDIX 3

STRATEGIC PLANNING WORKING GROUP LITANIES

FIRST LITANY (CoGS March 2020)

These petitions were created by table groups at the closing SPWG session of CoGS on March 15, 2020.

Creator God, as we continue to work together on a new strategic plan for the Anglican Church of Canada:

We pray that we will be attentive to, and guided by, the Holy Spirit, leading us in God's will.

Response: Lord, help us to embrace our changing church, reach out to your searching world, and be confident in your faithfulness.

We pray that the new plan will help us to be more like Christ, and more able to live out His teachings of radical love and discipleship. ***Response.***

We pray that God will give us the courage of spirit to engage in self-examination, and be willing to venture into new and difficult places. ***Response.***

We pray that we may listen broadly and carefully to the quiet and the loud voices and to the still, small voice of God. ***Response.***

We pray for openness, transparency, respectful communication and healing; for trust in the process, and stamina to see it through, that it may build us up in love. ***Response.***

We pray that this plan will be an instrument that God will use to unify the church across Canada, that together, we all may participate more fully in God's mission. ***Response.***

2nd LITANY - A LITANY OF TRANSFORMATION (Revised by CoGS, March 2023)

Petitions for the strategic planning process were originally created by table groups at the Council of General Synod on March 15, 2020. This renewed Litany of Transformation was developed and used at the closing CoGS meeting of the quadrennium on March 2, 2023.

Creator God, you have inspired us to embrace these transformational aspirations for the Anglican Church of Canada. May your grace enable us to live into them across your church and throughout your world, for this and coming generations.

Response: Lord, help us to transform your changing church and reach out to your searching world, confident in your faithfulness.

Deepen our life in Christ, so that we may more fully live out His teachings of radical love and discipleship. ***Response.***

Give us compassion to care for the most vulnerable, and to attend to the needs of all, including children and young people, the aged and lonely, the hungry and underhoused, the unheard and those on the margins. **Response.**

Give us courage to champion the dignity of every human being, to steward and renew your creation, and to pursue justice for all. **Response.**

Give us wisdom to embrace mutual interdependence with the Indigenous church, and to nurture right relationships among all people of faith. **Response.**

Loving God, we thank you for the example of your Son Jesus, and the guidance of your Holy Spirit. May we be the Body of Christ, walking together in our diversity, yet one as your family. Strengthen us to discern your will for the church and fulfill your mission in the world.

Response: Lord, help us to transform your changing church and reach out to your searching world, confident in your faithfulness. Amen.

APPENDIX 4

STRATEGIC PLANNING WORKING GROUP (SPWG) MEMBERS AND LISTENING GROUP PARTICIPANTS

SPWG:

Ms. Judith Moses, Chair (Diocese of Fredericton)
Canon Ian Alexander (Diocese of British Columbia)
The Rev. Dr. Karen Egan (Diocese of Montreal)
Very Rev. Peter G. Elliott (Diocese of New Westminster)
Mr. Luke Gobbett (Diocese of Qu'Appelle)
Rev. Cynthia Haines Turner (Diocese of Western Newfoundland)
Ven. Valerie Kerr (Diocese of Niagara)
Ven. Naboth Manzongo (Diocese of Rupert's Land)
Ms. Janet Marshall (Diocese of Toronto)
Very Rev. Alexandra Meek (Diocese of Edmonton)
Ms. Irene Moore Davis (Diocese of Huron)
Most Rev. Linda Nicholls (Primate)
Rev. Vincent Solomon (Diocese of Rupert's Land)
Rev. Monique Stone (Diocese of Ottawa)
Very Rev. Peter Wall (Diocese of Niagara)
From the Office of General Synod:
 Ven. Alan T. Perry, General Secretary
 Mr. Joe Vesce, Director of Communications
 Ms. Shannon Cottrell, Executive Secretary for Governance

Bishops Listening Group

Convenors: Cynthia Haines-Turner and Joey Royal

Members:

Andrew Asbil, Diocese of Toronto
Susan Bell, Diocese of Niagara
David Edwards, Diocese of Fredericton
Chris Harper, Diocese of Saskatoon
David Lehmann, Diocese of Caledonia
Bruce Myers, Diocese of Quebec
Lydia Mamakwa, Indigenous Spiritual Ministry of Mishamikoweesh
Lesley Wheeler-Dame, Diocese of Yukon
Geoffrey Woodcroft, Diocese of Rupert's Land

Executive Archdeacons Listening Group

Convenors: Ian Alexander and Lynne McNaughton

Members:

Robert Camara, Diocese of Montreal
Mary Conliffe, Diocese of Toronto
Barry Foster, Diocese of British Columbia
Trevor Freeman, Diocese of Kootenay

Pilar Gateman, Diocese of Calgary
Alex Parsons, Diocese of Saskatoon
David Peer, Diocese of Fredericton
Tanya Phibbs, Diocese of Huron
Gordon Redden, Diocese of Nova Scotia and Prince Edward Island
Sarah Usher, Diocese of Yukon

Young Clergy Listening Group

Convenors: Monique Stone and Marnie Peterson

Members:

Will Ferry, Diocese of Nova Scotia and Prince Edward Island
Roshni Jayawardena, Diocese of Toronto
Vivian Lam, Diocese of New Westminster
Nick Pang, Diocese of Kootenay
Jenn Renouf, Anglican Military Ordinariate
Christopher Samsom, Diocese of Caledonia
Arran Thorpe, Diocese of Ottawa
Jordan Ware, Diocese of Edmonton

Indigenous Church Listening Group

Convenors: Judith Moses and Val Kerr

Members:

Ray Aldred, Diocese of New Westminster
Isaiah Larry Beardy, Indigenous Spiritual Ministry of Mishamikoweesh
Nancy Bruyere, Indigenous Spiritual Ministry of Mishamikoweesh
Caroline Chum, Diocese of Moosonee
Grace Delaney, Diocese of Moosonee
Rosie Jane Tailfeathers, Diocese of Calgary

Social Justice, Advocacy and International Development Listening Group

Convenors: Judith Moses and Chris Wood

Members:

Jane Alexander, Diocese of Edmonton
David Burrows, Diocese of Eastern Newfoundland and Labrador
Douglas Fenton, Diocese of New Westminster
Elin Goulden, Diocese of Toronto
Nancy Harvey, Diocese of Huron
Peter John Hobbs, Diocese of Ottawa
Leigh Kern, Diocese of Toronto
Beth Lorimer, KAIROS
Su McLeod, PWRDF
Jeffrey Metcalfe, Diocese of Quebec
Bill Mous, Diocese of Niagara
Caleb and Hope Twinamatsiko, Diocese of Fredericton

Congregational Development and Mission Listening Group

Convenors: Janet Marshall and Hugh Mackenzie

Members:

Shawn Branch, Diocese of Fredericton
Fiona Brownlee, Diocese of Edmonton
Tellison Glover, Diocese of New Westminster
Catherine Harper, Diocese of Qu'Appelle
Richard King, Diocese of Edmonton
Jay Koyle, Diocese of Algoma
David Krause, Diocese of Toronto
Trish McCarthy, Diocese of Saskatoon
Neil Mancor, Diocese of Montreal
Greg Mercer, Diocese of Eastern Newfoundland and Labrador
Christyn Perkons, Diocese of Niagara
Dave Robinson, Diocese of Rupert's Land
Andrew Stevens-Rennie, Diocese of New Westminster
Walter Stewart, Diocese of British Columbia
Lisa Vaughn, Diocese of Nova Scotia and Prince Edward Island

Diocesan Council Members Listening Group

Convenors: Janet Marshall and Kim Chadsey

Members:

Kelly Baetz, Diocese of Algoma
Nancy Beale, Diocese of Ontario
Philip Cochrane, Diocese of New Westminster
Tim Dobbin, Diocese of Huron
Paul Glen, Diocese of Kootenay
Glen Gough, Diocese of Yukon
Brian Kauk, Diocese of Ottawa
Reid Moore, Diocese of Nova Scotia and Prince Edward Island
Toby Ramsden, Diocese of Edmonton
Sophie Rolland, Diocese of Montreal
Lori Wheaton, Diocese of Central Newfoundland
Janice Whitely, Diocese of Niagara

Communications Professionals Listening Group

Convenors: Ian Alexander and Jody Walker

Members:

David Allan, Diocese of Calgary
George Cribbs, Dioceses of Moosonee and Algoma
Mark Hauser, Diocese of Ontario
Marty Levesque, Diocese of Huron
Stuart Mann, Diocese of Toronto
Randy Murray, Diocese of New Westminster
Catherine Pate, Diocese of British Columbia
Emily Rowe, Dioceses in Newfoundland and Labrador
Matthew Townsend, Diocese of Anglican Journal
Joe Vecsi, Office of General Synod

Finance Officers Group

Convenors: Ian Alexander and Michael Siebert

Members:

Jody Beck, Diocese of Niagara
Shailene Caparas, Diocese of New Westminster
Patricia Dorland, Diocese of Moosonee
John Gee, Diocese of Edmonton
Hanna Goschy, Office of General Synod
Glen Greencorn, Diocese of Nova Scotia and Prince Edward Island
Jan Mesich, Diocese of Algoma
Dwight Oatway, Territory of the People
Lilian Qian, Diocese of Toronto
Stephen Tam, Diocese of Montreal

Council of the North

Convenors: Janet Marshall and Linda Nicholls

Members:

Bishops from member dioceses and territories
Diocese of the Arctic
Diocese of Athabasca
Diocese of Brandon
Diocese of Caledonia
Indigenous Spiritual Ministry of Mishamikoweesh
Diocese of Moosonee
Diocese of Saskatchewan
Territory of the People
Diocese of Yukon

Lay Youth and Young Families

Convenors: Dale Drozda and Luke Gobbett

Members:

Sarah Bird, Diocese of Niagara
Zack Ingles, Diocese of Algoma
Emma Litzenberger, Diocese of BC
Eden Mancor, Diocese of Montreal
Shannyn Parfitt, Diocese of NS and PEI
Henry Thiessen, Diocese of Saskatoon

Youth Listening Sessions (2 special gatherings)

Judith Moses, Diocese of Fredericton and Sheilagh McGlynn, Animator for Youth Ministries, General Synod - animators

Note Taker: Christine Kay (student, St. Stephen's University)

Participants:

Dixie Bird, Diocese of Saskatchewan; Indigenous Youth Ministries Staff
Sarah Bird, Diocese of Niagara
Barbara Boone, Eastern Newfoundland and Labrador
Allie Colp, Nova Scotia and PEI
Jay Coyle, Diocese of Algoma

Bruce Gregg, Vancouver, BC
Cheryl Kukurudz, Diocese of Brandon
Lee-Ann Matthews, Diocese of Montreal
Su McLeod, Youth Engagement Coordinator, PWRDF
Aaron Sault, National Indigenous Youth staff, Diocese of Huron
Jason Wood, Diocese of New Westminster

2nd Youth Listening Session

Judith Moses, Diocese of Fredericton, and Sheilagh McGlynn, Animator for Youth Ministries, General Synod - animators

Christine Kay - Notetaker (student St. Stephen's University)

Participants:

Frances – Diocese of Eastern Newfoundland and Labrador
Naomi Guindon – Diocese of Ottawa
Sarah Keeshan, Diocese of Ottawa
Finn Keesmat-Walsh, CoGS member, Diocese of Toronto
Darrah Smith, Diocese of Niagara
Robyn Sulko, Diocese of Ottawa; PWRDF Youth Council
Sera Tulk – Diocese of Eastern Newfoundland and Labrador

APPENDIX 5

FOLLOWUP SPWG CONSULTATION ENGAGEMENTS

January 6, 2021	Office of General Synod Management Team
February 3, 2021	Office of General Synod Management Team
March 3, 2021	Office of General Synod Management Team
June 19, 2021	Ecclesiastical Province of Canada Synod
July 14, 2021	Office of General Synod Management Team
September 18, 2021	Ecclesiastical Province of BC & Yukon Synod
September 29, 2021	National House of Bishops
October 28, 2021	Ecclesiastical Province of Ontario Synod
November 8, 2021	Diocese of Montreal Diocesan Council
November 21, 2021	Diocese of Athabasca Executive Council
November 25, 2021	Diocese of Islands and Inlets Diocesan Council
December 2, 2021	Ecclesiastical Province of Ontario Synod
December 3, 2021	Diocese of Nova Scotia & Prince Edward Island Diocesan Council
January 12, 2022	Diocese of Rupert's Land Diocesan Council
January 26, 2022	Diocese of Ottawa Diocesan Council
February 15, 2022	Diocese of New Westminster Diocesan Council
April 7, 2022	National House of Bishops
April 29, 2022	Ecclesiastical Province of Rupert's Land Synod
June 8, 2022	Diocese of Algoma Executive Committee
June 13, 2022	Diocese of Eastern Newfoundland & Labrador Executive Committee
September 23, 2022	Diocese of Nova Scotia & Prince Edward Island Diocesan Council
September 24, 2022	Diocese of New Westminster Diocesan Council
Fall, 2022	Additional engagements with Office of General Synod Management Team