

Preliminary Statement of Case

Cast and Gather, Raise and Send



Jesus said to them, “Children, you have no fish, have you?” They answered him, “No.” He said to them, “Cast the net to the other side of the boat, and you will find some.” So, they cast it, and now they were not able to haul it in because there were so many fish. (John 21:5-6)



God has provided for us in all things. Just as Jesus tells his disciples in John’s gospel to cast their nets anew to find the provision already made for them, so too are we called to do new things as we prepare for God’s future across our diocese.

Trusting in God, we recognize the profound challenges before us. Many parishes face the strain of aging infrastructure, deferred maintenance, and limited resources to adapt to the changing needs of local communities. Attendance and engagement, especially post-pandemic, are also strained. Of our 195 parish communities, only 15% currently have youth ministries. Discipleship, faith formation and connection remain among our most urgent needs.

Over the past two years, more than a thousand ordained and lay leaders have prayerfully considered how all of us can renew our commitment to be salt and light to the world. **A roadmap emerged, the *Cast the Net* missional plan, with 20 Calls to guide us as we build up places of connection and purpose. Places filled with the Spirit and rooted in the Word.** Cast the Net is our response to Christ’s call to deepen our commitment and reimagine what ministry can look like. Expressions of this will be different in every person and parish. They will also require financial resources to be successful. But God is able to bless us abundantly, so that in all things at all times, having all that we need, we will abound in every good work (2 Corinthians 9:8).

Together, let us cast our nets deeper, gathering God’s provisions to raise up our parishes and send out followers of Christ to serve the world God loves. Inspired by the Holy Spirit, let us weave a net of support across our diocese, so that our parishes are spiritually and financially empowered to thrive and remain vibrant centres of faith and community for generations to come.

Casting the Net Wide: Preliminary Case for Support

Our Preliminary Case for Support aligns with the Cast the Net outcomes: **Renewing Spirituality, Inspiring Faith in Action, Reimagining Ministry, and Transforming Diocesan Culture.** With Christ at the centre, the Case reflects the priorities and key areas of need voiced by clergy and laity across the diocese and has been, designed to put parishes first.



Parishes First: Growing Capacity at Every Church [\$27,000,000]

Every parish is a unique expression of faith, with its own specific needs. The proposed campaign provides an extraordinary opportunity for parishes to raise funds that align with their individual goals—whether to enhance ministries, address physical infrastructure needs, or envision new ways to serve their communities. It is for parishes, by parishes, with resources and support from the synod office.

A significant portion of the funds raised—at minimum 60 cents of every dollar—will remain with the parish that raised them. A flexible sharing formula will enable parishes with extenuating needs to retain additional funds. Parishes participating can anticipate raising approximately 1.5 times their annual givings **pledged over a five-year period**. Funds raised above a parish’s goal will be retained 100% by that parish. This initiative is rooted in the priorities of each parish. As such, each parish is encouraged to craft a Parish Case for Support that addresses its unique needs and vision for the future.

Growing parish capacity is a central feature of the proposed fundraising campaign. As part of an ongoing effort to transform diocesan culture, the campaign will include tools and resources intended to strengthen parishes and equip followers of Christ.

With access to Mission Action Planning, volunteer training, hands-on support, and communication materials, each parish will have the framework and guidance to first discern its priorities and then act. Often, parishes will see a 2-3% increase in their regular givings as a result of undertaking a campaign, connecting personally with parishioners and communicating the parish’s vision for the future. This plan is designed to meet parishes where they are and enable spiritual growth into the future.

The thing that surprised us the most was that actually going out to raise money has been the single most effective outreach pastoral activity that we could do.

When you go and sit on someone's sofa, half the time we talk about the campaign and the other half we are talking about their grandkids, for example.

– Anne Brace, St. Clement's, Eglinton



Diocesan-Wide Priorities & Stewardship Goals [\$18,000,000]

The following initiatives aim to weave a net of support across our diocese, so that together as followers of Jesus, inspired by the Holy Spirit, we can serve the world God loves. Parishes will be able to access these funds in a similar process to requesting funds from the Ministry Allocation Fund (MAF). It is expected **that approximately 40% of the funds allocated to these priorities will be directed to parishes** over the next 5 to 10 years. The remaining portion of the funds will be used to resource the synod office in support of executing the missional plan.

Renewing Spirituality [\$3,400,000 over 5 years]

To be renewed and grow daily in our spiritual lives and to share our faith with others.

- **Faith Formation and Discipleship:** resources to enliven worship, deepen personal faith formation, nurture spiritual practices, and equip parishes in sharing of the message of God’s love.
- **Missioners:** planting new congregations and supporting diaspora communities by retaining gifted personnel called to this mission.

The past has shown us that we need to partner with other agencies in the community and lend our voices to various causes. The past has also shown us that we need to show our community who we are as a church.

- Rev. Shelly Pollard, St. Martin, Bay Ridges

Inspiring Faith in Action [\$1,600,000 over 5 years]

To seek justice, serve the needy, and respond with loving service and prophetic advocacy.

- **Parish Community and Diocesan-Wide Outreach:** supports to help us be Christ's hands and feet, engaging with food banks, housing assistance, and caring for vulnerable populations.
- **Support for Local Parish-led Advocacy:** tools to support faith-informed action on diocesan social justice and inclusion commitments, including Right Relations, housing affordability, food security, racial justice, and migrant rights.

Reimagining Ministry [\$7,650,000 over 5 years]

To encourage faithful and fruitful ministry in and through all generations who serve the life of the Church.

- **Invigoration of Generational Ministries:** renewing and growing ministries for youth, children, families and young adults by equipping clergy and lay leaders with additional resources, training, program development, and grants for innovative parish-led projects.
- **Imaginative Regional Ministry:** funding and staff to support the creation of unique, collaborative frameworks across parishes and regions to share resources, programs and administrative services while attending to the unique needs of parishes.
- **Innovative and Experimental Parish Initiatives:** funding for creative community outreach programs, such as pop-up worship spaces, non-traditional gatherings, or hybrid online/in-person ministries to reach and welcome others.
- **Transforming and Greening Churches:** supporting capital projects that reimagine and modernize church buildings as mission-driven facilities, as well as greening initiatives.



Transforming Diocesan Culture [\$5,350,000 over 5 years]

To live and work as the Body of Christ and to use the heritage of spaces across the diocese to serve God.

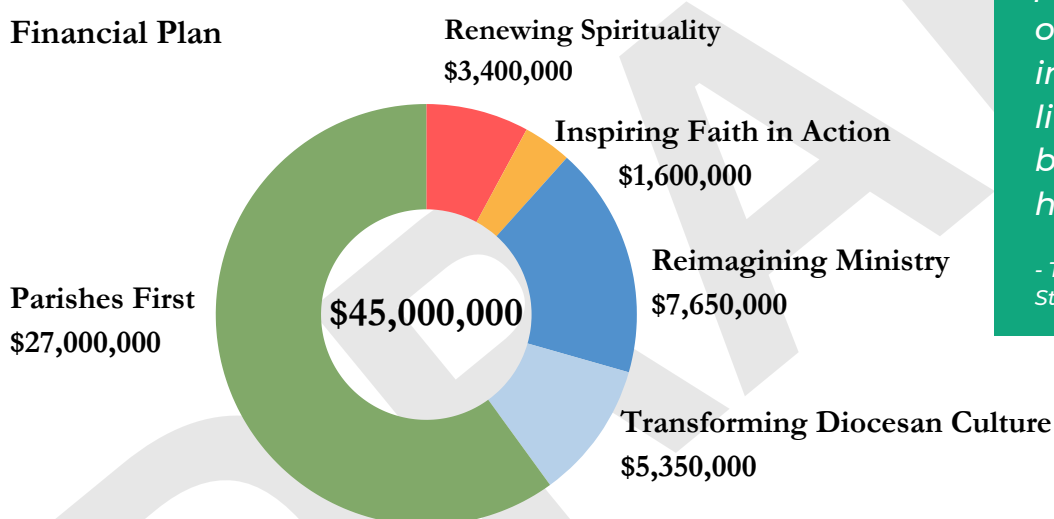
- **Shifting from Maintenance to Mission:** relieving church leaders with diocesan support for property management. Supporting maintenance planning and future-proofing facilities for long-term sustainability.

- **Empowering Leaders:** providing clergy and lay leaders with training, coaching and pastoral care so that they can bring their best selves and ideas forward to serve God and their communities.
- **Improving Communication Support:** equipping parishes with essential tools to enhance communications within their communities and fosters diocesan-wide transparency while sharing stories that inspire engagement.
- **Caring for Our Neighbours:** extending God’s love beyond ourselves, reaching those in need through the Council of the North, the Anglican Military Ordinariate of Canada, and partner dioceses around the world.
- **Walking Together:** Listening and walking humbly alongside Indigenous communities and taking meaningful action.

Many churches are places where people can come to belong, to pray together, to belong to communities of hope and joy. This is vital in our world today. Our buildings are places where this can happen. They also stand as visible witnesses to the world of the church's presence. The beauty of the buildings, inside and out, can lift weary souls, and bring a glimpse of heaven to earth.

- The Rev. Canon Robert Mitchell, St. Olave, Swansea

Financial Plan



An Invitation

We stand together on the frontlines of ministry, responding to God’s call with faith, courage, and hope. Your feedback and insights on this Preliminary Case for Support are essential as we discern how to best strengthen and sustain the work of our parishes and ministries.

Before proceeding with any fundraising campaign, we are gathering ideas and priorities that, with God’s help, will shape the future of our diocesan community. This effort reflects the unique and interconnected needs of every parish, supporting each other in mission and ministry. Your voice is vital in ensuring our shared vision reflects the hopes, challenges, and aspirations of all those who seek to cast the net wide and live out the Gospel in their communities.

Thank you for your prayerful consideration of this plan and for your participation in this feasibility study.

*Together, let's **cast** our nets deeper and **gather** input on a plan that will **raise up** parishes and **send** out followers of Christ to serve the world God loves.*





Preliminary Case for Support Details

Renewing Spirituality [\$3,400,000 over 5 years]

To be renewed and grow daily in our spiritual lives and to share our faith with others.

The *Season of Spiritual Renewal* is an invitation to deepen and transform the faith of Anglicans in communities of all shapes and sizes. Rooted in a grassroots approach, this initiative begins by listening—asking parishes what they need to grow spiritually and adapt to the challenges and opportunities of their unique contexts. Whether it’s providing parish-based formation resources, equipping lay and clergy leaders, or creating space for newcomers to Canada in our communities, this work is about planting seeds of renewal that take root in every corner of our community.

- **Faith Formation and Discipleship:** resources to enliven worship, deepen personal faith formation, nurture spiritual practices, and equip parishes in sharing of the message of God’s love.

Together, we can cultivate a diocesan community where every person in every parish has the opportunity for spiritual growth. In fact, we’ve already started. The current *Season of Spiritual Renewal* taking place in the diocese is equipping parishes with the tools to nurture personal faith development, share the Gospel, and form disciples. Initiatives like the 31 Prayers series, monthly leadership development sessions, and 40-50 planned workshops are empowering clergy and lay leaders with practical resources for faith formation and discipleship. With frontline ministry leaders from over 71 parishes already participating in workshops, this initiative is answering a deep call, building momentum for transformative change.

We now have an opportunity to build on that foundation, expanding programming on topics from leading spiritual groups and supporting parents in faith development to running programs like Alpha. We will also integrate creation care more fully into liturgy, prayer, and Bible study, providing additional learning opportunities in the area of creation theology, and embracing a holistic approach to faith formation. To sustain and expand this work, we propose continuing to build an open-source collection of resources, ensuring accessible, high-quality materials for every stage of the faith journey. Together, these efforts will inspire a movement of renewal, bringing the living power of the Spirit to our hearts, our parishes, and our communities.

- **Missioners:** planting new congregations and supporting diaspora communities by retaining gifted personnel called to this mission.

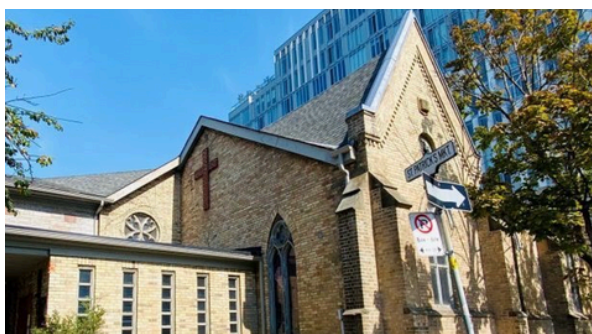
The diocesan community is called to boldly share Christ’s love with those who may not yet know it, including young people, new Canadians, parishioners who have not returned following the pandemic, and those who may be uncomfortable with the traditional church. A Missioner will support planting a parish, from scoping and planning, and preparation to launch, with leadership to share the Gospel. Through the Missioner initiative, we aim to equip the diocesan community to grow in its capacity for evangelism and welcoming.

Led by David Krause, Diocesan Missioner, this initiative will begin by identifying areas of greatest need and hiring Missioners to plant new congregations and support diaspora communities. David Krause will design the structure, facilitate development, and oversee recruitment to ensure Missioners are equipped to serve effectively. Existing parishes may apply as host parishes, supporting the planting of a new congregation. This work will build parishes with the ability to engage communities in meaningful ways.

God doesn't need our special plans, he just asks us to show up and look like Jesus... lead with community, lead with worship, lead with a congregation and we will figure out the building stuff later.

– Tyler Wigg-Stevenson, Vicar at St. George's Grange Park

Stories like that of St. George's in Toronto, replanted in 2024 by St. Paul's Boor St. after years of closure, show the power of intentional ministry and community engagement. Guided by the Holy Spirit and supported by Missioners, we can bring similar restoration and renewal to parishes across the Diocese, ensuring vibrant worship and transformative ministry.



Inspiring Faith in Action [\$1,600,000 over 5 years]

To seek justice for all, serve the needy, and respond with loving service and prophetic advocacy.

Our diocesan community is called to embody Christ's love through transformative action, addressing the pressing needs of our neighbours and fostering hope, justice, and reconciliation. The following initiatives aim to empower parishes and diocesan programs to live out the Gospel through outward acts of service, meaningful partnerships, and advocacy for systemic change.

- **Parish Community and Diocesan-Wide Outreach:** supports to help us be Christ's hands and feet, engaging with food banks, housing assistance, and caring for vulnerable populations.

Parishes will be empowered to serve their communities with allocated funds for vital outreach programs such as food banks, housing assistance, and support for vulnerable populations. Grants will be available to help parishes develop or expand initiatives that address local needs, including mental health support, food programs, and



refugee resettlement programs. Equipped to engage in outward acts of service, parishes will live into their role as members in the body of Christ, serving as beacons of hope and examples of self-giving love in their communities. These impacts will be felt across the diocese, with expanded supports for diocesan-led outreach ministries.

- **Support for Local Parish-led Advocacy:** tools to support faith-informed action on diocesan social justice and inclusion commitments, including housing affordability, food security, racial justice, Right Relations, and migrant rights.

Parishes will receive funding and support to engage in advocacy and address systemic challenges such as housing affordability, food insecurity, racial justice, and climate change. Clergy and lay leaders will be equipped with tools and resources to take faith-informed action on these critical issues. With the support of a part-time staff, pilot projects will model successful collaboration in addressing systemic concerns, enabling parishes to lead innovative efforts that inspire hope and transformation in their communities.

As part of our ongoing commitment to reconciliation, we will further invest in Indigenous-led programming to foster healing, trust, and collaboration within the diocesan community. Guided by the Rev. Leigh Kern, the Right Relations Coordinator, and supported by the Bishop's Collaborative on Right Relations, this ministry endeavors to weave Indigenous justice into our worship, life and witness by enhancing parish-based communication and provide practical guidance. Through continued partnership with Indigenous leaders, we aim to integrate Indigenous perspectives into worship, ministry, and land stewardship, recognizing the sacredness of the land and the profound spirituality that has sustained Indigenous peoples for generations.



Reimagining Ministry [\$7,650,000]

To encourage faithful and fruitful ministry in and through all generations who serve the life of the Church.

- **Invigoration of Generational Ministries:** renewing and growing ministries for youth, children, families and young adults by equipping clergy and lay leaders with resources, training, program development, and grants for innovative parish-led projects.

Generational ministry is at the heart of a thriving diocesan community, ensuring that children, youth, families, and young adults have opportunities to grow in faith and engage meaningfully with the church. Yet only 15% of parishes in our diocese have active youth groups. Together, we must collaborate and cast the net in new ways. By establishing a Director of Generational Ministries, we will provide leadership, resources, and guidance to parishes, equipping them to create dynamic, faith-filled programs that resonate with each cohort and help establish life-long relationships with Jesus. This initiative will **support clergy and lay leaders with training, program development, and grants for innovative parish-led projects.** Our aim is to create ministry opportunities that

demonstrate the diversity and creativity of our diocesan community, whether through youth retreats, family discipleship workshops, outreach events for young adults – or completely new ideas!

- **Imaginative Regional Ministry:** funding and staff to support the creation of unique, collaborative frameworks across parishes and regions to share resources, programs and administrative services while attending to the unique needs of parishes.



In a time when collaboration and adaptability are vital for the future of the Church, imaginative regional ministry models are a transformative way to support parishes and regions. These models are authentic to the unique context of each region, ensuring that collaboration aligns with the specific needs and opportunities of local parishes. By fostering partnerships and resource-sharing, regional ministry aims to enable stronger, financially agile local parishes that can continue serving their neighbourhoods.

To enable this effort, staffing is critical. A new **Regional Ministry Development** diocesan staff position will provide targeted leadership and support to clergy and laity engaged in these initiatives. By focusing on adaptive leadership, we will empower leaders to innovate in real-time, addressing the unique needs of their communities. Bridge funding for these efforts will build on the success of "Cast & Learn" grants, devoting additional resources to scale these initiatives.

- **Innovative and Experimental Parish Initiatives:** supporting creative community outreach programs, such as pop-up worship spaces, non-traditional gatherings, or hybrid online/in-person ministries to reach and welcome others.

By funding projects like pop-up worship spaces, non-traditional gatherings, and hybrid online/in-person ministries, we aim to create opportunities to engage diverse groups and explore new expressions of Christian faith and life.

Initiatives like Hiking Church connect spiritual practice with care for creation, while Indigenous perspectives deepen our understanding of stewardship. These efforts reimagine ministry as dynamic, inclusive, and transformative – and the possibilities are endless.

We envision creating centers of excellence across the diocesan community where successful initiatives, such as welcoming young adults, partnering with local organizations, or rethinking ministry for urban condo dwellers, can be shared and replicated. Stories of innovation, hope and community connection will be celebrated and communicated to inspire others. With these imaginative models, we will transform the way parishes work together, building vibrant and sustainable ministry diocesan-wide for generations to come.

- **Transforming & Greening Churches:** supporting capital projects that reimagine and modernize church buildings as mission-driven facilities, as well as greening initiatives.

We are committed to establishing a fund to support capital projects that reimagine and modernize church buildings. This funding will enable parishes to transform their spaces into community hubs, multi-use facilities, or centers for mission-focused ministry. In addition, we will invest in greening initiatives to reduce the carbon footprint of our properties, fostering commitment to creation care and environmental stewardship. These efforts will help ensure that our church buildings remain welcoming, functional, and equipped to serve future generations.



Transforming Diocesan Culture [\$5,350,000 over 5 years]

We live and work as the Body of Christ, each member connected to the whole, and each valued for their unique gifts.

Together, we are called to address challenges of burnout, communication gaps, and operational inconsistencies that have caused tension and uncertainty. We strive to live and work as a dynamic net of shared relationships - interconnected and valued for unique contributions. Our strength as a diocesan community lies in how we support and collaborate with one another, creating a 'net' of shared resources and mutual care that mirrors God's generative design.

- **Shifting from Maintenance to Mission:** relieving church leaders with diocesan support for property management.

Church leaders, including wardens, property committee members, clergy and others, carry the weight of their buildings, and it can contribute to burnout. To strengthen the management and stewardship of diocesan properties, funding will support the creation of a diocesan **property management coordinator**, dedicated to equipping parishes with essential tools and resources for sustainable and efficient property use. This position will oversee centralized lease and license management, facilitate a shared property services framework for multi-parish collaboration, develop a group purchasing program to reduce costs and administration for parishes, and integrate sustainability principles into property planning. This role will empower parishes to optimize their resources, ensuring properties remain vibrant, mission-driven spaces for ministry and community engagement.

- **Empowering Leaders:** providing clergy and lay leaders with training, coaching and pastoral care so that they can bring their best selves and ideas forward to serve God and their communities.

The Church and its leaders are emerging from a time of deep fatigue, marked by growing demands for spiritual connection, both with Christ and one another, and pastoral care. Clergy and lay leaders alike seek opportunities to be equipped and empowered for roles in worship leadership, pastoral care, and community outreach. To sustain thriving parishes, we must invest in the well-being and development of our leaders, ensuring they are prepared to meet the evolving needs of their communities.

To address these needs, the diocesan community will expand training and coaching programs for both clergy and laity. Clergy will benefit from **executive coaching**, with 20 participants annually, while partnerships with universities will offer **continuing education** to strengthen ministry leadership. A network of mutual support will connect active and retired clergy, fostering encouragement, shared learning, spiritual guidance, and renewal. By nurturing and equipping our leaders, we prepare every parish—large or small—to thrive in its mission to share God's love.

- **Improving Communication Support:** equipping parishes with essential tools to enhance communications within their communities, and foster diocesan-wide transparency while sharing stories that inspire engagement.

Like the net Christ calls us to cast, our diocese is a net made of parishes. Each working side by side in unique ways, but with a shared mission. A strong network requires clear and effective communication to foster connection and collaboration. We have an opportunity to improve communications in two ways: outwardly, to the communities we serve, and inwardly, across our network.

Funding will be allocated to help parishes enhance their outreach efforts, including creating or improving websites, printed signs, and materials to support ministry initiatives. These tools will enable parishes to better engage with their communities, inviting newcomers and sharing stories of faith and service.

Funding will also support improved communication across the diocese, including between diocesan leadership, staff, and clergy. By increasing two-way communication, enhancing transparency and ensuring timely, consistent updates, we aim to build stronger connections and trust across all levels of the diocesan community.

- **Caring for Our Neighbours:** extending God’s love beyond ourselves, reaching those in need through support of Alongside Hope (PWRDF) the Anglican Military Ordinariate of Canada, and partner dioceses around the world.

In partnership with Anglicans across Canada, we will support vital initiatives, including Alongside Hope (formerly the Primate’s World Relief and Development Fund), the Council of the North, the Anglican Military Ordinariate of Canada, and partner dioceses around the world. Christ’s example calls us to challenge inequality and extend God’s love through tangible acts of care. By contributing to these efforts, we affirm our commitment to serve those in need both within and beyond our communities.

- **Walking Together:** Listening and walking humbly alongside Indigenous communities and taking meaningful action.

For more than 25 years, the Anglican Church of Canada has been committed to healing and reconciliation with Indigenous communities. Through the support of the Healing Fund, 45 projects within our diocesan community have fostered justice, truth, and renewal. Yet, our work is not done. This campaign will deepen our commitment by expanding Indigenous-led programs, strengthening relationships, and ensuring that reconciliation is woven into the fabric of our diocesan life. In partnership with the Council of the North, we will also contribute to replenishing the national church’s Anglican Fund for Healing and Reconciliation, helping to sustain vital initiatives that support Indigenous communities across Canada.



Financial Plan

Preliminary Case Financial Plan - 5 Years	
	Cost Estimates
Parishes First (60+%)	\$27,000,000
Renewing Spirituality	\$3,400,000
• Faith Formation and Discipleship	\$400,000
• Missioners	\$3,000,000
Inspiring Faith in Action	\$1,600,000
• Parish community and Diocesan-wide Outreach	\$1,250,000
• Support for Local Parish-led Advocacy	\$350,000
Reimagining Ministry	\$7,650,000
• Invigoration of Generational Ministries	\$650,000
• Imaginative Regional Ministry	\$1,500,000
• Innovative and Experimental Parish Initiatives	\$500,000
• Transforming and Greening Churches	\$5,000,000
Transforming Diocesan Culture	\$5,350,000
• Shifting from Maintenance to Mission	\$400,000
• Empowering Leaders	\$1,900,000
• Improving Communication Support	\$750,000
• Caring for Our Neighbours	\$1,150,000
• Walking Together	\$1,150,000
Total Preliminary Campaign Goal	\$45,000,000