



Anglican Diocese of
Edmonton

Proclaim the Gospel | Make Disciples | Further the Kingdom

DIOCESAN WORKPLAN



a **way** through the wilderness

<https://edmonton.anglican.ca/pages/a-way-through-the-wilderness>

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WELCOME

Thank you for taking the time to read our Diocesan Workplan, *A Way Through the Wilderness*! This plan has been a long time in preparation, and I am excited we have come to this point. This is a good plan for the next season in our diocese. It is an intentional focus on the challenges we are facing together as a family of churches today.



The preparation of this plan came from an unprecedented amount of consultation with parishes and diocesan groups about their prayers and hopes for the future of the church. At the beginning of my time as bishop, we were just coming out of the COVID pandemic, and we recognized that to continue our current trajectory was not sustainable. The challenges of attendance and finances were significant across the diocese. These challenges are compounded across all the dioceses and national church of the Anglican Church of Canada.

I cannot overstate that this is a challenging time to be church; we are walking through a wilderness time. However, *it is also a great and exciting time to be church. We move forward knowing that the challenges we face are not greater than the Gospel of Jesus Christ.* God is faithful in every time and place, and we move through this time in faith, prayer and hope. This plan is our re-focusing together on the Gospel, Discipleship and Mission for this diocese at this time. Thank you for being a part of this great work.

+ *Stephen London*

The Rt. Rev. Stephen London, Bishop of the Diocese of Edmonton



As you read through these pages, you will find a roadmap that seeks to help our family of churches we call the Diocese of Edmonton navigate a transformative journey of being and becoming the kind of church which God is calling us to for this place and this time in history. It is an attempt to translate big picture ideas and aspirational principles into concrete actions and specific outcomes. This plan, and the 'Logic Model' methodology it incorporates, is designed to help to keep us on track and to maintain momentum as we walk together in pursuit of God's direction and in response to our world's need. There may be some twists and turns along the road, and a new path is never without some measure of the unexpected, but we are so grateful that God has given us a sense of the way we need to walk, and so many faith-filled people to travel together with as we go.

+ *Scott Sharman*

The Rev. Canon Dr. Scott Sharman, Executive Officer and Strategic Plan Animator

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SECTION I: INVITING WITNESS

 Celebrating the Good News of Jesus Christ that is generous, hopeful, inclusive and faithful

The Church has always preached the Gospel of Jesus Christ. This proclamation is at the heart of who we are. This proclamation is at the heart of what we do.

We worship a generous God of goodness and mercy who loves us unconditionally. God has come into the world in Jesus Christ for the salvation of the world. God has shared the gift of the Holy Spirit for the freeing of the human heart and the renewal of all things.

Jesus showed through his teaching and healing that the kingdom is at hand. Then in his death and resurrection, he set us free from the law of sin and death.

This is good news! Through the activities and desired outcomes outlined in this workplan, we endeavour to tell this good news in a way that reflects the truth that the Gospel is generous, hopeful, inclusive and faithful. The Church has not always proclaimed the Gospel in this way. In this workplan, our intention is to do just that.



Outcomes

1. More people who are confident and enabled to live and share their faith with others.
2. Increased contact with those who are curious about a generous, hopeful, inclusive and faithful articulation of the Good News of Jesus Christ.



Activities

| | |
|---|---|
| A. Develop a communications vision and plan to brand, explain, teach and promote what a witness to Jesus Christ that is generous, hopeful, inclusive and faithful means | ✓ |
| B. Provide a wider range of courses and mentorship to build skills and confidence in sharing the Gospel (eg. Lay Evangelist training, Christian Basics, Cursillo, Revive, etc.) | ✓ |
| C. Develop a diocesan toolkit for parishes to equip parishes in running their own witness-oriented initiatives | ✓ |
| D. Host outwardly focused events across the diocese at parish and diocesan levels | ✓ |

Timeline, Leads & Indicators

| Activity | Timeline | Leads | Indicators |
|----------|-------------------|-----------------------------|--|
| A. | Q3 2025 – Q1 2026 | Bishop, Communications Team | -- Diocesan communications channels consistently teach and feature the Inviting Witness concepts, language, branding, etc. -- Content integration across diocesan and parish channels |
| B. | Q2 2025 – Q4 2026 | Archdeacon for Discipleship | 50% increase in program participation (eg. Lay Evangelist training, Christian Basics) |
| C. & D. | Q4 2025 – 2026 | Director of Comms, Bishop | Parish annual reports show an average of 25% increase in outward-focused events |

Resources

- ✓ A newly formed committee of 10 visionary and passionate evangelists
- ✓ Stephanie London and Steve London (Mainline Christianity Project)
- ✓ \$5,000 annual budget
- ✓ Curricula, books, program content
- ✓ The Archdeacon for Discipleship to act as a pastor and mentor to those who are leading these courses
- ✓ Venues (host parishes, available conference/retreat spaces, etc.)
- ✓ Communications staff time

Callouts & Highlights

- ✓ An Inviting Witness committee of 10 evangelists will launch in Q3 2025.
- 📈 50% increase in lay training program participation expected by Q4 2025.
- 🧰 Diocesan toolkit for witness programs begin in Q4 2025.
- 🌐 Parish communications channels fully integrated with Inviting Witness branding by Q1 2026.



SECTION II: PURPOSEFUL DISCIPLESHIP

⌚ Providing people of all ages and backgrounds with opportunities to practice the Way of Jesus, grow in faith, and share their gifts in ministry

Everyone who believes in Jesus Christ is called to follow Jesus Christ in his good and generous way of life. Jesus told us the two great commandments are to love God and to love our neighbours.

We spend our lives practicing and growing in Jesus' way of love. But we know people do this in different ways depending on their personalities and circumstances. Our goal, through this workplan, is to refocus our common life on helping everyone to grow and deepen in faith in a variety of ways. Our goal is to provide people of all ages and background with opportunities to practice the way of Jesus, grow in faith and share their gifts in ministry.

Discipleship is essentially the heart of being in relationship with God and it is from discipleship that everything else flows. We must make discipleship the central focus of our diocese.



Outcomes

1. More engagement with discipleship resources and opportunities that are being offered across the diocese outside of Sunday parish gatherings
2. All church members are supported in exploring and embracing their own ministry passions and callings
3. All children, youth and young adults connected to the churches have opportunities for spiritual experience and mentorship



Activities

| Activity | |
|---|---|
| A. Communications plan to promote discipleship resources and programs (especially Revive, Cursillo, Christian Basics, etc.) | ✓ |
| B. Host a diocesan Discipleship Conference | ✓ |
| C. Offer the Revive Program widely and regularly | ✓ |
| D. Provide a spiritual gifts discernment tool for use in all parishes | ✓ |
| E. Hold a diocesan vocations conference to encourage and expand lay leadership in ministry | ✓ |
| F. Create a diocesan children's, youth and student ministry committee | ✓ |
| G. Provide funding and staffing to overhaul children, youth and young adult ministry | ✓ |

Timeline, Leads & Indicators


| Activity | Timeline | Leads | Indicators |
|----------|-------------------|--|--|
| A. | Q2-Q3 2025 | Director of Communications, Discipleship Committee | Analytics evidence of 50% increase in digital resource engagement |
| B. | Q2 2025 | Discipleship Committee | -- 50+ participants in the conference -- Discipleship Committee produces a 4-year vision plan by Q4 |
| C. | Q4 2025 – Q1 2026 | Discipleship Committee | -- Revive Program participation doubles from 2025 to 2026 -- Revive accessed by at least 1 person from every parish by 2027 |
| D. | Q4 2025 | Discipleship Committee | 25% of lay members engage with spiritual gifts discernment tools |


| | | | |
|---------|------------|-------------------------------------|--|
| E. | Q1 2026 | Discipleship Committee | 25+ attend Vocations Conference |
| F. & G. | Q3-Q4 2025 | Bishop, Archdeacon for Discipleship | -- Every parish contacted by new staff person to explore children's and youth ministry opportunities and challenges -- 1 week-long youth (12-17) summer camp (in partnership with Camp Van Es) camp + 4 diocesan-wide youth events in 2026 100% increase in Ecumenical ministry presence on educational campuses and to the critical 18-25 age group (2025-26) |

Resources


- ✓ A re-established Discipleship Committee
- ✓ Updated and improved digital delivery channels (\$2,000 for technology, website redevelopment, etc.)
- ✓ Communications staff time
- ✓ Volunteers, venue, speakers, and supplies to organize a Discipleship Conference (\$3,000)
- ✓ Re-established Revive leadership team
- ✓ Venues (host parishes, available conference/retreat spaces, etc.)
- ✓ \$500 per year for printing and supplies
- ✓ Procure spiritual gifts assessment materials (\$500)
- ✓ A newly formed diocesan children, youth, and young adult ministry committee
- ✓ Budget to support programs and staffing for diocesan children, youth, and young-adult ministry (\$100,000)

Callouts & Highlights

 Diocesan Discipleship Conference scheduled for Q2 2025 with over 50 expected participants.


 Revive program cycle begins in Q1 2026 with doubled participation anticipated.

 New diocesan youth staff hired by Q3 2025 to lead regional initiatives.

 25% of lay members in all parishes will engage with a spiritual gifts discernment tool by end of 2025.



SECTION III: VITAL CONGREGATIONS

 Supporting established and newer expressions of faith community in discerning and embracing their local callings and purposes

From the very beginning of the Church, Christians have gathered for worship, fellowship and service to others. Local congregations are the foundation of all that we do as a diocesan family of churches.

Yet, in our time, a variety of additional pressures are impacting parishes, making them difficult to sustain with the same models and modes we are accustomed to. For church leaders, the extra burden can lead to burnout as we seek to maintain a system with changing volunteer and financial resources, as well as a loss of purpose and vision for mission and outreach.

Investing in vital congregations is about providing direct accompaniment to help each local expression of our church discern and embrace the next faithful step on their ministry path, and to offer greater ongoing supports in administrative and operational aspects of parish life.



Outcomes

1. Every parish has defined its mission and purpose and is pursuing it intentionally.
2. Administrative load is reduced on all parishes, especially those with fewer staff resources.



Activities

| Activity | |
|---|---|
| A. Accompany parishes through a discernment process in relation to their mission and resources for the purpose of charting a more focused and sustainable future | ✓ |
| B. Provide admin and spiritual leadership training for parish lay leaders (wardens, treasurers, vestry members, etc.) | ✓ |
| C. Centralize parish operations in areas such as worship planning, financial admin, facility management, building rental, etc., and support this with increased Synod Office staffing | ✓ |


Timeline, Leads & Indicators


| Activity | Timeline | Leads | Indicators |
|----------|-------------------|---|---|
| A. | Q2 2025 – Q4 2028 | Coordinator of Missional Renewal | 100% of parishes complete discernment by Q4 2028 (33% by Q4 2026, 66% by Q4 2027) |
| B. | Q3 2025 – Q2 2026 | Coordinator of Missional Renewal, Archdeacon for Rural Ministry | 20 parish leaders complete training by Q4 2026 |
| C. | Q4 2025 | Synod Office, Archdeacon for Rural Ministry | Parishes with low admin capacity receive centralized support |


Resources

- ✓ Hire a Coordinator of Missional Renewal for up to 2 years (2x \$50,000)
- ✓ Adapt the Requiem or Renaissance materials into a parish discernment resource for the Diocese of Edmonton
- ✓ \$500 for printing in 2025
- ✓ 8-10 lay leaders in both 2025 and 2026 willing to take the Huron University Certificate in Parish Administration and Leadership
- ✓ -\$3,000 for course fees in 2025 and 2026
- ✓ \$3,000 for travel costs in 2025 and 2026
- ✓ Refocused deployment of current Synod Office staff time
- ✓ 0.5 FTE of increased diocesan administrative staff time (\$50,000)
- ✓ Archdeacon for Rural Ministry
- ✓ Updated administrative policies and procedures manuals/handbooks
- ✓ Updated diocesan website with more admin support resources

Callouts & Highlights

 66% of parishes will complete a mission discernment process by Q4 2026.

 20 parish leaders will complete parish and leadership training by Q4 2026.

 New 0.5 FTE Synod Office role created to support centralized parish administration by Q4 2025.

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SECTION IV: COLLABORATIVE COMMUNITY

♥ Increasing communication between parishes and regions, working more closely as a diocesan family of churches, and building deeper relationships with ecumenical partners

We are used to thinking about *our church* as the familiar place we go to, or the people we connect with in our local town or neighbourhood. And, of course, this is an important part of the whole picture.

Yet, it is also true that we are connected to a more expansive family of churches, including Anglicans in other parishes across the towns and cities of this part of central and northern Alberta, Treaties Six and Eight Territory, our diocese calls home. We are also connected to other followers of Jesus with whom we enjoy ecumenical and full communion relationships, as well as all people of goodwill with whom we share visions and values in support of the common good.

We believe that a key part of our future together as a diocese is going to depend on working both in our own individual congregational or Anglican circles, and an ever-widening circle of partnerships and sharing as a collaborative community.



Outcomes

1. A greater sense of interrelationship between people and parishes across the diocese, with special focus on urban and rural connections
2. Increased cooperation and resource sharing between parishes and regional ministries as an expression of our identity as one diocesan family of churches
3. Diocesan decisions (including matters such as filling clergy vacancies, church building maintenance, financial resource constraints, new initiatives in ministry, etc.), are made with collaborative, ecumenical and full communion potential in mind



Activities

| Activity | |
|--|---|
| A. Communications plan to enhance diocesan cohesion | ✓ |
| B. Hold at least 4 diocese-wide worship services annually, including both in-person and online gatherings | ✓ |
| C. Create intentional rural-to-rural and rural-to-urban parish pairings for deeper relationship | ✓ |
| D. Review canons 3, 5 and 6 to support and enhance new or emerging faith expressions and team ministry in shared and regional configurations | ✓ |
| E. Map overlapping areas with ecumenical and full communion partners | ✓ |

Timeline, Leads & Indicators

| Activity | Timeline | Leads | Indicators |
|----------|-------------------|----------------------------|---|
| A. | Q3 2025 – Q3 2026 | Director of Communications | -- 25% increase in communications content focusing on stories of collaborative partnerships -- Survey results indicating high levels of awareness of the ministries of the diocese |


| | | | |
|----|-------------------|--------------------------------------|---|
| B. | Q2 2025 onward | Dean | -- Joint services average 250 views -- 50% parish (urban and rural) participation (leading or participating) in joint services |
| C. | Q4 2025 – Q1 2026 | Dean, Regional Deans | Every parish does at least one intentional joint event or one ministry in partnership with another parish or parishes each year |
| D. | Q2 2025 – Q2 2026 | Executive Officer | -- A report presented for review by the Legislative Committee by Q2 Synod in 2026 -- Proposed canonical changes presented to Synod 2026 |
| E. | Q2 – Q4 2025 | Ecumenical Shared Ministry Committee | -- 3 new ecumenical ministries in process or established by Q4 2026 -- Every new ministry initiative of the Diocese of Edmonton begins with exploring how it could be done jointly with full communion and ecumenical partners |

Resources


- ✓ Communications staff time
- ✓ Expanded Creativity Exchange committee, or equivalent
- ✓ Upgraded technology for recording and livestreaming (\$3000)
- ✓ Parishes and volunteers willing to contribute
- ✓ Parish leaders to animate the pairing
- ✓ Synod Office communications and administrative support to build awareness and help with connections


- ✓ Creation of a new diocesan polity and governance working group to review selection sections of Canons 3, 5 and 6
- ✓ Research on pertinent portions of polity and governance systems from a strategic selection of other Anglican and ecumenical partners
- ✓ An expanded Ecumenical Shared Ministry Committee
- ✓ Staff time from the Ecumenical Coordinator
- ✓ Relational capital with ecumenical partners
- ✓ Creation of a digital 'ecumenical asset map' (\$500)

Callouts & Highlights

 A new communications plan will enhance the sense of one diocesan family by Q3 2025.

 Diocese-wide worship services begin Q2 2025 and continue quarterly.

 Every parish will participate in at least one joint ministry with another parish each year.

 Canon revisions to support regional ministry will be proposed to Synod 2026.

 An ecumenical asset map will guide joint ministry planning by Q4 2025.



SECTION V: INNOVATIVE STEWARDSHIP

💡 Developing diocesan financial and physical assets to encourage greater sustainability and the generation of resources that benefit all

For generations, faithful disciples of Jesus have upheld their churches through their generous giving of time, talent and treasure in support of ministry. These offerings have often been spoken of as the responsibility of good stewardship and are what bolster the diocesan family of churches with human, financial and physical assets, thus enabling people to gather for worship, care for one another and reach out in service to their communities.

However, as population patterns shift and the nature of spiritual and religious affiliation changes, some of this infrastructure is becoming harder to maintain under current models. As a diocese, we need to explore new approaches to innovative stewardship that fit the challenges and opportunities of our day, while generating resources for future generations of Gospel witness in our corner of God's creation.



Outcomes

1. The Synod Office is "right sized," both for the number of employees required for supporting parishes in joining in our part of God's mission, and to a level that can be sustainably maintained
2. All buildings and lands legally held by the diocese are evaluated for their strategic location, maintenance liabilities, suitability for fulfilling discerned ministry and mission priorities, etc.
3. New funding models for local ministry are developed, including revenue generating enterprise, property redevelopment, grants, etc.



Activities

| Activity | |
|---|---|
| A. Create and utilize a tool for evaluating financial and physical assets and liabilities of parishes and the diocese | ✓ |
| B. Draw on consultancy services and training programs to increase diocesan leadership skills in the areas of development and social enterprise | ✓ |
| C. Complete and present to Executive Council a report with specific recommendations on all buildings and land as to their potential for new revenue generation through redevelopment and/or social enterprise | ✓ |
| D. Develop and propose new apportionment model | ✓ |
| E. Reevaluate Synod Office staff resources and job descriptions to refocus and increase capacity | ✓ |

Timeline, Leads & Indicators






| Activity | Timeline | Leads | Indicators |
|-----------------|-------------------|-----------------------|--|
| A. | Q2 – Q4 2025 | Bishop | -- Existing Synod Office staff roles have been clarified and refocused by Q1 2026 -- All parishes making decisions about buildings and land are contacted by diocesan staff |
| B. | Q4 2025 – Q4 2026 | Stewardship Committee | All properties and land have been evaluated by Q4 2026 |
| C. | Q2 – Q3 2025 | Stewardship Committee | At least 3 plans for property redevelopment and/or enterprise repurpose are underway by Q1 2027 |
| D. | Q2 2025 – Q4 2026 | Stewardship Committee | -- Report presented to Synod 2026 -- Report recommendations acted on in informing decision making from Q4 2026 onwards |

| | | | |
|----|-------------------|--------------------|--|
| E. | Q3 2025 – Q4 2026 | Diocesan Treasurer | A new apportionment formula is being used in 2026 and beyond |
|----|-------------------|--------------------|--|

Resources

- ✓ The Bishop
- ✓ The Synod Office staff
- ✓ Examples taken from similar-sized Anglican dioceses
- ✓ 1.0 FTE of additional Synod Office staff for 2 years, especially to support Innovative Stewardship (\$200,000)
- ✓ Existing evaluative resources from other contexts
- ✓ A re-established Stewardship Committee
- ✓ Volunteers with diverse skills and experience who understand
- the way we use money and engage in business as an expression of the Gospel
- ✓ A place to meet
- ✓ Contacts with Kindred Works/United Property Resource Corporation
- ✓ \$100,000 for consultant fees in 2025-26
- ✓ Property redevelopment and social enterprise training for 4-5 diocesan leaders (\$1,000)
- ✓ Diocesan Treasurer
- ✓ Parish Treasurers and Wardens

Callouts & Highlights

-  All diocesan properties will be evaluated with a new tool by Q4 2026.
-  At least 3 redevelopment plans will be underway by Q1 2027.
-  Strategic report on land and buildings delivered by Synod 2026.
-  A new apportionment model will be adopted in 2026.
-  New Synod Office staff hired, and structure finalized by Q4 2025.

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SECTION VI: COURAGEOUS JUSTICE



Seeking right relationships among all people and with the whole of creation

The Holy Trinity is a community of relationships with a Creator God who wills to extend this circle of relations to us and to all. Each one of us yearns for connection with God, but also for healthy and thriving connections with the whole human family and all of creation. And yet, so often we see how things like greed, oppression, inequality, fear and hate have torn these connections apart; sometimes in and through the Church itself.

As such, our path of salvation and reconciliation includes both individual spiritual transformation and the forgiveness of sins, and, equally, a call to embody God's dream and vision of right relationships and authentic life together in the diverse web of creation.

The community of the Church must become a place where all are genuinely welcomed and included just as they are, and where church communities are reliable allies with others who are courageously working for that same justice deserved by all.



Outcomes

1. Every parish leader is aware of and using resources to support the work of justice, and makes others in the parish aware
2. Church buildings and programs are accessible, inclusive and safe for more people, and they are known to be so in the surrounding communities
3. Diocesan leadership becomes more diverse and representative of the whole human family



Activities

| Activity | |
|--|---|
| A. Implement a communications plan to make the diocesan social justice resources more visible and accessible through diocesan communication channels, and emphasize that all parishes and clergy are expected to utilize them widely | ✓ |
| B. Complete a justice audit of all the parishes on their level of engagement in the Courageous Justice priorities | ✓ |
| C. Equip lay and ordained leaders across the diocese to be more regular advocates for the cause of justice not only inside by outside of church walls | ✓ |
| D. Reimagine discernment and training pathways for lay and clergy leaders who work in different cultural paradigms | ✓ |

Timeline, Leads & Indicators

| Activity | Timeline | Leads | Indicators |
|----------|-------------------|----------------------------|---|
| A. | Q2 – Q4 2025 | Director of Communications | Justice audits in 2026 show evidence of a 50% increase in parishes engaging in and utilizing Courageous Justice resources and activities |
| B. | Q2 2025 – Q2 2026 | Social Justice Committee | -- Justice audits of all parishes complete by Q2 2026 -- Gaps revealed by the justice audits are being addressed through Social Justice Committee mentorship by Q3 2026 |
| C. | Q4 2025 – 2026 | Episcopate Circle | -- At least 3 workshops annually are attended by at least 75 people -- The diocese/bishop engages in direct public witness advocacy and/or activism at least 6 times a year in 2026 and beyond |


| | | | |
|----|-------------------|-----------------------------|--|
| D. | Q2 2025 – Q4 2026 | Bishop, Examining Chaplains | At least 3 new future leaders who will be working in and from different socio/cultural settings are funded and engaged in contextually fitting education programs by Q4 2026 |
|----|-------------------|-----------------------------|--|


Resources

- ✓ Social Justice Committee
- ✓ Engaged leaders/preachers on Courageous Justice themes
- ✓ Diocesan communications staff and platforms
- ✓ A strategic diocesan communications plan
- ✓ Auditors
- ✓ \$3,000 for travel reimbursement
- ✓ Models of similar resources from other contexts
- ✓ Deacons
- ✓ Episcopate Circle
- ✓ Meeting spaces for workshops
- ✓ Workshop leaders
- ✓ \$3,000 for workshops in 2025/26
- ✓ BIPOC and LGBTQ+ members and leaders
- ✓ Elders and Knowledge Keepers
- ✓ Bishop
- ✓ Examining Chaplains
- ✓ Educational partners
- ✓ Sponsoring Rectors
- ✓ Grant writers
- ✓ Money for 3 scholarships (\$30,000)

Callouts & Highlights

 Strategic communications plan on Courageous Justice launched Q2 2025.

 Parish justice audits completed by Q2 2026, with follow-up mentoring by Q3 2026.

 At least 3 justice workshops are held annually starting 2026.

 3 new leaders supported in contextual theological education by Q4 2026.

Estimated Cost Projections

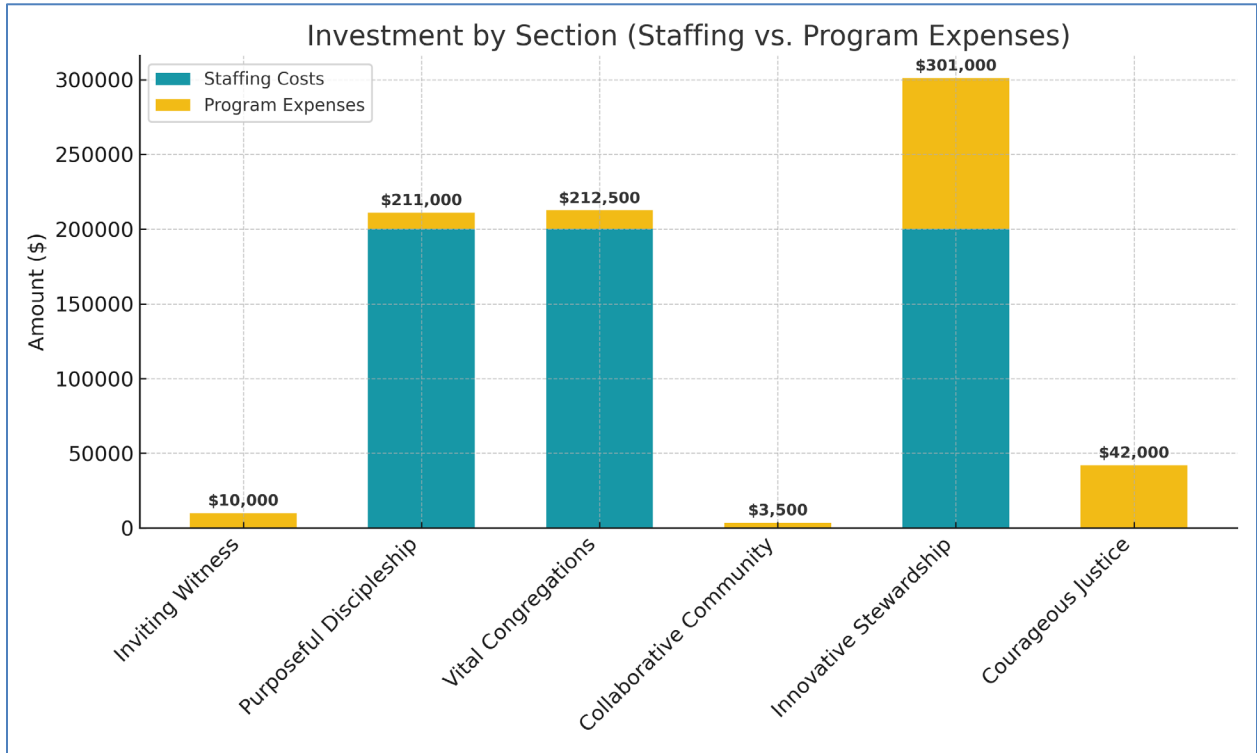
This summary provides a breakdown of projected investments across all six strategic sections of the diocesan work plan for 2025 and 2026.

| Section | Staffing Costs 2025/26 | Program Expenses 2025 | Staffing Costs 2026/27 | Program Expenses 2026 | Total |
|-------------------------|---------------------------|--------------------------|---------------------------|--------------------------|-----------|
| Inviting Witness | \$0 | \$5,000 | \$0 | \$5,000 | \$10,000 |
| Purposeful Discipleship | \$100,000 | \$6,500 | \$100,000 | \$4,500 | \$211,000 |
| Vital Congregations | \$100,000 | \$6,500 | \$100,000 | \$6,000 | \$212,500 |
| Collaborative Community | \$0 | \$3,500 | \$0 | \$0 | \$3,500 |
| Innovative Stewardship | \$100,000 | \$51,000 | \$100,000 | \$50,000 | \$301,000 |
| Courageous Justice | \$0 | \$6,000 | \$0 | \$36,000 | \$42,000 |

 **Total Investment:** \$781,000

Investment Breakdown by Section

The chart below compares staffing and program expenses across all strategic sections for 2025–2026.



Appendix I: Logic Model

One of the challenges of strategic planning, particularly with church organizations which typically do not have the same kinds of measurable goals and results as found in other organizational contexts, is how to translate ideas and inspiration into concrete action.

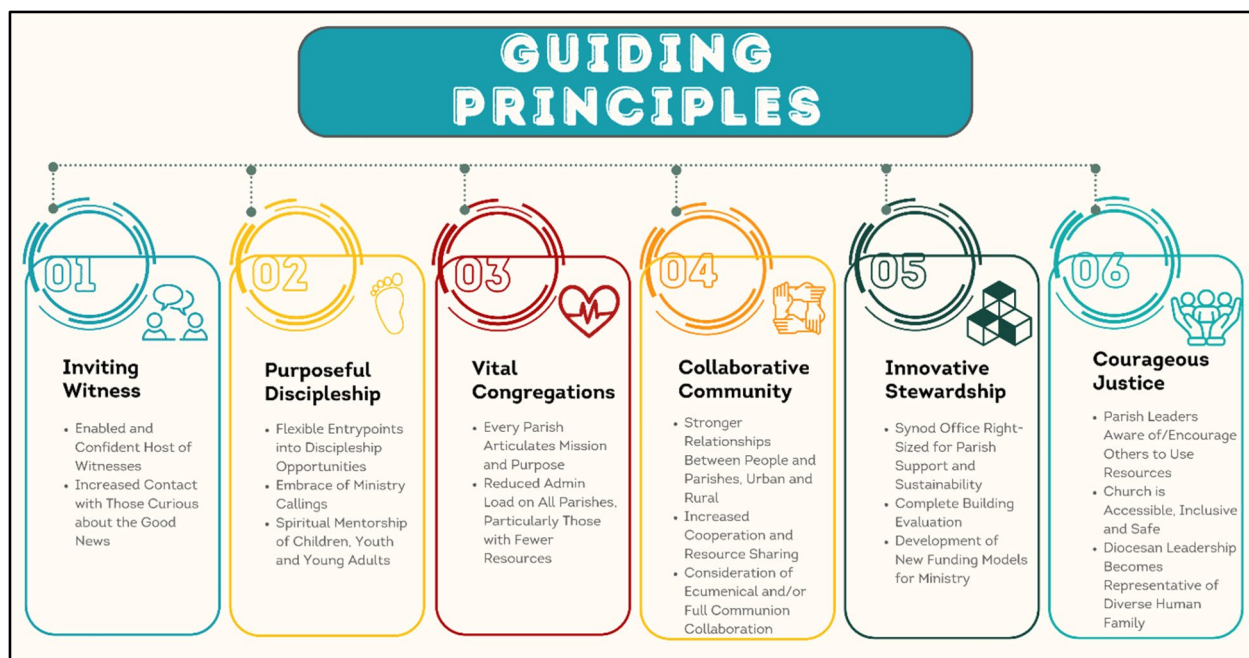
For this reason, the Edmonton diocese asked Anna Bubel, Another Way professional consultant to help us develop this plan over. She encouraged and assisted the Executive Council in using a *Logic Model* to aid the process of translating its vision and values into tangible actions and outcomes, identifying necessary resources and investments, and tracking and communicating results.

Logic Models are particularly useful for helping complex communities identify and prioritize strategic adjustments and additions to maximize desired outputs. This has been a useful learning process for diocesan leadership and will continue to shape and guide our strategic thinking and planning.

A Logic Model is typically predicated on what is called a theory of change. This is the answer to the question “Why is change necessary at all?” The hard truth is that if our Diocese of Edmonton were to continue with the status quo, much of our ministry and presence would become unsustainable within the next decade. In naming this truth we must also acknowledge that many of the things we have been accustomed to doing as churches for several generations may not be supported for much longer, nor be as effective.

Keep in mind, this is not a brand-new consideration for the people of God or the disciples of Jesus Christ. The Church of God has been changing throughout its history, to effectively convey the same message in light of new questions and new realities. We are now entering a period and process of transformational change.

Having established a theory of change, the next step is to begin to chart our path to change. We do not want to change things just for the sake of change, but we want to do so strategically – both in light of the challenges and opportunities we have identified, and the assets and resources available to us. The Listening in Spirit process we have undergone together as a diocese helps us set our directions of change based on core values and discernment.



We have identified Six Guiding Principles to keep us on course while journeying together toward becoming more fully God's Church. To recap, these are:

- 1) **Inviting Witness:** Celebrating the Good News of Jesus Christ that is generous, hopeful, inclusive and faithful
- 2) **Purposeful Discipleship:** Providing people of all ages and backgrounds with opportunities to practice the Way of Jesus, grow in faith and share their gifts in ministry
- 3) **Vital Congregations:** Supporting established and newer expressions of faith community in discerning and embracing their local callings and purposes
- 4) **Collaborative Community:** Increasing communication between parishes and regions, working more closely as a diocesan family of churches and building deeper relationships with ecumenical partners
- 5) **Innovative Stewardship:** Developing diocesan financial and physical assets to encourage greater sustainability and the generation of resources that benefit all
- 6) **Courageous Justice:** Seeking right relationships among all people and with the whole of creation

These are the signposts and navigation markers we believe God has given us to help direct our steps.

Once we have the *where* of directional change in mind, we need to go to one level deeper to answer the question of *how*. This is the step of identifying targeted actions which we believe will move us into the chosen outcomes of that direction. Outcomes and actions are critical to the Logic Model because they do the work of making things real and specific. You can see that, in most cases, we have sought to identify two to three outcomes, and four to five actions under each of the six principles. These were chosen partly because of their perceived impact, and partly because we have the capacity as a diocesan family to begin to pursue them and make significant progress over the next 16 to 18 months.

There are too many outcomes and actions to go through all of them in this appendix, but tracing one example may be helpful for seeing how the Logic Model works. A desired outcome of Guiding Principle 2, Purposeful Discipleship, is that "All church members are supported in exploring and embracing their own ministry passions and callings." Four specific actions that may be useful in helping us advance this outcome are to:

- Host a diocesan Discipleship Conference
- Offer the Revive program widely and on a regular basis
- Provide a spiritual gifts discernment tool for use in all parishes
- Hold a diocesan Vocations Conference to encourage and expand lay leadership in ministry

Each of these actions includes a detailed description of when, how and who will take the lead and what support is necessary, etc.

Appendix II: Organic Process

How Did We Get Here?

Gone by 2040? Data was gathered in 2018 by the Rev. Neil Elliot, an Anglican priest from B.C., to review things like attendance, employment rolls, charitable giving, baptisms, confirmations, marriages, funerals, etc., across the Anglican Church of Canada. Based on those numbers, and some analysis of them in connection with other demographic trends, he projected that, at the apparent rate of current decline, the number of active Anglicans in Canada would hit 0 in just over 20 years. Fast forward to 2025, and the Church is still here, in spite of the unforeseen impact of the 2020-21 COVID pandemic. Elliot's report hit like a shockwave across the Anglican Church of Canada, and many other Mainline Churches are in similar boats. The report was released right around the time the Diocese of Edmonton was electing a new bishop.

Finding Our Way & Together on the Way: In 2021, Bishop Steve London began to encourage members of the Edmonton diocese to think and discern about how we were feeling about this decline in our churches; what we thought the causes were, what this might mean for us, and how we might respond. This initiated an invitation for people to respond to a series of questions and hypotheses about what was going on in our churches, what God might be trying to teach us through these challenges and changes, and what direction we were headed in as a result. There was significant engagement with these questions leading up to our diocesan Synod, in 2022, themed *Together on the Way*. This engagement produced a document called *Finding Our Way*, which was an attempt to give expression to the lay of the land in the diocese of Edmonton, and to articulate a vision for the kind of church we were, perhaps, beginning to feel and hear ourselves called to be and become for this time and this place. The 5 Principles and 12 goals of *Finding Our Way* were, admittedly, big-picture, conceptual and abstract in nature.

Listening in Spirit & Hearts Burning Within Us: After the diocesan Synod in 2022, the new Executive Council articulated the need for both a more comprehensive consultation across the diocese and a more concrete strategic plan. A sub-committee was tasked with developing a set of desired deliverables. A request for proposals was issued, inviting engagement from a professional consultant. Anna Bubel, of the consulting firm Another Way, was contracted to assist the diocese in this work. This turned out to be a



tremendous blessing and gift from God in helping us make good progress in these strategic planning efforts.

Throughout part of 2023 and 2024, Anna worked with the Executive Council to create an Environmental Scan of the complicated challenges and opportunities facing the diocese and the rich set of assets available to us to respond to them. Engagement sessions with significant numbers of people and nearly every parish enabled her to write a report called *Listening in Spirit*, which was presented to our diocesan Synod in the fall of 2024. A significant portion of time at that Synod gathering, under the theme of Hearts Burning Within Us, was devoted to presenting and discussing that report and seeking to identify where some consensus was emerging among us for the work of renewal, restructuring, investment and the like.

This good work of Synod provided a roadmap and a mandate for the 2025 Executive Council to go to work organizing those priorities into a plan for tangibly pursuing them together as a diocesan family of churches. A lot of hard work by the Council over three to four months brings us to the point now to share this workplan with the diocese. This document will help guide our efforts over the next 18 months as we strive to follow God's call.

Appendix III: Frequently Asked Questions

What is the Diocesan Workplan: a Way Through the Wilderness?

This is a strategic roadmap for the Diocese of Edmonton over the next 1.5-2 years. Developed through deep consultation and spiritual discernment, it provides concrete actions to renew, revitalize, and reimagine our church in line with Gospel values and responsive to present and emerging community realities.

How did this process begin?

This process began with the sobering *Gone by 2040?* report based on statistical data which projected a rapid decline in numbers and resources across the whole of the Anglican Church of Canada. This sparked significant reflection in the Diocese of Edmonton and led Bishop Stephen London in 2021 to initiate a diocesan-wide conversation on the future of the church, resulting in the foundational document *Finding Our Way*.

What was *Finding Our Way*?

Finding Our Way was a statement of vision born of diocesan-wide reflection, listing five broad principles and twelve aspirational goals. Though initially values oriented and primarily conceptual, it helped shape the direction for more practical planning to follow.

What came after *Finding Our Way*?

Following Synod 2022, the diocese sought a more structured path forward. Consultant Anna Bubel was engaged to conduct a comprehensive Environmental Scan of the existing asset areas of all the parishes, resulting



in the *Listening in Spirit* report presented to Synod in 2024. This work was central to shaping the current strategic plan.

What is the “Logic Model” approach and why are we using it?

A Logic Model is an organizational tool which helps convert aspirations into actions. It links our goals with real-world outcomes, resources, and success indicators—keeping the plan focused, adaptable and accountable.

What are the Six Guiding Principles of the workplan?

1. Inviting Witness – Celebrating the Good News of Jesus Christ that is generous, hopeful, inclusive and faithful.
2. Purposeful Discipleship – Providing people of all ages and backgrounds with opportunities to practice the Way of Jesus, grow in faith and share their gifts in ministry.
3. Vital Congregations – Supporting established and newer expressions of faith community in discerning and embracing their local callings and purposes.
4. Collaborative Community – Increasing communication between parishes and regions, working more closely as a diocesan family of churches and building deeper relationships with ecumenical partners.
5. Innovative Stewardship – Developing diocesan financial and physical assets to encourage greater sustainability and the generation of resources that benefit all.
6. Courageous Justice – Seeking right relationships among all people and with the whole of creation.

Can you give an example of how this plan will lead to action?

Under the Guiding Principle of Vital Congregations, one of the Outcomes we are seeking is that every parish will have defined its mission and purpose and chosen a pathway towards more intentionally pursuing it. The Activity which is specified to support this is the provision to create a new diocesan leadership role called the Coordinator of Missional Renewal, who will collaborate with local parish leadership to provide resources and support in charting more focused and sustainable ministry futures. We will know this action is bearing fruit by the Indicator of 33% of parishes having completed this process by fall of 2026, 66% by fall of 2027, etc.

How will you track progress?

The plan includes indicators of progress—quantitative where possible (e.g., event participation, financial sustainability), and qualitative where appropriate (e.g., spiritual growth, collaboration). These will be monitored and managed by Synod Office staff and others over the next 18 months. Regular reports to the Executive Council, engagement with other diocesan Committees and a presentation to Synod in 2026 will ensure transparency and momentum.

Who is leading this initiative?

We believe leadership must always be widely collaborative, and especially so with this plan. The bishop, together with the elected and appointed members of the diocesan Executive Council, carry the ultimate responsibility for its oversight, but there will be a significant number of new or renewed committees and action teams that will each play their essential parts. The Synod Office staff, enhanced by the addition of several term-limited contract positions during the 18–24-month period, will also provide leadership in various ways. In particular, the existing staff role of the Canon to the Ordinary and Diocesan Executive Officer, Scott Sharman, will be refocused for the next year and a half to function as a Strategic Plan Animator who will provide ongoing coordination of the many moving parts.

How is this process being funded?

An estimated \$781,000 will be drawn from the already existing diocesan Strategic Futures Fund to support the first 18 months of implementation. This investment is intended to position the diocese for long-term renewal and sustainability, and ultimately to support our ongoing mission to love and bless the world.

How can I be part of this journey?

There are many ways to participate. These include: praying for the Spirit's guidance, joining conversations in your parish about how this plan might influence your ministry locally, contributing your time and talents to various events and action teams, and sharing feedback and ideas as the work unfolds.

What is the timeline moving forward?

Implementation begins now, in mid-2025. Early actions and structures are being established through late-2025 and early-2026. There will be evidence and indicators to reflect on by late-2026. Synod 2026 will evaluate progress and refocus the priorities for 2026–2028.

What makes the theme “A Way Through the Wilderness” meaningful?

The theme is drawn from Isaiah 43:18–19, which references biblical Israel's exile journey and the promises of God to meet them in that time of transition and change. In our day, we face our own kinds of disruption and uncertainty—but also with genuine signs of hope and renewal. This theme reminds us that we are not alone, that our story is not over, and that God is calling us forward on a transformative path.