



*P*erson by person,  
Parish by parish

A NARRATIVE BUDGET FOR GENERAL SYNOD: 2007





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

Photos courtesy of Vianney (Sam) Carriere  
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# Introduction

EVERY BUDGET tells a tale, in factual numbers, of how resources are received and then used up. Although this accountant's tool tells an important story, it does not demonstrate challenges faced or the tremendous strength required to successfully capitalize on opportunities. This *Narrative Budget* for 2007 attempts to explain to you whose church this is and whose servant General Synod is, where we have been, what we have experienced, and where we hope to go. This is the story behind the numbers.

It has been said that no one can predict the future with certainty. We can look at the past, can study performance and can anticipate based on experience. And from all that, perhaps we can get a relatively good idea of what tomorrow might look like.

In response to this ever-changing world, it is essential to continually review both what we are doing and how we are doing it. As the Anglican Church of Canada continues its journey, we must understand both our strengths and our weaknesses. We must face up to threats and challenges, and learn to see these as opportunities. We must affirm our shared love of the church and embrace together the challenges that tomorrow will bring.

We know the strength that lies within all of us: within congregations and parishes, dioceses and individuals. There is strength in renewed church leadership across our country. We have witnessed strength in your increasing support of the Anglican Appeal, the *Anglican Journal*, The Anglican Foundation and the Primate's World Relief and Development Fund. We have seen the imagination and enthusiasm that the whole church revealed in meeting its commitment to the Residential Schools Settlement Fund.

We know our weaknesses, too. Our congregations are aging and shrinking. Asset bases of both the General Synod and the dioceses have been eroded, providing less investment income. In addition to the continuing needs for ongoing reconciliation and healing related to the residential schools issue, other matters such as the blessing of same-sex unions, church governance and our place in the world-wide Anglican Communion, threaten to divide us, to compromise our solidarity and potentially to affect our financial stability.

While we are, for the most part, an aging population, many of us are

“baby-boomers.” We grew up in a relatively privileged world. We married, worked and had children. We built up some wealth. Now we are retiring. We have resources to give. Although 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. We know, in fact, that difficult times often spark creative and innovative solutions.

#### **THE WAY WE WERE (2006)**

When the 2006 budget was approved, it balanced revenues and expenses for the year. This “break-even” budget was the result of significant expenditure reductions made across all operations of the General Synod, and was based on specific assumptions. While many of these assumptions proved to be well founded, one did not.

Rather than making the budgeted marginal profit or at least breaking-even, early indications are that the Anglican Book Centre incurred another significant loss in 2006. In spite of substantial expense reductions implemented in the fall of 2005 and constant monitoring during 2006, ABC gross sales figures continued to slide throughout 2006. In the fall of 2006, the Council of General Synod looked at continuing sales decline and deficits and approved the closing of the ABC retail store and the transformation of Anglican Book Centre into a web/telephone/mail order based business. The council also asked for further investigation of the possibility of ecumenical partners collaborating with the General Synod, to find a solution that would keep the ABC retail store open.

#### **A WAY FORWARD (2007)**

Although the proposed budget for 2007 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.

General Synod revenue for 2007 will be approximately 3 per cent less than

the approved budget of 2006. While there are some fluctuations in the various income categories, the major decrease in expected revenue relates to what is anticipated from undesignated legacies to both the General Synod and to the Anglican Appeal. Due to the unpredictable nature of this source of revenue, best accounting practice suggests that this potential source of revenue should not be relied on to ensure that the budget balances in any given year. It is better to use the funds received in any given year, to fund expenditures the following year.

In a perfect world, to work within these revenue decreases, the overall General Synod expenses would be cut by approximately \$255,000, to produce a balanced budget for 2007. Therefore, each department of General Synod was subjected to a thorough review of all expenditures. While some expenses were significantly reduced, we are also affected by cost increases beyond our control. The most notable of these increases related to depreciation and realty tax expenses, now that we have taken ownership of our 80 Hayden Street offices.

Accordingly, in order to produce a balanced budget for 2007, it was necessary bring in capital revenue relating to the move from our old building to our new premises. When the negotiations were completed relating to the sale of our old building at 600 Jarvis Street, the General Synod was awarded an “option” that entitled us to ground level, retail space in the phase II redevelopment of the old 600 Jarvis Street lands, plus an additional five condominium parking spots. With the Council of General Synod decision to close the retail section of the Anglican Book Centre, we no longer need this retail space. In lieu of exercising this option, the General Synod is entitled to a cash payment of \$425,000. This will be used to balance the 2007 budget.

#### **COLLABORATIVE PARTNERSHIP**

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 been part of countless social transitions. It has witnessed profound changes both within its own ranks,

and beyond. It will undoubtedly face more challenges as society continues to develop in different ways.

It has been extremely difficult to present this balanced budget for 2007. 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.

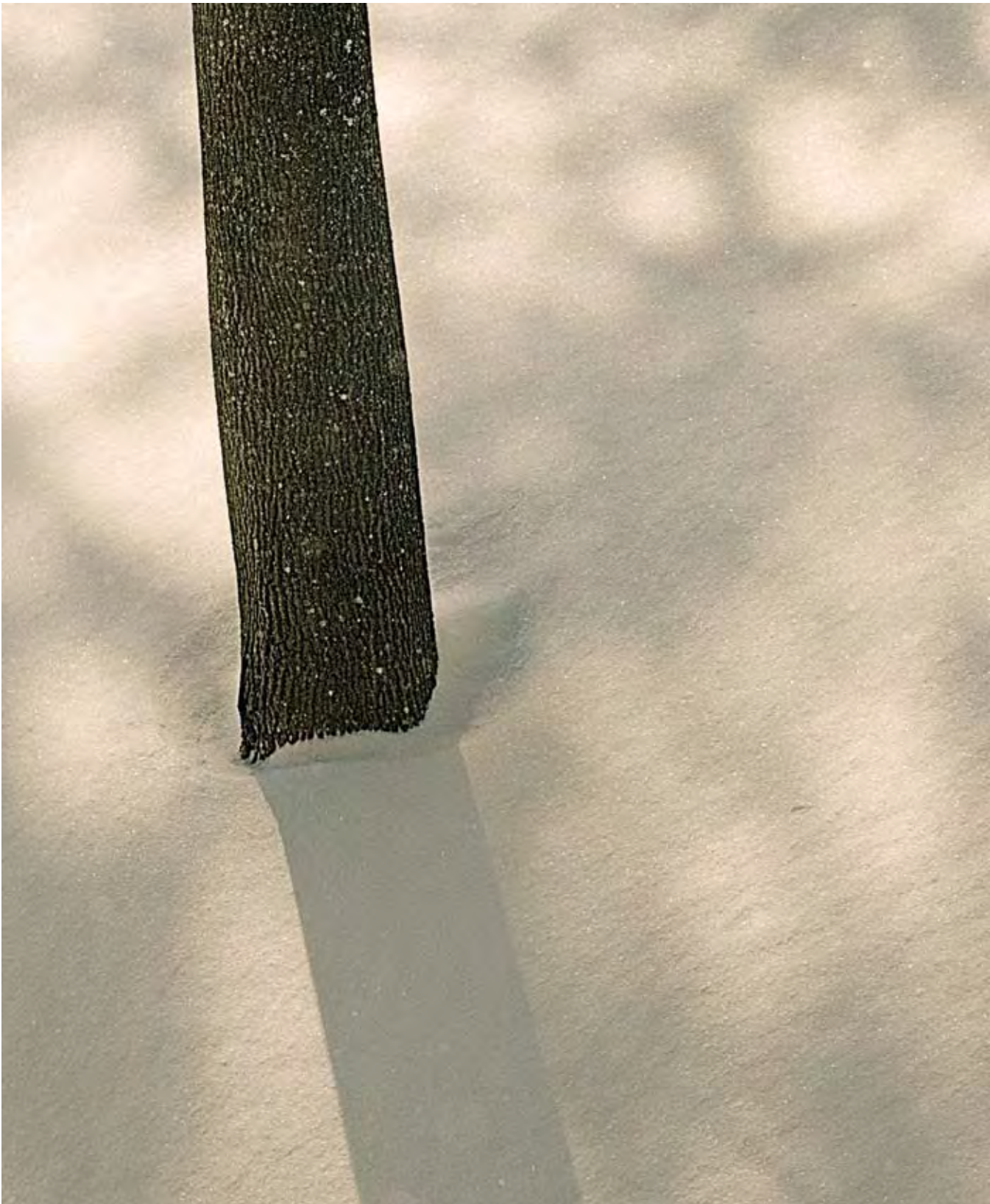
2007 will be another year of continuing change with our General Synod meeting in Winnipeg, the recent appointment of Bishop Mark MacDonald as the church's first National Indigenous Bishop and the election of a new Primate. In order to progress, we must honor the principles of accountability, transparency, clarity and communication.

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, I know we will succeed.

Peter Blachford  
Treasurer, General Synod  
March, 2007







*Part 1*  
*Gifts*

## *From where we sit*

### DIOCESAN CONTRIBUTIONS

**\$8,550,000**

**T**HIS IS where it starts: right here, in the pews, with the money you give every Sunday.

The money is gathered from parish to parish, from diocese to diocese, and it allows the church to continue. It gives life to its very foundation.

There was not a notable change in diocesan contributions in 2006. Most dioceses are reaching their goals; those that aren't are persevering and intend to "get there" as soon as they can. One diocese, determined to reach its allotment, gave itself a timeline to accomplish that goal. Some dioceses are beginning to give more than they are asked.

General Synod's financial development team has been working to become a more visible face to individual parishes and dioceses all across the country. They have traveled to meet with diocesan treasurers and financial committees whenever possible. It is this personal contact that seems to be having the most success in national-diocesan relationships.

"We think we're on the right track," says Financial Management and Development Director Peter Blachford.

Diocesan contributions will probably be impacted in the future when the renegotiated Residential Schools agreement is implemented. It is still in the courts, but there is hope that when the legal process has run its course, the Anglican Church will get some money back from the government. In that case, it will be used for more healing and reconciliation following the residential school tragedies of abuse.



*The fact that dioceses met their commitment to the Residential School fund and also maintained their own work, says Peter Blachford, "has been a tremendous accomplishment and a great credit to people in the pews."*

# One person at a time

ANGLICAN APPEAL

\$550,000

IT TOUCHES many lives – far more, perhaps, than you might realize. Anglican Appeal is a major fundraiser for specific projects, people, and places. The money it gathers supports the mission, work and ministry of General Synod in Canada’s North and overseas.

In the North, it helps to train indigenous students to become ministers and leaders – while also allowing them to remain and work in their home communities. Overseas, it helps support Volunteers in Mission or the cost of education for theological students. It affects large segments of communities, because theological leaders and volunteers minister to programs for the poor and families devastated by AIDS.

Person by person, parish by parish, Anglicans give to Anglican Appeal with love for their church and sometimes with heartfelt sacrifice. They know their individual donations add up in a tremendous way to provide the funds for the church’s desperately needed, often life-saving, mission.

One popular project for fundraising is Partnerships’ and Anglican Appeal’s calendars for Lent and Advent. These are beautiful publications containing stunning photographs, short descriptions of the church’s work around the world, and short meditations. On each Sunday is a prayer and a verse of Scripture for that week.



*“Do some ironing today,” says the Partnerships/Anglican Appeal calendar for one day of Lent, 2007. “While you press clothes and iron out wrinkles, pray for peace and justice.” The calendar for that day goes on to describe the difficulties faced by partners in the Philippines and Sri Lanka who face armed conflict and widespread human rights abuses. “As the Anglican Church of Canada,” the words on the calendar say, “we work ecumenically within KAIROS in solidarity with Anglican and other partners in Asia and the South Pacific to press for the restoration of peace with justice.”*



# Believing forever

## INVESTMENT INCOME

\$20,000

ANGLICANS OFTEN like to leave money to the church after they die. Executors of wills are frequently instructed to designate a portion of an estate to the church.

This money is carefully looked after and monitored by General Synod Financial Management. It is a strong staff with a wide range of professional financial skills.

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

Bequests are becoming increasingly popular. Anglicans realize the church will continue after their death, and that it will need their help to maintain and increase its strength and impact. They are people who believed in the church during their lifetimes and continue that belief after they are gone with a tangible, growing, gift.



*General Synod always invests ethically and wisely in keeping with its ministry and mission and in keeping with its concerns for justice in the world.*

## Investing in our future

### GIFT PLANNING

ANGLICANS ARE generous by nature. You only have to look at the amount of money they donate through the church's Gift Planning program.

In the past 12 years about \$40 million has been raised through General Synod's gift planning consultants and another \$15 in charitable gift annuities. Much of the gift annuities are designated for parishes, the Anglican Foundation, and The Primate's World Relief and Development Fund.

That's good news. Even better news is that it keeps growing. Each year there is an increase in bequests, gift annuities, gifts of life insurance and listed securities. Donors know where they want their gifts to go – mostly for ministry and program rather than for capital projects.

Funding for the Planned Giving program comes from the Office of Financial Development for General Synod, from particular dioceses, and with seed money from *Letting Down the Nets*, a program for stewardship and stewardship education.

Archdeacon John Robertson is the National Gift Planning Officer. He spends a third of his time travelling to dioceses and parishes throughout Canada. When he's not doing that, he works at his offices in Kingston and Toronto. This is where he prepares annuity and other agreements, processes gifts of listed securities and responds to special inquiries about gift planning or stewardship education. He also prepares resource material and visits donors.

He is encouraged by the increase in inquiries following news of a resolution of the Residential Schools litigation and by the response to new gift planning brochures and guides, including the *Anglican Investment Plan* for insurable people between the ages of 65 and 75.

Planned Giving Fee  
**\$55,000**

Undesignated  
Bequests  
**\$200,000**

Total  
**\$255,000**

*The team of professional gift planning consultants is large and growing. So far there are 11 who serve dioceses and regions of the church. Dioceses employ five more who focus on stewardship education. As of early this year, there are two new positions serving the dioceses of Kootenay and Huron. It's looking as though there will be a gift planning consultant available to every diocese in Canada in just two or three years.*

## Moving on

### ABC MERCHANDISING AND DISTRIBUTION

ABC Consolidated  
\$15,600

IT HAS been a tough time for the well-respected Anglican Book Centre. It had been steadily losing money; staff had to be let go; and finally this year the decision was made at CoGS to close the store.

However, after much sadness and emotional ups and downs for customers as well as staff, the book centre may yet survive, in another form.

Serious negotiations are under way with Augsburg Fortress Canada which would see a retail operation continue at the present location under the old, venerable name — ABC.

It is not how the church originally envisioned its book outlet, but it is a solid alternative that ensures the continuation of a prized ministry. Anglican Book Centre web and mail-order sales will also continue in a new form, but now distribution will be better and faster.

General Synod's Financial Management and Development Director, Peter Blachford, says it is interesting to note what can come out of seemingly bleak times when the motivation for new ways of thinking and working are there. He added that ABC's difficulties have been profoundly stressful for staff and their tenacity is deeply appreciated.

Many ABC customers find that Internet sales of their favorite books and resources are helpful and convenient. Although they may miss the experience of browsing through the store, they also know they can order what they want at any time of the day or night, and in any kind of weather. It's a new world, and it takes some adjustment. And yet there are benefits we might not have considered in the "old" way of doing things.



## Where we hang our hats

### OTHER REVENUE

**\$220,000**

**A**LMOST TWO years to the day after its move, the deal was signed and General Synod owned its new home at 80 Hayden Street, Toronto.

It towers over the lot where the old Church House stood at 600 Jarvis Street. Selling 600 Jarvis, seeing it demolished, watching the construction of 80 Hayden Street, moving in, struggling with change, dealing with things that didn't work, adjusting to a new environment and coping with plenty of other growing pains — all of that was hard on everyone. But now it's home and Church House carries on.

General Synod occupies the lower floors of the downtown high-rise. The rest, about 22 storeys, is made up of condominiums.

Separately incorporated departments — for instance, the Primate's World Relief and Development Fund, Pensions, the Anglican Foundation, and *Anglican Journal* — pay rent.

It hasn't been a smooth road from 600 Jarvis to 80 Hayden. There isn't as much space, for one thing. But the building has saved money through decreased utility costs. And its selling price has already gone up significantly, says Financial Management and Development Director Peter Blachford.

Staff had to deal with plumbing and heating issues when they moved. When they came to work, it wasn't to a fat, squat, brown-brick building they had known as "home" for so many years. But, as the saying goes, you lose some, you gain some. The new building at 80 Hayden is modern and bright. It saves General Synod in heating costs, and it brings in revenue.



*Part 2*  
*Mission*



## *Pastor for the whole church*

### THE PRIMATE'S OFFICE

\$392,900

HER NAME was Emily. She was about 6 years old. She wanted to give the new primate a card she had made. It was 2004, and Archbishop Andrew Hutchison had just been elected.

The card gave him instructions for the things he was to do in his new role. "Teach the bible," it said. "Be nice to people. And have fun."

In June, Archbishop Hutchison, Primate for the past three years, will retire. He says that he has indeed had fun as well as countless experiences. He didn't change the world, but he knew from the start that's how it would be.

When he was elected, he made up his mind about a few things. He knew he'd concentrate on reconciliation. He knew he'd pay attention to communication. He knew he'd celebrate the church's youth.

His principal secretary, Archdeacon Paul Feheley, says that the primate was deeply inspired by St. Paul's words, which remind Christians about their duty to reconcile, to be peacemakers (2 Corinthians 5-18).

He was a reconciler when he worked towards improving relationships with the aboriginal community, and when he appointed the first indigenous bishop. He was a reconciler when he insisted on having all voices heard, especially during these challenging times.

He showed this in his enthusiasm for meeting people of all theological and philosophical outlooks. He traveled to parishes in every diocese in Canada and to all Anglican seminaries and theological colleges. He met with homosexual and former homosexual people, and with the group Essentials. He met with unhappy parishes.

And he listened. "He saw his role as pastor for the whole church," says Archdeacon Feheley, "and his job as a ministry of presence."

The primate was the host of a webcast in which he shared ideas and invited feedback from Anglicans and non-Anglicans.

He also became a "blogger" on the *generation.anglican.ca* website. Since there was "not significant money" for Anglican youth, the primate saw a website for young Canadian Anglicans as a natural way to connect with youth. The website was funded in part by the primate's annual dinner. "Kids all over the world are accessing it," says Archdeacon Feheley.

Now the challenge will be to keep the website going. Archbishop Hutchison hopes its cost will move into the regular budget.

The next years will continue to be stressful for Archbishop Hutchison's successor. "It's not going to be 'business as usual' any more," says Archdeacon Fehleley. The new primate will need "wisdom and leadership for a changing church in a changing world."

✝ Archbishop Andrew Hutchison enjoys meeting people everywhere. One day he attended a luncheon with some ex-cons at an old stone church in Saint John, New Brunswick. Normally expected to lead in prayer, he was touched when one of the ex-cons, a particularly tough-looking fellow, tattoos and all, commanded the attention of the room. "We're gonna stand," he told his colleagues. "We're gonna pray for Andrew. And then we're gonna bless him." The archbishop says that during his three-year ministry as Primate, moments like that were among the most tender and memorable.

## *A most essential cog*

### GENERAL SECRETARY

**\$545,040**

**T**O PEOPLE in the office of the General Secretary, a General Synod year must seem like a marathon. For Archdeacon Michael Pollesel, who faces it as General Secretary for the first time, it must also feel like a milestone.

Appointed to the job at the end of 2005, Archdeacon Pollesel took over the work of the retired Jim Boyles and Dr. Ellie Johnson last February. (Dr. Johnson was Acting General Secretary until Archdeacon Pollesel arrived from the diocese of Ontario.) The new General Secretary works with six full-time and part-time staff members. He is the chief operating officer for Church House. He oversees General Synod committees, councils, boards and commissions. He is responsible for the planning of General Synod and its council. He assists the primate, watches over the day-to-day operations of Church House in Toronto, and meets regularly with department directors.

It's a huge job and to most people it must seem overwhelming. A dedicated and knowledgeable staff, however, make the General Secretary's work not only possible but efficient and effective.

The office of the General Secretary is responsible for national archives, where church records, historic documents, books and artifacts are catalogued and preserved.

The section, headed by Nancy Hurn and assisted by Laurel Parson, also includes the archives of the diocese of the Arctic, the Anglican Foundation, and the Primate's World Relief and Development Fund.

Tammy Wesley, who provides administrative support for Residential School litigation, joined the General Secretary's staff at the end of 2006. She looks after the claims process in Residential Schools litigation and attends Alternative Dispute Resolution (ADR) hearings. This year she organized a large gathering in Banff, Alberta for people who represent the Anglican church at ADR hearings.

Ann Odorico, a human resources consultant, supports and helps national office staff. Her work also includes recruitment and staffing for management; issues of health, safety, disability, and employee relations; and training and development. She looks after performance concerns, job evaluation and employee records.



*“We may not be involved in some of the glamorous aspects of church life,” says General Secretary Archdeacon Michael Pollesel. “But our office is a very important cog in the machinery of this organization.”*



## *Taking on the big issues*

### FAITH, WORSHIP AND MINISTRY

\$468,094

WHAT DO we do as a church when disaster strikes? What happens if there's a pandemic? How does the church act and respond?

It's one of those big issues Faith, Worship and Ministry (FWM) talks about a lot. But it does far more than talk. Last year it directed the Human Life Task Force to come up with principles and practice for the church in just such a circumstance.

The department produced a study guide for parishes on marriage. It formed a national Shared Ministries Working Group with three other denominations — United, Presbyterian and Lutheran — for ecumenical practices when more than one denomination forms a congregation.

This year will be an intensely busy time. The department anticipates debates at General Synod about the *St. Michael Report* of the Primate's Theological Commission on whether the blessing of same-sex unions is a matter of doctrine. Faith, Worship and Ministry was responsible for gathering responses to the report.

The department hopes to publish a volume of Anglican Foundational Documents, with commentary, that will strengthen Anglican identity and understanding.

It is working towards a national consultation on theological education and leadership development, including the development of national standards for those preparing for ordained ministry.

It's a busy department that tackles big issues about humanity, theology and ethics. Working hard with FWM's staff is a formidable committee of 17 people including a representative of the Anglican Council of Indigenous Peoples and a partner from the Evangelical Lutheran Church in Canada.

In between meetings, the committee divides into three groups, working by conference call and email. The groups roughly correspond to the job areas of FWM staff: Anglican identity and relationships, ethics and ministry, worship and theological education.

Last year FWM hoped to start working on a symposium about building healthy parishes through congregational development. Although there was a small shortfall in the funding, FWM carried on with its plans and asked each

Anglican diocese to send two people to the event in Orillia, Ont. in March. The response was so good that some said they would like to send more. It is an important, perhaps ground-breaking, gathering for Anglicans and Evangelical Lutherans.



*At the beginning of 2007, Faith, Worship and Ministry Director, Alyson Barnett-Cowan, waits for General Synod in June and for the impact it will make “on our church at every level of its life, and on our ecumenical partners.” She hopes it will also set priorities for the work the department will do – “ones that are useful, that build up the church, and that are manageable, given the reality of our resources.”*

## *For Canada and the world*

### **PARTNERSHIPS**

**\$1,969,894**

CHANGE CAN be invigorating. It can also be challenging. But Partnerships carries on through thick and thin, through budget cuts and transitions. It is a dynamic group doing essential work in Canada and around the world.

There is a new section in the budget for Partnerships for 2007. It's called Healing and Reconciliation. It covers anti-racism. It looks after alternative dispute resolution and individual assessment programs for former residential school students. It will participate in the government's proposed Truth and Reconciliation Commission. The commission also addresses the legacy of residential schools.

In addition to this important work, the healing and reconciliation budget allotment will go towards projects that are still to emerge — for instance, extra staffing for the digitalization and documentation of photographs. These photographs are important for former residential school students who must validate claims they did in fact attend the schools.


There have been other changes in Partnerships.

Partners in Mission has been reduced and reorganized into two sections: Global Relations and Mission Education and Personnel. Global Relations staff Andrea Mann and Claudia Alvarez maintain the church's international and ecumenical relationships. Global Relations also allocates grants to partner churches and organizations, although the money available for that is less than it was in 2006.

Mission Education and Personnel staff Jill Cruse and Clementina Thomas look after Volunteers in Mission, the Student International Internship Program, and the Companion Diocese Program.

The EcoJustice section of Partnerships, with Maylanne Maybee and Lydia Laku, provides leadership to the church's work in critical areas of ecological, economic and social justice. The successful Justice Camps fall within this section and with the EcoJustice Committee.

The Indigenous Healing Fund has changed. It is no longer funded within the General Synod budget. It now falls under the Residential Schools Settlement Fund. Staffed by Esther Wesley and Teresa Mandricks, this fund has been renamed The Anglican Fund for Healing and Reconciliation.



*EcoJustice committee members are enthusiastic about Justice Camps for youth and young adults (18 years and up). The first two have been successful, and a third is coming up this year. In Winnipeg in 2005, the camp's theme was food justice. Young people studied and reflected on the economic, ecological, community, and faith dimensions of food and agriculture. Last year's camp in Ottawa looked at advocacy, with 63 participants from coast to coast. The next one, hosted by the diocese of British Columbia in Victoria this summer, will dwell on ecology. The camps are so popular and fill up so fast that people must be turned away. This year the camp can take 70. Participants know it is a working camp and they will immerse themselves in experiences related to the theme – "to get their hands dirty, to reflect theologically, and also to have fun", says the website: [www.justicecamp.org](http://www.justicecamp.org).*

## *Walking the healing path*

### INDIGENOUS MINISTRIES

**\$467,873**

WHEN MARK MacDonald became the church's first National Indigenous Bishop at the beginning of this year, it was a turning point in the long, emotional relationship between the Anglican church and Canada's aboriginal peoples.

Following Bishop MacDonald's appointment, Indigenous Ministries, once part of the Partnerships Department, became a separate entity, still funded by General Synod.

Indigenous Ministries is headed by Bishop MacDonald. Donna Bomberly continues as the full-time coordinator. Teresa Mandricks is a half-time program assistant.

The department works to support indigenous people in the Anglican Church of Canada but also in the wider Canadian community. It will establish elders' advisory and youth advisory circles to work with Bishop MacDonald; the Anglican Council of Indigenous Peoples will continue in its advisory role as well.

*The road to healing between Canada's aboriginal peoples and the Anglican Church of Canada began in 1967 with Beyond Traplines, a report by Charles Hendry, a sociologist who was commissioned by the church to do an in-depth study of the history and relationship between the two groups. The report was a painful eye-opener as well as an instructive document that ultimately led to the start of healing and reconciliation, beginning with a public church apology (in 1993) to Residential School survivors.*



## *Vital, brave, steadfast*

### COUNCIL OF THE NORTH GRANTS

**\$2,373,413**

THEY'RE RESILIENT, determined and resourceful. Maybe it's the cold weather and other harsh conditions that keep members of the Council of the North strong.

General Synod's grant to the council will remain the same in 2007 and 2008, even though the cost of living in the North continues to grow.

Despite this, some dioceses are already planning for self-sufficiency. The diocese of Quebec, in the northern part of the province, aims to achieve this in five years. It hopes that its share of General Synod grants will then go back into the pot for other northern dioceses.

The Anglican Parishes of the Central Interior (formerly the diocese of Cariboo) hopes for a 5 per cent reduction; the diocese of Athabasca is also working towards self-sufficiency.

The Council of the North continues to struggle. Life in these areas — the Arctic, Yukon, Northern and Central Interior British Columbia, Alberta, northern Saskatchewan and Manitoba, northern Ontario, northern Quebec, Newfoundland and Labrador — gets tougher and tougher as prices rise. But the work goes on. Non-stipendiary personnel increasingly put in more hours. And yet, Council of the North clergy and congregations love their people, their land and their church. They carry on even in the face of tough obstacles.

Your money helps to keep this vital, brave and steadfast ministry alive despite its many challenges. Members of the council depend on you to do their work in circumstances many of us wouldn't or couldn't endure.



*When Rev. Susan Titterington goes to Old Crow at the northern tip of The Yukon, she is Gikhyi, one who speaks the Word of God. She lives with her husband in Dawson City and often travels in a small plane to Old Crow, where she is a priest among the First Nations community. Sometimes she takes trips along the Porcupine River to Tlo Kut, a sacred gathering place and also a science camp for young Yukon women. It's about 45 minutes outside of Old Crow. In Dawson, Susan's ministry includes worship, support to the local deacon, training and equipping for ministry. This is just one aspect of life for people embraced by the Council of the North. It is an area of the church's work that is assisted by your donations to Anglican Appeal.*

## *The show must go on*

### COMMUNICATIONS AND INFORMATION RESOURCES

*Anglican Journal*  
**\$584,738**

*Web Site*  
**\$85,596**

*Anglican Video*  
**\$143,484**

*Library Services*  
**\$159,628**

*Central Services and  
Administration*  
**\$213,133**

*Total*  
**\$1,186,578**

CREATIVE THINKING means more than telling the stories of our church.

In the department of Communications and Information Resources (CIR), it also means doing the best with what you have. It means concentrating your ideas and energies on possibilities and challenges rather than cutbacks.

It's a different world for the church in these times of budget restraint, and this department feels it just as all the others do and more. Along with Partnerships, CIR bore the brunt of most of last year's budget cuts.

In 2007 the publication *MinistryMatters* had to be suspended. Funding for resource production and media relations was severely cut — a difficult thing to have to cope with in a General Synod year. Two critical positions — Assistant to the Director of CIR and *Anglican Journal* Editorial Assistant — were merged into one. This year there will be no Communications assistant/Web writer.

However, life goes on and staff are finding ways to get the job done even though their means are limited, and even in a General Synod year, when demands for information and resources are at their highest.

It means working more closely with others. Sometimes joining forces with another department (one that can bear the cost) allows CIR to produce a new resource.

Modern technology helps when so many people now use the Internet. CIR is developing a major information package for media attending General Synod in June. Volunteers and staff are also pitching in to produce this material. It is the work a Communications assistant/Web writer would normally do.

Despite cutbacks, *Anglican Journal* still produces an award-winning newspaper and also launched a new website last year. The department reformatted the primate's webcast. It re-designed the home page of the General Synod web site. The Library is still there as a front-line ministry for people with questions and Anglican Video, once again, is playing a key role in preparations for General Synod.

The most important job, in spite of vastly diminished resources, is to tell the stories of the church and to deliver them to Anglicans and the world. This year the biggest challenge is General Synod. CIR is producing one resource: a

*Faces and Ministries* publication — the third edition — that explores the work of General Synod and highlights the efforts of its seemingly tireless staff.



*In crisis and in tough times, people often show their sturdiest sides. It's often when they spring forth with new projects or new ideas and surprise even themselves with their resilience. In some ways, CIR has been like that. Despite obstacles, it still managed last year to produce a narrative budget as well as resources on the Anglican Council of Indigenous Peoples and the new National Indigenous Bishop. It instigated Facing AIDS, Facing Reality, a photo exhibit of the Primate's World Relief and Development Fund that, by the time it reaches General Synod in Winnipeg, will have traveled to every diocese throughout Canada. It was also part of the International AIDS Conference in Toronto last August. CIR fully intends to continue to find new ways of communicating so the church and its people remain connected, proud, productive and hopeful.*

## Fuel for the future

### FINANCIAL MANAGEMENT AND DEVELOPMENT

Financial  
Development  
**\$275,730**

Financial Services  
**\$647,752**

Support Services  
**\$123,400**

Property Expense  
**\$524,006**

Depreciation  
**\$220,000**

Information  
Technology  
**\$211,279**

Total  
**\$2,002,167**

WHO ARE we? How many of us were baptized, confirmed, married, buried last year?

The church needs to know these things about its people, and gathering that knowledge is one of the goals of General Synod's Financial Development department.

When the project, just in its infancy, is completed, the church will have an electronic database that everyone can access. It will be invaluable in fundraising and planning for the national church and also for dioceses. A large component of the department is a wide-reaching plan called *Letting Down the Nets*. It guides people in the critical task of providing for their church. It promotes and creates opportunities for congregational development. It is a long-term, multi-level strategy for raising the money the church needs in order to survive through many more generations.

In 2006, *Letting Down the Nets* received a loan from General Synod of \$100,000. In 2007, Council of General Synod agreed to allow it a line of credit for \$200,000.

*Letting Down the Nets* and all other regular fundraising bodies (Anglican Appeal, Primate's World Relief and Development Fund, *Anglican Journal* Appeal, Anglican Foundation) work closely together. Each brings a different perspective, but each understands the need to fully collaborate.

In addition to staff members Peter Blachford (Director), Canon Geoff Jackson (Senior Development Officer), Archdeacon John Robertson (National Gift Planning Officer), Shannon Cottrell (Donor Relations Coordinator) and Stephanie Peddle (Anglican Appeal Coordinator), Financial Development has a team of full- and part-time professional gift planning consultants scattered across the country. They are the financial development network.

✝ The Financial Development office works closely with dioceses, parishes and church institutions, with volunteers and national staff. It provides gift planning resources, educational events and seminars, consultations and opportunities for people to make gifts to their church. When it is successful, the church grows stronger and marches towards a brighter future.

## *Strength from the core*

### FINANCIAL MANAGEMENT

**Y**OU MIGHT think of it as the engine that powers the machine. General Synod Financial Management is at the core of all the church accomplishes. It looks after everything from paying the bills and maintaining Church House to providing salaries and grants. It oversees and cares for estates, annuities and specific legacies.

General Synod has a new controller. His name is Michael Herrera, Chartered Accountant. He began part-time and is now a full-time staff member. He was once the audit manager of the firm that does the audit for General Synod, so he knows the background and understands its workings well.

Michael intends, among his many other tasks, to evaluate staff workloads and accounting procedures.



*Financial Management is the foundation of General Synod's financial health, not only now but in the years to come. "We have very good accounting strengths," says Director, Peter Blachford.*



## *A stronger sense of purpose*

### HOUSE OF BISHOPS

**\$160,400**

**B**ISHOPS ARE a particular sort. They have big jobs, big responsibilities, and with those come big stresses.

And so, when they get together twice a year from all across Canada, it's a much-needed time to chat, explore, listen, study, and review the issues before the church.

The issues have been difficult in recent years, and tough times can take their toll.

When Archbishop Andrew Hutchison was elected primate in 2004, he was determined to bring unity and solidarity to this group of church leaders.

Now that he is retiring, he feels he has met that goal – that his leaderships has lead to more empathy and a stronger sense of unified purpose within the House of Bishops. He calls it a new era of “relationships and trust”.

The House of Bishops will meet this year in April and October.



*Archbishop Hutchison explained the impact of his meetings with the House of Bishops on a “blog” he wrote for the Generation.ca website for young Canadian Anglicans:*

*“When the bishops meet,” he wrote, “it is a time of a great deal of conversation and fellowship. In many ways I think the bishops are their most human during these meetings. We dress casually, share in food and drinks, have a time of bible study each day and work at the issues always with a sense of Christ’s presence among us. We don’t always agree; in fact, we frequently disagree; but the respect each has of the other is very high and so we work through the issues aiming towards consensus.”*

## Launching the circle

### GENERAL SYNOD PROVISION

**\$190,766**

WHEN 300 to 500 Anglicans gather at one place in a Canadian city every three years, it can only mean one thing: General Synod.

This year, General Synod will be held in Winnipeg at three locations: the Radisson and Ramada Marlborough hotels and Holy Trinity Anglican Church. All are downtown and within walking distance of each other.

The theme, decided by the Council of General Synod, is visual as well as philosophical: *Draw the Circle Wide...Draw it Wider Still*.

Every year, money is set aside for this critical event. It is called General Synod Provision.

Margaret Shawyer and Dianne Izzard have been working towards General Synod in Winnipeg since the last one ended three years ago in St. Catharines, Ont. It is a never-ending job.

But a General Synod year is the busiest of all. The planners must think of every detail from accommodation to how people get to and from the airport. They must be sure everyone gets fed, everyone has the necessary documents, and that the meeting rooms are ready. They must keep everything meticulously recorded and distributed before, during and after the event.

This year General Synod will say goodbye to the primate it elected in St. Catharines and welcome someone it will choose in Winnipeg. There will be many challenging items for discussion and decision. The behind-the-scenes work of staff and the General Synod Planning Committee ensures delegates, guests and visitors can devote themselves to the business at hand.

Over the past three years, members of the General Synod Planning Committee, chaired by Dean Peter Wall of the diocese of Niagara, have worked with the local arrangements committee and the General Synod Worship Committee to make sure General Synod in Winnipeg accommodates everyone and allows each to attend to the serious issues the church faces. The committees have had to think about each bishop, clergy and lay delegate from across the country. They have had to make sure technology is in place and that all participants can do their work efficiently, safely and effectively.



## *Summary of the 2007 General Synod Budget*

### REVENUE

Diocesan contributions .....	\$8,550,000
Anglican Appeal .....	550,000
Investment Income .....	20,000
Planned Giving Fees .....	55,000
Undesignated Bequests .....	200,000
ABC Consolidated .....	15,600
Other Revenue .....	220,000
<b>TOTAL</b>	<b>\$ 9,610,600</b>

### DEPARTMENT AND PROGRAM EXPENSE

Partnerships .....	1,969,894
Indigenous Ministries .....	467,873
Council of the North Grants .....	2,373,413
General Secretary .....	545,040
Archives .....	130,187
Primate's Office .....	392,900
Faith, Worship and Ministry .....	468,094
House of Bishops .....	160,400
Communication and Information Resources .....	1,186,578
Financial Development .....	275,730
Financial Management .....	1,726,437
General Synod Provision .....	190,766
Letting Down the Nets .....	200,000
<b>TOTAL</b>	<b>\$10,087,312</b>

Surplus (Deficit) before Residential Schools and Transfer .....	(476,712)
Recoveries	
Residential Schools .....	25,000
Diocesan Contingency .....	27,325
Other .....	71,000
600 Jarvis St. option .....	425,000
<b>TOTAL SURPLUS (DEFICIT)</b>	<b>\$71,613</b>



A PUBLICATION OF GENERAL SYNOD

This document may be found on the web at [www.anglican.ca/personbyperson](http://www.anglican.ca/personbyperson)

Copies may be ordered from

Josie De Lucia

Assistant to the Director of Communications and Information Resources

80 Hayden St., Toronto ON, M4Y 3G2

416-924-9199 , ext. 294

[jdelucia@national.anglican.ca](mailto:jdelucia@national.anglican.ca)

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