

A photograph of a dirt path winding through a dense, misty forest. The path is light-colored and leads into the distance, flanked by lush green trees and bushes. The mist is thick, creating a soft, ethereal atmosphere. The overall color palette is dominated by greens and greys.


# *Step by Step*

A NARRATIVE BUDGET FOR GENERAL SYNOD 2006



**THE ANGLICAN CHURCH OF CANADA**  
80 Hayden St., Toronto ON M4Y 3G2

Photos courtesy of Vianney (Sam) Carriere  
January 2006



*Whoever is faithful in a very little  
is faithful also in much.*

LUKE 16: 10



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# *Introduction*

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**N**O ONE CAN predict the future with certainty. But we can look at the past and that helps. We can study performance. We can anticipate based on experience. And from that we can get a pretty good idea of what tomorrow might look like.

Our Anglican Church of Canada is on that *tomorrow* road. It is not always smooth. There are potholes and bumps and bad weather. We face a long journey.

This Narrative Budget for 2006 attempts to explain to you whose church this is and whose servant General Synod is, where we have been, how we have traveled, and where we hope to go.

It isn't all good news. But it is not all desperately bad, either. This document is a hard – and essential – look at what we might expect in a volatile, ever-changing world.

We know our strengths. They lie within all of us: within congregations and parishes, dioceses and individuals. They lie within renewed leadership at the national level and right across the country. They lie with your increasing support of the Anglican Appeal, the *Anglican Journal*, The Anglican Foundation and the Primate's World Relief and Development Fund. They lie with the imagination and enthusiasm we have all shown in raising 65 per cent of the money needed to meet our \$25 million commitment to the Residential Schools Settlement Fund.

We know our weaknesses, too. Our congregations are aging and shrinking. Controversial topics such as same-sex unions threaten to divide us, to compromise our solidarity and curtail our ongoing financial commitment.

The road has been rough. We have been bruised. We have been hurt.

But one thing is sure: we share a love of this church and a determination to march forward along a rocky, challenging and often-painful path.

## **WHERE WE ARE**

We are, for the most part, an aging population. Many of us are part of the “baby-boom” generation. We grew up in a relatively privileged world. We married, worked, had children. We built up some wealth. Now we are retiring. We have resources to give. Our church buildings are aging; our congregations are dwindling; and the task of maintaining our church is more challenging for us than it was for our grandparents.

Because of our age and experience, we know how to ride through difficult times.



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We know, in fact, that difficult times often spark creative and innovative solutions. We know that in adversity, genius lurks.

Members of the Council of the North, for example, are working hard towards self-sufficiency. General Synod committees are finding significant ways to reduce expenses. Sometimes, for instance, they use modern communication to meet by teleconference, which takes a good chunk out of travel costs.

We are sharing more than ever before. Dioceses are taking on joint projects. Some of these include strategic planning, support services and theological resources. We are talking about using technology to our best advantage. This could involve a centralized system that would share statistical and financial information. It could mean bulk purchasing of equipment and software.

*Letting Down the Nets*, an imaginative and innovative program for stewardship and stewardship education reaches across the country and is also a self-sufficient initiative. General Synod sees it as one of its great opportunities and hopes. Ultimately, the program is designed to put the church back on strong financial ground.

We're on our way, one step at a time: one step from each of us.

## **SOME OF OUR CHALLENGES**

Anglicans right across the country responded from the heart to the creation of the Residential Schools Settlement Fund. They raised money; they dug into their own resources; they involved their congregations and parishes.

So far, their dedicated efforts have provided 65 per cent of the total amount. It is a massive and commendable undertaking.

But they are understandably tired. And there are so many competing causes. The fund still requires \$8,900,000 for us to meet our \$25 million commitment. It is often said that the last steps are the hardest. Final offerings to the Settlement Fund will be increasingly difficult.

Some dioceses may have to use a portion of their proportional giving funds (money that normally helps support the work of the church as a whole) to meet the rest of their Settlement Fund obligations. Adding to this, of course, are their own economic realities. Some of these are undeniably harsh.

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Much remains unknown; late last year, the federal government announced a new agreement with Roman Catholic church entities that allows us to renegotiate some of the terms of our own agreement. These talks have begun and it is possible that they may ultimately result in a reduction of our financial commitment. Until those negotiations are done, however, the terms of the original agreement remain in force.

In the midst of all this, the church faces difficult societal matters. Same-sex unions and issues relating to the Anglican Church of Canada's place in the Anglican Communion could have a profound effect on the church's financial situation.

#### **WHERE WE WERE**

When the budget for 2005 was approved, it balanced revenues and expenses for the year. It included the funds needed for the Residential Schools Settlement Fund.

But this "break-even" budget, created in the fall of 2004, came with certain assumptions. Many of these turned out to be inaccurate. In the winter, the General Synod Management Team came up with a revised budget to reflect correct assumptions.

The new budget reduced both revenue and expenses by \$415,000.

One of the incorrect assumptions was that the Anglican Book Centre would produce a net profit of \$200,000 in 2005. This was unrealistic, especially in light of large losses in previous years.

Another assumption was that the Anglican Appeal would increase its net results by 33 per cent year-over-year. This, too, proved impossible.

By this past fall, the revised budget proved to be a success. Even though revenue was \$390,000 or 6 per cent below budget, expenses remained reasonable and constrained. At the end of the third quarter of 2005, General Synod had broken even.

#### **WHERE WE GO FROM HERE**

Although the proposed budget for 2006 is balanced, it will be a difficult year. There will be sacrifices and unforeseen obstacles. Departments of General Synod will all feel the pinch of reduced funding. There are increases in expenses that could not be predicted this time last year.

General Synod revenue for 2006 will be approximately 3 per cent less than the



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revised budget of 2005. The changes are broken down this way:

- Proportional giving is expected to be reduced by 3 per cent.
- Investment income will be reduced by 11 per cent.
- Planned giving revenue will be down by 10 per cent.

(The amount of reduced proportional giving was not cut in stone when the budget was written. It was based on diocesan budgets, which were not all yet approved.)

We have budgeted for the Anglican Book Centre (ABC Merchandising and Retail) to increase its net profit from zero to \$28,900. This is because of reduced staff, deferred publishing schedules, shortened store hours, and no more Saturday shopping. Naturally, it has been difficult. But ABC is ready to move forward with a lean staff and much-reduced resources. It has also launched a commercial web site which appears to be a success.

In order to work with these revenue decreases, overall General Synod expenses will have to be cut by approximately \$515,000. Each department of General Synod is affected by these cuts, in magnitudes that range from 2 per cent to 21 per cent.

While expenses were reduced, we are also affected by cost increases. The General Secretary's office, for example, needs 6 per cent more to reinstate the full-time position of General Secretary. There are increases in costs over which we have no control. The cost of travel is going up. The *Anglican Journal*, hit with a reduction in the vital subsidies it receives from Heritage Canada and a substantial increase in postage costs, needs 6 per cent more. One *Anglican Journal* part-time position was eliminated to help compensate for this.

## HOW WE WILL SURVIVE

The Anglican Church has been around longer than any of us can remember. It has been part of the lives of many Canadians since they were born.

Like any institution that has existed this long, it has made mistakes. It has caused pain.

It has also lived in the world. It has been part of countless social transitions. It has witnessed profound changes within its own ranks. It faces more challenges as society continues to develop in different ways.

The Anglican Church has suffered in recent years, and so have its members. We

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are a family that knows its share of dysfunction, calamity, stress, and challenge. But we are a family nevertheless, and we will greet the next years in that spirit.

It has been extremely difficult to present this balanced budget for 2006. All of us, from General Synod staff to the Council of the North, dioceses and parishes, have been affected by downsizing and new priorities. Resources are stretched to the breaking point.

The next year will be one of continuing change. In order to progress, we will have to honor the principles of accountability, transparency, clarity and communication. Workloads may still need to change. Expenses may still have to be cut.

This is a balanced budget. But there is no room for contingency. It will require experienced and prudent oversight.

With your patience, gifts, and prayers, step by step, we know we will get there.

Peter Blachford  
Treasurer, General Synod  
December, 2005



# *Part 1*

## *Resources for mission and ministry*

**WHERE THE MONEY COMES FROM**

# Because of us

## DIOCESAN CONTRIBUTIONS

Approved budget for 2006:	\$8,516,500
Approved budget for 2005:	\$8,778,812
2005 budget revised:	\$8,778,812
Change between 2005 revised and 2006:	-3%

IN THE MIDDLE of tough economic times, Anglicans remember where their hearts are. In every congregation across the land, they give what they can. But societal circumstances reflect on these givings, and in 2005, diocesan contributions slipped. It was a marginal decline

and the financial departments of General Synod anticipated it. But it was indicative of a changing era — and perhaps some challenges ahead.

No one knows for sure how things will go in 2006. Some dioceses have expressed their intent to increase givings by 6 per cent. Others will not be able to keep up to their traditional contributions.

Congregational development programs may help bring new families to church or to bring the baby boomers back. In 2006 a pilot project for financial stewardship and congregational development will be introduced to five dioceses, and this may start a new momentum of giving. This project, called *Letting Down the Nets*, aims, among other things, at encouraging dioceses to contribute 26 per cent of revenues to the work of General Synod.

*Parishioners have struggled with many financial issues in their communities, their families, and their church. One heavy responsibility is the Residential Schools Settlement Fund, which requires contributions beyond parishioners' usual offerings. They responded to that fund with determination, and it understandably took its toll in the offering plates.*

*However, the financial end of Anglicans' commitment is within sight. There is hope that the size of our financial commitment may be reduced and that the church can move away from an emphasis on raising money to doing what it does best: providing programs to assist in healing and reconciliation.*

# *There where it belongs*

## ANGLICAN APPEAL

Approved budget for 2006:	\$650,000
Approved budget for 2005:	\$854,727
2005 budget revised:	\$650,000
Change between 2005 revised and 2006:	0

IN A WAY, it's a quiet department. Only two people staff it. And yet the breadth and impact of Anglican Appeal is powerful and life-giving. It raises money for the mission and ministry of General Synod in the North and overseas. You could say it's the other part of Partnerships.

One provides the program; the other, Anglican Appeal, comes up with the funds.

Anglican Appeal is blessed with many thousands of loyal and dedicated donors who see the immense value of the work it funds. Without their support, the work just couldn't be done.

When there were financial declines in so many areas of General Synod in 2005, Anglican Appeal givings actually went up.

Part of this success may have had to do with a project that Anglican Appeal took on with Partnerships in 2005. They produced Lenten and Advent calendars that promoted the work of General Synod's mission and ministry.

The calendars were given to every parish with the hope that recipients might return a donation; but the primary purpose was to "get the word out" about the real people and real situations helped by Partnerships and Anglican Appeal.

*At Holy Trinity Church in Cochrane, Ont., recently, Canon Sharon Murdoch helped Kashechwan victims of the James Bay water crisis. Many of the evacuees spoke only their native Cree. Sharon helped organize parishioners into teams to help serve meals and do visits at the temporary shelters. Anglican Appeal donations made this possible.*

*Bishop Dinis Sengulane's rapidly growing African diocese in Mozambique received a grant of \$12,500 to do lay evangelism training in 300 youthful congregations with only 45 ordained priests. Anglican Appeal donations were there, too.*

*Wherever the Church is, in Canada and abroad, your donations to Anglican Appeal make things happen.*

**[www.anglican.ca/appeal](http://www.anglican.ca/appeal)**

# Now and forever

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## INVESTMENT INCOME

Approved budget for 2006:	\$75,000
Approved budget for 2005:	\$84,000
2005 budget revised:	\$84,000
<i>Change between 2005 revised and 2006:</i>	<i>-11%</i>

**I**F YOU LEAVE money to the Anglican Church, or if you are fulfilling the requirements of someone's will, the investment is looked after by General Synod Financial Management. Investments are always monitored with great care.

Most of General Synod's investments are fixed income – for instance, bonds. The rest consists of equities such as common stock.

Bequests are becoming increasingly popular as people realize they can easily make significant contributions to the church, now and in the future.

*Your money is treated with the utmost respect. General Synod invests ethically and wisely, in keeping with its ministry and mission and with its concerns for justice in the world.*



# Today and tomorrow

## GIFT PLANNING

Approved budget for 2006:	
Fees	\$50,000
Undesignated bequests	\$325,000
Approved budget for 2005:	
Fees	\$60,000
Undesignated bequests	\$356,400
2005 budget revised:	
Fees	\$60,000
Undesignated bequests	\$356,400
Change between 2005 revised and 2006:	
Fees	-17%
Undesignated bequests	-9%

THERE IS GOOD news in the church – perhaps the best news of all, when you consider the times, the economy, and the budget cuts. The good news comes from ordinary people in parishes and dioceses who are becoming more and more aware of the concept of gift planning.

Society in general is taking the idea of gift planning seriously, and so are Anglicans. It has become a top priority in the life of the church. Gift planning is a sure way of returning the financial privileges we have earned or received in our lifetimes. It allows us to give while we are alive and to continue giving after we have died. There are

instruments to allow Anglicans to do this with minimal impact on their cash flow.

General Synod gift-planning consultants help donors decide the best way to allocate funds – to a parish or diocese, to the Anglican Foundation, to General Synod's ministries or programs, to the Primate's World Relief and Development fund, or to certain Anglican-related theological colleges. The consultants also explain the resulting tax benefits.

Archdeacon John Robertson is the main gift-planning consultant, but he also has regional or diocesan consultants working along with him, and there will be more in the future. The consultants are busy answering requests from dioceses and parishes for introductory conversations, for regional workshops, and for talks at clergy conferences.

*Many donors like annuities. There are two kinds: The General Synod Self-Insured Charitable Gift Annuity (which pays the gift when the donor dies) and the Gift Plus Annuity, which provides the gift right away, and then has an insurance company pay the annuity for the rest of the donor's life. The tax advantages for seniors are significant. The annual yield is tax free. There is also a donation receipt for part of the contribution.*

[www.anglican.ca/plannedgiving](http://www.anglican.ca/plannedgiving)

## *Busy staff, loyal readers*

### ABC PUBLISHING / MERCHANDISING AND DISTRIBUTION

	NET PROFIT
Approved budget for 2006:	\$28,890
Approved budget for 2005:	\$282,613
2005 budget revised:	0
<i>Change between 2005 revised and 2006:</i>	<i>n/a</i>

ONE THING'S for sure. When the going gets rough, the staff at the Anglican Book Centre know what to do. They simply do the best they can with what they have. At the end of 2005, what they *had* were shorter hours and fewer colleagues. Of all the areas of General Synod, theirs took the biggest cuts. It was painful. It was

disappointing. It was miserable. But it was necessary because the bookstore had been losing money for several years and a business plan had to be found that would allow this important part of our ministry to survive without having to be subsidized by other equally important pieces of work. ABC managers, in the end, came up with their own plan and the staff is now making it work.

It used to be that the Book Store was open each weekday from 9 to 6 and all day Saturdays. Suddenly, the store could only open weekdays from 11 to 5 and not at all on Saturdays. This allowed little time for customers who were normally at work during the times the store was open.

When people called to place orders, there were fewer people to answer the phone. It was not at all unusual for customers to have to be put on hold for five, six, seven minutes. Distribution to sister stores slowed down as well.

The place is busy. The phones never stop ringing. Staff are stretched. They feel as though they are not getting things done. Books are not being shelved. Ordinary tasks are frequently ignored.

There is a bit of light in the midst of all this gloom. Two new retail staffers will ease some of the burden in 2006. They will help facilitate re-opening the store on Saturdays, although for shorter hours than before.

And, although it is one more thing to manage, ABC now offers sales online through its website ([www.anglicanbookcentre.com](http://www.anglicanbookcentre.com)). Customers can order almost everything in the store. The website is a lifeline to those people who find shopping at ABC difficult because of the reduced hours.

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*ABC management recognizes that customers are good for staff morale.*

*Customers are generous in spirit. They are patient. They know what ABC is going through, and they recognize the importance of the ministry. General Synod knows this as well and is solidly behind ABC and its staff as they struggle to continue a vital retail ministry in an ever changing retail environment. ABC exists to serve and intends to continue.*

[www.anglicanbookcentre.com](http://www.anglicanbookcentre.com)

[www.abcpublishing.com](http://www.abcpublishing.com)

# No place like home

## OTHER REVENUE

Approved budget for 2006:	\$220,000
Approved budget for 2005:	\$230,000
2005 budget revised:	\$220,162
Change between 2005 revised and 2006:	0%

AT THE END of 2005, the new Church House building had been home to General Synod staff and others for a year and a half. There are problems with the new building, but they were expected. Sometimes the heat doesn't work properly; sometimes there are

plumbing issues; sometimes maintenance costs climb higher than expected.

General Synod collects rent from separately incorporated departments that share this building: Pensions, the Anglican Foundation, the Primate's World Relief and Development Fund, and the *Anglican Journal*.

All in all, the building is proving to be cheaper to run. The exact amount of taxes still wasn't known as of the end of the year.

Financial Management of General Synod expected to finally close on ownership of the building by the start of 2006.

*Rents didn't increase in the new building at 80 Hayden Street over the past year. There were a few maintenance kinks to iron out first.*

*Month by month the place is becoming more like home as staff members settle in. The offices are more cost-effective than they were in the old building at 600 Jarvis Street. General Synod staff occupy the equivalent of about four floors.*



# *Part 2*

*The church at home and in the world*

**HOW YOUR GIFTS ARE USED**

# Hearing all voices

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## THE PRIMATE'S OFFICE

Approved budget for 2006:	\$374,835
Approved budget for 2005:	\$397,382
2005 budget revised:	\$387,382
Change between 2005 revised and 2006:	-3%

YOU CAN CALL the Primate many things. You can say he's the President of General Synod, or the Chair of the House of Bishops, or the Chief Executive Officer of General Synod staff. You can describe him as archbishop, leader, director, chief. Or you can just call him Andrew.

In his first full year in office, Archbishop Andrew Hutchison, already thought of by many as the "people's primate," made a point of being accessible to church members from coast to coast. By the end of 2005, he had visited all but five dioceses. Away from home about 50 to 60 per cent of the time, he participates in parish celebrations, clergy gatherings, young people's events and synods.

His regular webcasts — *+Andrew: Conversations with the Primate* — continued throughout 2005 and touched on such topics as the tsunami in south Asia, the meeting of the primates of the Anglican Communion in Ireland, a historic partnership between Canadian and Cuban churches, residential schools, and the church in China.

Traveling and the webcasts are part of Andrew's determination to close gaps in communication among church members as well as between church and the media, church and politics. He says he wants all voices to be heard, especially in times of contentious and difficult issues such as same-sex blessings. He assumed the primacy with a promise that he would draw people into the conversation and he is working hard to keep that pledge.

Acutely aware of his financial responsibility to the whole church, the Primate has offered to raise part of the budget for his own office from outside sources. Last year, a special dinner was held at which friends and supporters of the church contributed enough money to make that offer real.



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*This year the Primate will attend the World Council of Churches' gathering in Brazil.*

*Last year he went to China as part of an ecumenical group (Presbyterian, United Church and Anglican). He also visited churches in Cuba, attended the Primates' Meeting in Northern Ireland, and met with the Archbishop of Canterbury. In one of his webcasts, he said his own ideas about China, before traveling there, were "about 20 years out of date." He explained there are more than 17 million Chinese Protestants and the number is growing rapidly. To see or download the webcasts, go to [www.anglican.ca/conversations](http://www.anglican.ca/conversations)*

[www.anglican.ca/primate](http://www.anglican.ca/primate)

# *The hub of Church House*

## GENERAL SECRETARY

### GENERAL SECRETARY'S OFFICE

Approved budget for 2006:	\$547,804
Approved budget for 2005:	\$616,093
2005 budget revised:	\$518,093
Change between 2005 revised and 2006:	6%

### GENERAL SYNOD ARCHIVES

Approved budget for 2006:	\$131,002
Approved budget for 2005:	\$132,392
2005 budget revised:	\$132,392
Change between 2005 revised and 2006:	-1%

IF YOU VISIT the General Secretary's office at Church House this year, you might notice that it's not the same one you saw in 2005. Jim Boyles retired as General Secretary in June after more than a decade in office. Until a new person could be hired, Dr. Ellie Johnson, who normally heads up Partnerships and who is General Synod's longest-serving manager, took his place on an interim basis.

When she became Acting General Secretary, Ms. Johnson, like Jim Boyles, became chief operating officer of Church House. Every day she worked with key management staff and directors of all departments. She was the staff representative on the Residential Schools

team and worked in liaison with the government. She was the lead staff member for the Council of General Synod as well as the General Synod Planning Committee.

In February, Archdeacon Michael Pollesel from the Diocese of Ontario takes over as the new General Secretary.

There have been other staff changes in this critical Church House office. In June, the General Secretary's assistant left, and near the end of the year, the human resources coordinator resigned.

Tough economic times lead to changes in 2005. The Mission Coordination Group was disbanded. This group was made up of representatives of General Synod national committees (as well as the Primate's Fund). It acted as a kind of sounding board for these councils, boards and committees and brought motions to the Council of General Synod on their behalf. This work has now been taken up by the Council of General Synod.

*The Office of the General Secretary, as "hub" of Church House, is always busy. This year, with changes and especially with a new incumbent, the staff will undoubtedly face many challenges, not the least of which is preparing for General Synod in Winnipeg in 2007.*

[www.anglican.ca/generalsecretary](http://www.anglican.ca/generalsecretary)

# *For mind and spirit*

## FAITH, WORSHIP AND MINISTRY

Approved budget for 2006:	\$461,333
Approved budget for 2005:	\$476,333
2005 budget revised:	\$471,333
<i>Change between 2005 revised and 2006:</i>	<i>-2%</i>

IT MAY NOT be the group you think of first when you join your congregation on Sunday morning. But the Faith, Worship and Ministry department of General Synod has been there with you for many years. It has been there in the liturgies, hymn books and prayer books.

The department has a small diligent staff that is upheld by a very dedicated and hard-working committee. In the past it has produced important documents on matters of ethics, theology, and education.

It has recently taken on the responsibility for gathering the responses to the St. Michael Report of the Primate's Theological Commission about whether the blessing of same-sex unions is a matter of doctrine.

It has established a Human Life Task Force to consider ethical issues regarding human persons – for instance, genetic engineering, neo-natal issues, and euthanasia.

Faith, Worship and Ministry is also working towards a national gathering in 2007 about building healthy parishes through congregational development. To do this, it must fund-raise beyond its budget.

But with all these initiatives, the department faces severe difficulties. Like other departments of General Synod, it has had to cut its budget. As a result, it will have fewer task-group meetings and no ability to produce print or video resources to communicate its work. Much of this communication will be conveyed on the church's website, but that doesn't reach all Anglicans.

*Budget cuts have wide ramifications throughout the work of the church. Cuts to Faith, Worship and Ministry will mean several projects have to be set aside. There will, for instance, be fewer translations of important documents. This will be a problem for First Nations and francophones and their ability to access reports and liturgies.*

[www.anglican.ca/fwm](http://www.anglican.ca/fwm)

# For a whole world

## PARTNERSHIPS

Approved budget for 2006:	\$2,723,300
Approved budget for 2005:	\$2,903,327
2005 budget revised:	\$2,863,327
Change between 2005 revised and 2006:	-5%

DESPITE ENORMOUS budget cuts and important staff changes, and thanks to the donations of many Anglicans, Partnerships continues to reach out to Canadian communities and across the world. But the department works with a heavy heart, knowing it can't

provide what it has in past years. Partnerships' *Emerging Priorities* budget line, for example, was reduced by \$40,000 in 2005. That meant it couldn't respond in a substantial way to requests from partners for assistance. And now, for 2006, Partnerships funding will suffer even more with a further reduction of \$140,000. This translates as more cuts to the grants program and to a reduction in mission staff.

Along with funding cuts, Partnerships in 2005 had to adjust to the temporary loss of its director. Dr. Ellie Johnson moved to the General Secretary's office after the General Secretary, Archdeacon Jim Boyles, retired. Philip Wadham, mission coordinator for Latin America and the Caribbean, took over as acting Partnerships director. One of his biggest challenges has been to run the department in the face of financial obstacles. As 2006 began, Ms. Johnson, in the aftermath of the hiring of a new General Secretary, prepared to return to the helm.

Volunteers in Mission, a group of selfless Canadians who spend two years of their lives to help overseas partner churches, continue their work in Central America, East Africa, New Guinea, Solomon Islands, and Uganda. Two new volunteers, Rev. Carolyn Langford from Ottawa, and Shirley Newell from Montreal, begin this year in Uganda and Sri Lanka.

Through its EcoJustice division, Partnerships is planning a Justice Camp for young people in Ottawa in May. Last summer it organized a hugely successful Food Justice Camp in Winnipeg. The camp attracted 45 people from several denominations.

EcoJustice is working closely with *Ask and Imagine*, a 10-day youth experience of living and learning in community, to help strengthen youth commitment in the church's justice ministry. It is developing an ecojustice web page and continues to work ecumenically. It hopes to keep sending volunteers to national and international ecojustice events.

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*Rev. Tessie Meadows, a Volunteer in Mission, is a vocational deacon from the parish of St. John the Evangelist, North Vancouver, in the Diocese of New Westminster. Last year, Tess left Canada for a two-year placement at St. Joseph's Anglican Church in Punta Gorda Town in Belize, Central America.*

*Joanne Chaytor is the first Volunteer in Mission from Newfoundland. She left home in September to work with the Anglican Church of Tanzania.*

*These dedicated volunteers work with Partnerships in response to requests from partner churches, agencies, and institutions throughout the world.*

[www.anglican.ca/partnerships](http://www.anglican.ca/partnerships)

# *A remote experience*

## COUNCIL OF THE NORTH

Approved budget for 2006:	\$2,373,404
Approved budget for 2005:	\$2,504,000
2005 budget revised:	\$2,504,000
Change between 2005 revised and 2006:	-5%

**Y**OU HAVE TO live in Northern communities to really understand what it's like to pay a fortune for a litre of milk, or to have to travel impossibly long distances to see a parishioner; to withstand isolation, short growing seasons, loneliness and biting-cold winters. To some

extent, all these experiences can be life-threatening. Add to those the deadly problem of water polluted by forestry and you might begin to imagine what Northerners face.

It wasn't an easy decision when General Synod had to cut 5 per cent from its grant to Council of the North members. These dioceses – in areas such as the Arctic, Yukon, Northern and Central Interior British Columbia, Alberta, northern Saskatchewan and Manitoba, northern Ontario, northern Quebec and Newfoundland and Labrador – rely on help from the national church.

But when the cut was announced, their spirit of co-operation was remarkable. The Diocese of Quebec even agreed to an additional 15 per cent cut.

The Council of the North decided to meet by teleconference – a huge savings in travel, especially when people have to come from so far away. It is working on getting diocesan plans into place so it won't have to be dependent in the future. It would like to step back and see if there's a better way to do its ministry, especially given its unique obstacles.

*In the Diocese of Keewatin, First Nations students from remote communities travel to Big Beaver House Camp near Kingfisher Lake to earn their diploma in Indigenous Anglican Theology. Subsidies are needed to help students with the costs of tuition, living, and travel. The Diocese of Keewatin, a member of Council of the North, is supported in part by Anglican Appeal.*

[www.anglican.ca/cn](http://www.anglican.ca/cn)



# Sharing our lives

## COMMUNICATIONS AND INFORMATION RESOURCES

Approved budget for 2006:	\$1,288,758
Approved budget for 2005:	\$1,290,190
2005 budget revised:	\$1,244,190
Change between 2005 revised and 2006:	4%

(ABC Publishing is part of this department and was considered as such in budget reductions, although for accounting purposes it is considered a unit with ABC Merchandising and Distribution. Hence those reductions are not reflected in the figures above.)

IT'S A WONDERFULLY active place, this Canadian church of ours. All across the country, from hamlet to metropolis, are everyday stories of life and death, joy and sorrow, renewal and destruction, vision and despair.

Our stories live within national church committees and they live in the dioceses. They happen in department decisions and in remote country churches. They span ages, occupations, and traditions.

Without someone to tell these stories, we would never know what people from one end of the church to the other are doing – what they're thinking, how they're feeling, what they endure, how they triumph.

It is the job of Communications and Information Resources to get these stories to us.

A major part of this department is the *Anglican Journal*, the church's national, editorially independent newspaper. The paper tells our stories every month from a national perspective. It comes to you with diocesan newspapers which are published in partnership with the national newspaper and which give localized accounts of the church and its people.

Another large element of Communications and Information Resources is ABC Publishing. It produces prayer books, hymn books, resources for parish programs, and books for church leaders. It is also the home of Path Books, which offers practical spirituality for everyday living.

The department publishes *MinistryMatters*, a magazine for clergy from coast to coast. It is the centre for media relations, the Web, the library, Anglican Video, graphic design and *Anglican Journal* circulation.

Communications and Information Resources has absorbed one of the largest reductions to the General Synod budget – about 7 per cent of its funds.

To do this, it eliminated the job of a freelancer who laid out advertising copy for *The Journal*; reduced the ABC Publishing Manager's time to three-fifths; scaled down its publishing program for 2006; halved its resource production (brochures and

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booklets, for example); and dropped *MinistryMatters* for one edition. Committee expenses and administration costs were cut. Media Relations was cut back as well, although this service will need to be restored in 2007, a General Synod year.

*When it comes right down to it, communication means sharing, plain and simple. As a church spanning so many thousands of miles and such a wide variety of people, sharing is a critical way of keeping us alive and connected. This is the job of Communications and Information Resources. From the Primate's webcast to stories originating across the nation, it is a lifeline. However, it, along with so much of the church's work, is operating in reduced circumstances.*

[www.anglicanjournal.com](http://www.anglicanjournal.com)

[www.anglican.ca/cir](http://www.anglican.ca/cir)

[www.ministrymatters.ca](http://www.ministrymatters.ca)

# *Looking ahead*

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## FINANCIAL DEVELOPMENT

GENERAL SYNOD raises money through its Financial Development department. It is currently involved in a major stewardship education program based on a plan called *Letting Down the Nets* which was approved by General Synod as a companion document to the *Framework*. Within this program, Canon Geoff Jackson and Archdeacon John Robertson do the financial stewardship work. Shannon Cottrell, previously at Anglican Appeal, has been contracted to do donor research. They all do this work outside the General Synod budget.

Financial Development will be studying overall stewardship and congregational development in 2006. It will be a long-range look at ways to spark renewal in the church. Many dioceses and individual parishes have said they would like to be part of such a project.

Working hand-in-hand with the Primate's World Relief and Development Fund (PWRDF), Anglican Foundation, and the *Journal Appeal*, the Financial Development department maintains a national Planned Giving program.

*In many ways the church is feeling the pinch of economic restraint. In other ways, however, it is seeing signs of renewal and enthusiasm. Anglican Appeal donations have risen. There has been increased support for PWRDF. And the Journal's Appeal, during the 130<sup>th</sup> year of the newspaper's publication, was more successful in 2005 than ever before.*

*General Synod is aiming at a renewed cooperation and coordination of its fundraising initiatives so that stewardship efforts can be much more efficient than ever before.*

[www.anglican.ca/plannedgiving](http://www.anglican.ca/plannedgiving)

## *The bottom line*

### FINANCIAL MANAGEMENT

*Figures include both Financial Management and Financial Development*

Approved budget for 2006:	\$1,705,971
Approved budget for 2005:	\$2,103,079
2005 budget revised:	\$1,887,079
Change between 2005 revised and 2006:	-9%

**Y**OU GET RIGHT down to the nitty-gritty when you enter the offices of Financial Management. This is the place of the bottom line, where the bills are paid and the money is invested. When money comes and goes at Church House, it moves through this office. Estates, annuities and specific legacies are looked after here. It manages the books for the Anglican Book Centre. It

administers grants and holds money in trust.

At the beginning of 2006, it seeks a new controller. And it is working with newly-reorganized staff, who fulfill their roles along functional lines. For instance, there are two people doing accounts payable and two doing accounts receivable — for all General Synod departments and affiliated entities.

Financial Management has a big project it would like to take on. It will be a national statistical database, which will make common information available to all bishops and diocesan financial officers. Ultimately there will be a set of reports that all parishioners can see about every detail of parish life — the number of parishioners, the average givings, and so on. The department is seeking grant money for the project.

*This will be a big year for Financial Management as it improves its accounting systems and its ability to interface with all other systems at Church House. An information technologist has worked on this for more than six months. "We want the technology to work for us," says Peter Blachford, General Synod Treasurer. "Not the other way around."*

[www.anglican.ca/fmd](http://www.anglican.ca/fmd)

# *For strength and unity*

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## THE HOUSE OF BISHOPS

Approved budget for 2006:	\$135,400
Approved budget for 2005:	\$135,400
2005 budget revised:	\$135,400
Change between 2005 revised and 2006:	0%

TWICE A YEAR bishops from across the country get together to discuss current issues in the church, to study together and to renew the relationships they share. Once every three years, they are joined by fellow bishops from the Episcopal Church in the United States.

When those issues are particularly challenging, as they have been in recent years, bishops feel a deep impact within themselves and their communities. Views on difficult issues differ and relationships have not always been easy, but the House of Bishops remains a collegial group whose members draw strength from the common experience of being chief pastor to a diocese.

Rather than be weakened by difficult times, the bishops are determined to work together for strength and unity. As a result, the bishops are undergoing a kind of revival — a strong renewal of co-operative spirit. The Primate, Archbishop Andrew Hutchison, calls it a “rebuilding of relationships and trust.”

The House of Bishops will meet in April and October this year. Among the many topics they will discuss, there will be one important question: How, they will ask, can we best assist one another?

*Conscious of necessary budget restraint in these tough economic times, the bishops have asked each other to share in a commitment that the church is mentioned in his or her individual will.*

# *The biggest meeting of all*

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## GENERAL SYNOD PROVISION

Approved budget for 2006:	170,766
Approved budget for 2005:	150,766
2005 budget revised:	150,766
Change between 2005 revised and 2006:	13%

IT'S ALWAYS a "big" year in the world of General Synod planning, because the task never ends. This year, staff is gearing up for next year's gathering of the Anglican Church of Canada, to be held in June in Winnipeg.

Margaret Shawyer and Dianne Izzard are the staff members who do the organizing of this huge event. They work closely with the General Synod Planning Committee, which is chaired by the Very Rev. Peter Wall of the Diocese of Niagara.

The challenge for next year was to find a site that could accommodate the church's needs. The main venue will be the Ramada Marlborough Hotel, but General Synod will also be using the Radisson Hotel and Holy Trinity Anglican Church in downtown Winnipeg.

The Planning Committee has cut down on costs by meeting more often by conference call rather than face-to-face.

The committee's work, to ordinary onlookers, seems endless. It must arrange to house, feed and inform each bishop, clergy and lay delegate from across the country. It also must organize all the technology and printed material and have it ready in a timely fashion for all participants.

Every year, money is set aside for this major undertaking. It is called General Synod Provision.

*Things are rolling at Church House for the next gathering of General Synod. The Local Arrangements Committee had its first meeting in early December, and the Worship Committee gets into gear in February.*

*The theme for General Synod 2007 was decided by the Council of General Synod when it met in the Fall of last year. It is: "Draw the Circle Wide...Draw it Wider Still."*





# *Part 3*

## *Summary of the 2006 Budget*

## *Summary of the 2006 General Synod Budget*

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### **REVENUE**

Diocesan contributions .....	\$8,516,500
Anglican Appeal (net) .....	650,000
Investment Income .....	75,000
Planned Giving	
Fees .....	50,000
Legacies .....	325,000
ABC Publishing / Merchandizing and Distribution .....	28,890
Other Revenue .....	220,000

<b>TOTAL</b>	<b>\$ 9,865,390</b>
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### **DEPARTMENT AND PROGRAM EXPENSE**

Partnerships .....	2,723,300
Council of the North Grants .....	2,373,404
General Secretary .....	547,804
Archives .....	131,002
Primate's Office .....	374,835
Faith, Worship and Ministry .....	461,333
House of Bishops .....	135,400
Communication and Information Resources	
Anglican Journal .....	584,738
Other Services .....	704,020
Financial Development .....	283,630
Financial Management	
Financial Services .....	764,541
Property Expenses and Depreciation .....	657,800
General Synod Provision .....	170,766

<b>TOTAL DEPARTMENT AND PROGRAM EXPENSES</b>	<b>\$ 9,912,573</b>
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Surplus (Deficit) before Residential Schools and Transfer .....	(47,183)
Residential Schools and other Recoveries (net) .....	50,000

<b>TOTAL SURPLUS (DEFICIT)</b>	<b>\$ 2,817</b>
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A PUBLICATION OF  
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This document may be found on the web at [www.anglican.ca/stepbystep](http://www.anglican.ca/stepbystep)

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