



M & M International Inc.
Consulting Services

Faith Based Funding Services

Planning Feasibility Study Final Report

The Anglican Diocese of Ottawa

June 2010

Confidential

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INTRODUCTION

We are pleased to present this Planning Feasibility Study Final Report to the Anglican Diocese of Ottawa outlining the details of *M & M International*'s findings and recommendations for a proposed financial campaign. The purpose of the Study was to test the ability of the diocese to raise \$30,000,000 through a financial campaign. By means of a series of personal face-to-face meetings, open forums and online surveys, *M & M International* personnel set out to refine the Case for Support as well as gauging the ability of the diocese to provide funds for the Case and to attract leadership and volunteers for a campaign.

This report outlines the Planning Feasibility Study findings. It begins by illustrating the Study process, thereby highlighting and identifying the key components, which were critical to the process. The second part contains an in-depth analysis of the findings and observations. Following this is a detailed evaluation of the essential elements of a campaign as they pertain to the Diocese of Ottawa. Lastly, we present our recommendations to be considered by the Diocese prior to launching a fundraising initiative.

At this point it is useful to note the principal objectives of this Planning Feasibility Study:

- To gauge the lay and clergy views on the image of the diocese.
- To define and assess the various strengths and weaknesses of the Diocese of Ottawa's Case for Support as it relates to a possible fundraising initiative.
- To assess the appeal of the proposed Case for Support, to those closest to the Diocese of Ottawa.
- To determine the level of financial contributions that could be expected from select individuals and others in and outside of the diocese that would be necessary to ensure a successful campaign.
- To identify a potential campaign chair(s), leaders and volunteers for committees
- To determine the most appropriate time for a financial initiative.
- To determine if the identified \$30,000,000 goal is realistic and attainable.

At *M & M International*, we are conscious of our responsibility in presenting this report and our recommendations. It is our goal to be both clear and concise in our statements and to present a report that will be of substantial value to the Diocese of Ottawa in developing its fundraising plans and objectives for a potential financial initiative.

This report represents *M & M International*'s professional judgment. Our experience provides the basis for our assessment of the advice and counsel solicited from the Planning Feasibility Study participants, and other key people who made contributions outside of the formal interviews.

The findings of the Study are attitudinal in nature and based on individual perceptions and opinions. Accordingly, counsel has attempted to illuminate the statistical findings with narrative explanations and insights. As a result, the efficacy of these observations lends a much greater degree of precision to the Study findings.

We have enjoyed this opportunity to participate in the development of the fundraising plans for the Diocese of Ottawa and to play a part in the work of the diocese. We would like to acknowledge the efforts and the assistance provided by the Case Statement Working Group, the Financial Development Panel of the Diocese of Ottawa, The Right Reverend John Chapman and Ms. Jane Scanlon. We are also grateful to Neil Gorman for scheduling the face-to-face interviews and Open Forums. Most importantly, we wish to thank all of the individuals who gave freely of their time to assist the diocese and us with this Study.

We look forward to being of service in the future and to helping you achieve your fundraising goals at the Anglican Diocese of Ottawa.

Yours in Christian Service,

Murray McCarthy

Consultant

Martha Asselin

Consultant

EXECUTIVE SUMMARY

M & M International was retained by Anglican Diocese of Ottawa to conduct a Planning Feasibility Study to investigate the support for a \$30,000,000 financial campaign to fund the following:

- Parish capital and ministry needs.
- The educational and training needs of laity and clergy of the diocese.
- The ongoing program needs of the Diocese of Ottawa as outlined in the 2007 Strategic Plan.
- The curacy, internship, scholarship and bursary needs of the diocese.
- The current financial needs of the existing Community Ministries.
- Future Community Ministry opportunities identified by the diocese and parishes.
- National and International mission and ministry needs of the Anglican Church of Canada.
- New church construction, church planting and parish capital needs identified by the diocese and parishes.

Study Findings

The process used in the feasibility planning study was so comprehensive that it provided literally tens of thousands of bits of information – including statistical data as well as comments by parishioners and others across the diocese. The study tools employed, including consultations with groups, individual interviews, open forums and online surveys, provided a comprehensive and inclusive process unlike any other in Canada to date.

Image

The Anglican Diocese of Ottawa is perceived favourably by the vast majority of respondents. The diocese is seen to be increasingly well managed and in touch with issues of importance. Bishop John Chapman was mentioned frequently as someone of integrity and a fine leader. Nearly ninety-three percent (93%) of respondents have a good or very good opinion of the diocese. When asked what opinion others might have about the diocese, the results were less

favourable. Respondents generally feel that others would not be as positive as they are about the diocese. However, the overall opinion is still very strong.

- On balance, people are very happy with the overall state of the diocese but concerned with the deficits that their parishes run.
- Respondents want to know what visionary response leadership has for the decline in parish rolls and the subsequent decline in parish revenue.
- Respondents in rural regions of the diocese would like to benefit more directly from programs offered by the diocese.
- Respondents have a strong connection to their individual parishes.
- The Bishop is highly regarded and a respected leader of the diocese.

Case for Support

In general, the content of the Case for Support was clearly understood by respondents in both the face-to-face interviews and by those who participated in the online survey. However, many viewed the Case for Support as a document that, while directional, lacked specifics. Others mentioned that it lacked excitement and may be seen as a document that maintains the status quo.

Respondents were careful to respond as accurately as possible to whether they supported the many elements of the Case. Leadership and Congregational Development was highly supported as was Youth Ministry, Council of the North, Community Ministries, church planting and capital needs, and local parish needs. The other elements received more modest support, and the details of that support will be highlighted in the body of this report.

The Study has delivered a clear message as to what parishioners in the diocese are prepared to support financially. Nearly 86% of respondents in the face-to-face interviews expressed “POSITIVE” responses toward the Case for Support and therefore likely to support a campaign financially.

Leadership

In the current climate, leadership and volunteers for a campaign can be difficult to identify and engage. This is not a source for concern for the Anglican Diocese of Ottawa where support for participation on committees (55% excellent and good) shows that people are generally willing and ready to become involved. Leadership potential was marginally better with approximately 61% of respondents evaluated as having outstanding and good potential to lead a campaign.

Goal Attainability

Participants were not optimistic about the attainability of a \$30 million goal with less than 1 in 5 believing that the diocese could raise such an amount (16.7%). Participants suggested that people in the diocese generally have capacity to give; however, many recognize that parishes in the diocese are struggling with their own budgets and many parishioners are on fixed incomes.

Financial Support

A very high proportion (93%) of participants would consider a financial gift to a campaign in the diocese. The online survey produced a lower percentage of potential funders to the diocese with slightly more than seventy-five percent (75%) agreeing to give or consider a gift to a financial initiative. Eighty-two percent of participants disclosed an amount while an additional 18 % of respondents in the face-to-face interviews preferred to withhold their gift amount at this time. The value of potential gifts ranged from \$697,000 to \$950,000 or slightly more than \$7,100 as the average gift amount. The online survey captured another 52 gifts that ranged from \$214,000 to \$350,000 or slightly more than \$4,125 per gift. There were only three (3) major gifts of \$50,000 or above identified in the study. Finally, greater than ninety percent (90%) of face-to-face participants were graded as likely to give or as probable givers to a campaign as assessed by the *M & M International* interviewers.

It needs to be noted that the potential for bequests from parishioners in their Will was high with nearly thirty-two percent (32%) of those interviewed suggesting that they have already left a bequest to the church. An additional thirty-eight percent (38%) suggested that that they

would consider discussing a planned gift. The parishes and diocese stand to benefit the most from attracting these bequests with nearly sixty-seven percent (67%) willing to leave their bequests with them.

Other

A number of other key factors were indicated, and the participants were eager to offer opinions and suggestions that would support the successful implementation of a campaign. Complete transparency and increased communications efforts were seen as essential in the eventuality of a financial campaign, and there was general agreement that the Case for Support requires more specificity.

Recommendations

The following are recommendations that have been developed by the study team. We believe that the following recommendations, if well planned and executed, will have a positive impact on the overall success of a diocesan campaign:

- Send personal thank you letters to all study participants.
- Set a goal of no more than \$12,000,000 to be split 50% to the parishes and the remaining 50% for diocesan and national church funding.
- Prepare for Diocesan Synod this fall.
- Develop a 5 year Fundraising Plan for the diocese.
- Refine and rewrite the Case to focus on three specific areas of support:
 - Mission and Ministry Initiatives – A Mission Church
 - Education and Training Initiatives – A Learning Church
 - Capital Initiatives – A Witness Church
- Evaluate the lower priority elements and determine whether they are fundable campaign priorities for the diocese.
- Develop a Communication Plan to support a fundraising initiative and communicate the results of the Planning Feasibility Study diocese wide.

STUDY OVERVIEW

Methodology

M & M International collaborated with members of the Diocese of Ottawa Financial Development Panel and other key individuals to compile a list of potential interviewees representing a broad cross-section of the diocese, whose insight and support was deemed critical to the success of the proposed fundraising program. *M & M International* also collaborated with staff and the Case Statement Working Group to develop a preliminary Case for Support to give participants the needed background information about the diocesan plans. The intention of the Study was to invite a wide sampling of interviewees, representing the overall demographics of the diocese, to provide a broad cross-section of opinions about the Case. Individual invitation letters and the Case for Support were sent to approximately 150 potential interviewees. While we conducted 119 personal interviews, 128 opinions were solicited in total. (Please see the Appendix for a list of study participants). On a few occasions, parishioners chose not to respond to some of the questions asked. We also conducted 7 Open Forum sessions throughout the diocese on April, 15th, 19th, 20th, 21st, 27th, 28th and 29th. At the open forums, respondents were offered the option to complete an online survey or a paper questionnaire.

Neil Gorham called all interviewees to set-up a face-to-face interview appointment with either Martha Asselin or Murray McCarthy of *M & M International*. Interviews were conducted over a three week period concluding in late March 2010.

Participants in the Study were asked to comment on issues relating to elements of a successful fundraising initiative and the Case for Support. These included:

- their personal perceptions of the diocese and their views of leadership,
- their response to the diocesan plan to fund the many strategic initiatives of the current strategic plan,

- their personal giving intentions in the proposed campaign
- their inclination to volunteer for a proposed campaign
- their thoughts on available leadership and specific individuals who could lead a potential campaign,
- suggestions that would assure a successful capital campaign,
- their opinions as to whether the diocese should launch a financial campaign,
- their intention to leave a planned gift or a bequest to the parish, diocese or national church
- their desire to support specific programs and ministries of the Anglican Church of Canada financially.

Finally, the participants responses were recorded in a questionnaire and their comments were compiled in an online database after the interview was completed. Their responses and their opinions serve as the basis for the series of recommendations included in this report.

At the conclusion of each interview an overall summary of interviewee responses was recorded based on their:

- attitude,
- likelihood of volunteer participation,
- leadership potential and
- level of financial support expressed.

M & M International Team

The following members from M&M International worked on this Study:

Murray McCarthy	Study Supervision
Partner Consultant	Preparation of preliminary Case for Support
	Review of Preliminary Case for Support
	Open Forum facilitation
	Study Interviews
	Analysis and development of recommendations
	Report review

Martha Asselin	Review of prospective interview list
Partner Consultant	Study interviews
	Review of Preliminary Case for Support
Canon Ebert Hobbs	Analysis and development of recommendations
Special Consultant	Report preparation and review

We gratefully acknowledge the members of the Financial Development Panel made up of The Right Reverend John Chapman (Chair), The Rev. Canon Allen Box, Ms. Susan Garvey, Mr. Michael Herbert, The Ven. Peter John Hobbs, The Rev. Pat Johnston, Ms. Susan Lewis, Ms. Monica Patten, Ms. Jane Scanlon and The Rev. Richard Vroom and the entire staff of the Diocesan Synod office and other participants for their guidance and support throughout the study process.

THE STUDY

Factors for Campaign Success

Drawing on *M & M International's* extensive experience with church organizations of all sizes, the following factors have been identified as being critical to achieving fundraising success. For the purposes of this study, supportive and mildly supportive responses are considered favourable.

A Positive Image – A Diocese that is seen to be working actively in the community and with their community, in the spirit of Christ, is more likely to succeed in a fundraising campaign if the initiatives in that campaign relate directly to the overall goals of Christian ministry.

An Urgent and Compelling Case for Support – A Diocese seeking support must communicate the urgency of the plans and find specific and appealing opportunities for support and participation. The mission and vision of the diocese must relate to the overall goals and aspirations of the parishes and the National Church.

An Attainable Goal - It is important that a campaign's financial goal be seen to be attainable. At the same time, the goal must challenge people to make sacrificial and proportionate gifts.

Overall Support - Financial support for campaigns comes from both major donors, who represent a small portion of most parish membership, and from others in the diocese. Recent campaigns in parishes, while dependent on major gifts, can succeed with broad support from many parishioners – and not just a few major donors.

Committed Leadership - Major fund-raising initiatives need high-level volunteer leadership to succeed. In addition, volunteers are needed to do a number of campaign related tasks at

the diocesan and parish level. Support of clergy in the diocese is critical to the success of any diocesan campaign and they will play a key role in leadership both at a senior campaign level and in their parishes.

Readiness to Conduct a Campaign – Preparation and organization by leaders in advance of a campaign is essential to its success. In other words, organizations and their leaders that do much of the work ahead of a campaign succeed during them. Establishing priorities, cultivating volunteers, communicating the goals, and generally advancing the vision and mission of the diocese are all important aspects of good fundraising and effective campaigning.

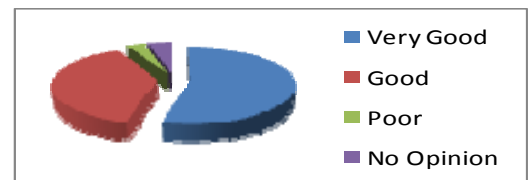
Findings and Observations

This section deals specifically with the shared views of respondents in both the face-to-face interviews and in the online survey. Each section of the questionnaire provides unique and important qualitative and quantitative feedback. The information gathered during the interviews and Open Forums will be communicated, in detail, in this section. When counsel assesses support for a program element both affirmative and qualified support is considered favourable. “Somewhat important” and “maybe” responses are essentially requests for more information; which when forthcoming would result in a favourable donor response.

BACKGROUND

Question 1: What is your personal opinion of the diocese?

Very Good	53.78%
Good	38.66%
Poor	3.36%
No Opinion	4.20%



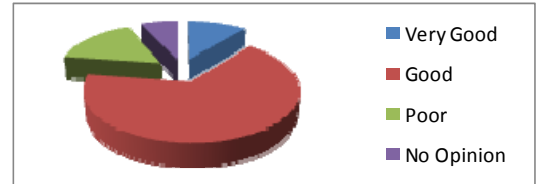
Observations:

More than 92% of face-to-face respondents and over 85% of online respondents have a favourable opinion of the diocese. Slightly more than 5% have a poor opinion. Overall,

participants view the diocese as a very good organization.

Question 2: How do you think others perceive the diocese?

Very Good	10.92%
Good	66.39%
Poor	15.97%
No Opinion	6.72%

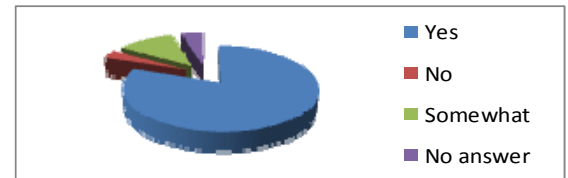


Observations:

Participants felt that others were not as likely to rate the diocese as highly as they did. This is an interesting outcome reflecting the need for the diocese to be very visible to people inside and outside of the Anglican community.

Question 3: Do you understand the requirements of the diocese, the parishes and the National Church as stated in the Case for Support?

Yes	83.19%
No	3.36%
Somewhat	11.76%
No answer	5.04%

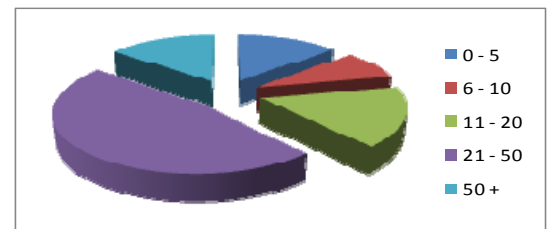


Observations:

The vast majority of respondents understood the Case for Support and the needs as stated. Overall, 94% of all respondents “understood” the Case or “somewhat” understood the needs as detailed. Their comments, therefore, are based on a knowledge and understanding of the diocesan, national church and parish goals.

Q4. How many years have you been involved in the Anglican Church in the diocese of Ottawa?

0 - 5	13.45%
6 - 10	8.40%
11 - 20	16.81%
21 - 50	47.06%
50 +	14.29%



Observations:

The study participants represented a broad cross section of individuals with varying years of participation in the diocese. The advice we received was based collectively on thousands of years of experience in the diocese.

CASE FOR SUPPORT

The Preliminary Case Statement presented to participants reflected the needs of the diocese as outlined in the 2007 Strategic Plan. While the current plan ends in 2012, it was generally felt that the major priorities would continue into and through the next strategic plan that would run until 2017. Therefore, the input from leadership and the grassroots parishioners of the diocese is important; not only for the planning committee of the 2017 document, but for the Bishop, diocesan staff and the strategic planning committee charged with developing the next strategic plan.

The Case for Support document conveyed the message well and more than ninety four (94) percent of respondents understood the requirements. Equally as many were aware of the financial needs before the study was conducted. Diocesan leadership has been well informed of the needs. Many in the parishes were also informed, however, they were not as intimately familiar with the all of the issues of the strategic plan.

Ninety-two (92) percent are “supportive” or “somewhat supportive” of the plans, although many respondents suggested that the Campaign Case must be specific, narrative and more compelling. Many stated that the Case is a “motherhood document”; covering all of the needs well but with a lack of sharpness, clarity or vision.

Support for “**Parish Needs**” and the “**Established Community Ministries**” garnered the most “Highly Supported” responses while “Liturgical Development” and “Diocesan Partnerships” garnered the lowest “Highly Supportive” responses.

It is not surprising that the most highly supported elements of the Case for Support were the established community ministries and the parish needs. The parishes are at the heart of the diocese, and their financial requirements are also a high priority. More than ninety (90) percent of interviewees believe that their parishes have needs that can be met through a financial campaign in the diocese.

The Community Ministries are high funding priorities for parishioners in the diocese. They are deeply committed to the mission of the ministries and believe that they are directly involved in God's mission in Ottawa. But extending community ministries beyond the city of Ottawa is seen as a priority. Respondents were clear about the need for support of ministries in the seaway valley area of the diocese and the Ottawa Valley areas. Cornwall and Smiths Falls were two areas named as places where community ministry money could be distributed to meet the social justice needs there. There is a desire on behalf of respondents for the diocese to look well beyond the current community ministries to establish financial support for food banks, hospices and shelters to mention a few.

The programs suggested in the preliminary Case for Support only partially met the criteria of the study participants. A fund established for parishes whereby applications are submitted for funding is not seen to be an adequate method to provide seed money. This seed money, while appreciated, supports the implementation requirements but neglects the ongoing funding needs of the local ministry. The application process is seen to be onerous and therefore many parishes would opt to raise money internally. For this reason, the Parish Outreach Project Grants and the Parish Ministry Initiatives fund scored more modestly. Respondents would prefer a process where **Community Ministries** staff reviews applications for ministries and provides funding for them as they are established. Parishioners in the poorly serviced areas would take more interest and be more enthusiastic about their support knowing that needs in their geographic areas were being supported.

Respondents believe that **Leadership and Congregational Development** priorities are critical to support. Along with Youth Ministry, these two elements garnered the highest overall support in the face-to-face interviews and in the online survey. Support for education

of clergy and scholarships and bursaries for theological students - our future leaders - also received high overall support. The diocese has a clear role to play with parish clergy and lay leadership in the sphere of education. Respondents were in favour of that role and would be willing to provide financial support for continuing education.

Youth Ministry is also a highly supported component of the Case for Support. However, many feel that the current program does not meet the variety of needs in the parishes across the diocese. Specific events and trips to New Orleans, for example, are seen as serving a small percentage of the youth in the diocese. Parishes are seeking an integrated program where youth can be engaged in parish activities to build a vibrant grassroots program. St Paul's Kanata is an example of a parish that has established a wonderful program; however, some would say that the diocese has had little or no impact on their success. Although there are no answers as to the best way to conduct a diocese-wide youth program, people would like to engage in a conversation about it so that parishes across the diocese can build vibrant programs under the tutelage of a strong and engaging youth leader.

Church planting or new church construction and support for parishes that have capital needs are top priorities for parishioners in the diocese. Respondents recognize the need to support construction of new churches where needed and Barrhaven is a good example. However, many participants would like to see a capital plan for final generation churches and the subsequent redeployment of those assets into new churches or expanding ones. The diocese needs **a solid plan** in place that details the funds available for redeployment and identification of churches that will provide this “resurrection money” from the sale. Respondents would respond more positively to a Case for Support with the inclusion of this information.

Participants were careful to point out that a fund for capital would not be supported if the money was used to support final generation churches or declining churches located in close proximity to existing Anglican churches. Strategic planning for the diocese needs to reflect this reality.

The National Church needs exceeded the ninety-seven (97) percent “Highly” and “Mildly Supportive” threshold of support in the face-to-face interviews. That is extremely positive and indicates support for the National Church mission and ministry needs as outlined in the preliminary Case for Support. When asked if the National Church needs should be included and if they would support the National Church needs financially, respondents spoke clearly and loudly with one-hundred (100) percent saying “Yes” and “Maybe”. Participants are loyal to the National Church and believe their needs are worthy of support. Some of the needs in the preliminary Case for Support, however, received stronger support than others.

The Council of the North and PWRDF received the highest level of support from respondents. Despite the level of indicated support, funding these priorities is not without some concerns and a need for careful planning. Although there is support for the North, respondents want to be provided with more specific information about what initiatives their money would support. They will not simply give without it being directed to a need of great importance. The diocese will need to flesh out the need before it can proceed to campaign on behalf of the Council of the North.

PWRDF is also highly supportable; however, participants want to know how their annual gifts and other gifts to PWRDF will be handled. There were questions about how to fit gifts made regularly by individuals and their parishes into a financial campaign. A plan to integrate the funding of PWRDF through a diocesan initiative is needed to make the case palatable to parishioners.

The Anglican Foundation is the most misunderstood and least known ministry of the Anglican Church of Canada. It garnered moderate support, yet it is high enough to be considered fundable.

Stewardship Development and Stewardship of the Environment scored in the high to moderate range. Respondents recognize the need to provide support for their parishes and acknowledge that the Stewardship Council is doing a good job of providing stewardship education and resources to parishes. The work of the Director of Stewardship Development

is known and recognized. However, as an overhead cost of the diocese, this position is considered one that should be funded from diocesan allotment. In fact, it is generally believed that all overhead costs of the diocese should be managed within the financial apportionments received from parishes. A campaign in support of Stewardship of the Environment must be spelled out in detail if it is going to garner support. Online respondents were more favourable toward support for “green initiatives” than were those who met counsel face-to-face.

Evangelization and discipleship and Episcopal ministry received moderate support. Both are relatively unknown funding priorities and “evangelization” is a confusing word for Anglicans. Activities that require support under those headings must be very specific if they are to be supported in a campaign setting.

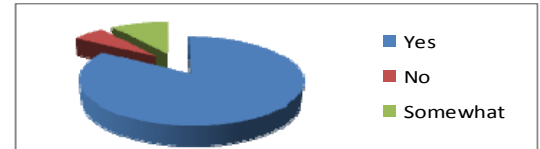
The least supportable elements of the preliminary Case for Support were **advocacy, diocesan partnerships and communications**. Advocacy was perceived to be a National Church concern and therefore not a priority for the diocese. Partnerships was perceived to be an expendable cost, not serving the diocese and its needs in these times of limited resources. Liturgical development did not receive support due to the view that our liturgies are more than satisfactory now and any new ones can be developed by clergy as needed without a high cost or campaign funding.

The most fascinating aspect of the preliminary Case for Support was communications. Respondents online indicated that communication is an important key to staying in touch with the central diocesan office and initiatives. However, leaders in the face-to-face interviews questioned the effectiveness of the communications plan currently. Many were unsure about its effectiveness and appropriateness.

When asked if a diocesan campaign or initiative is the best way to raise the money, most said, “what other way is there?” Nearly ninety-five (95) percent of respondents said “yes” or “maybe”.

Question 5: Before this feasibility study, were you aware of the financial needs in connection with the Case for Support in the diocese and the National Church?

Yes	83.76%
No	5.98%
Somewhat	10.26%

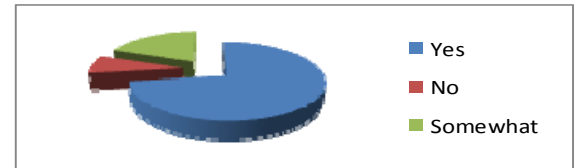


Observations:

Respondents were generally aware of the financial needs in the diocese and with the National Church. Many were more acutely aware of their own parish needs and participants described the deficit financial situations of their own parishes. Ninety-four percent (94%) were “aware” or “somewhat aware” of the needs – indicating that this is an informed constituency.

Question 6: Are you supportive of the plans outlined in the material provided to you?

Yes	72.88%
No	7.63%
Somewhat	19.49%



Observations:

This informed constituency is very supportive of the plans. Greater than ninety-two percent (92%) of respondents were “supportive” or “somewhat supportive” of the plans. However, many respondents believe that the Case for Support, while supportable and understandable, lacks excitement and vision. For many, the Case is a “motherhood” document. Some even wonder how it will ensure the future survival, growth and long term health of the diocese and the parishes it serves.

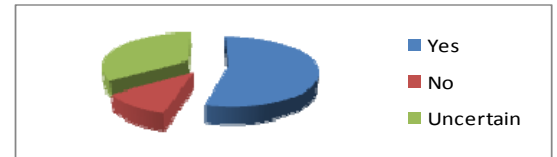
Comments

- Some exciting pieces - it's a document about maintenance.
- 50% to parishes is good but our parish is struggling to make our own ends meet.
- Need clarity
- Could parishes offer 100% to diocese?
- Need to do mission and ministry in our own parishes, diocese and internationally.
- Produce a realistic operating budget and live within our declining means.
- Need to be more specific
- How do we reinvent ourselves?
- These are motherhood issues.

- We need to get on with it!
- Reservation about the diocese - who are they amidst the changing landscape of the Church

Question 7: In your opinion, would parishioners in your parish support a financial initiative at the Diocese of Ottawa based on the material sent to you?

Yes	54.31%
No	11.21%
Uncertain	34.48%

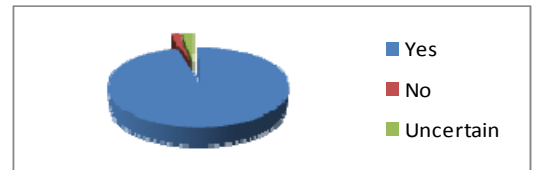


Observations:

Respondents are careful when asked to comment for others, however, the face-to-face constituent group generally believes that parishioners will support a campaign in the diocese for these needs. The results do point to a Case that needs to be further refined and constructed in such a way as to make it more resonant.

Question 7 b.: Are there needs in your parish that could be met through an appeal of this kind? What are they?

Yes	95.41%
No	1.83%
Uncertain	2.75%



Observations:

Respondents were aware of needs in their parishes and most felt that these needs could be addressed through a financial campaign. Some respondents were more aware of the needs of their parish than others and the face-to-face discussions were more likely to surface these needs when discussions occurred.

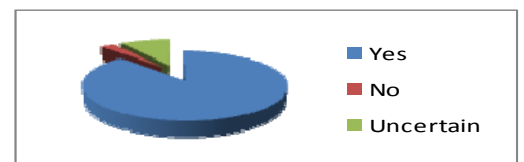
Question 7c.: Please tell us whether the priorities outlined in the materials are important to you.

Element	Face to Face			
	% Highly Supportive	% Mildly Supportive	% Not Supportive	% Total Highly and Mildly
Leadership Development Initiatives	72	21	7	93
Congregational Development Initiatives	65	28	7	93
Youth and Young Adult Ministry	78	15	7	93
Education	70	22	8	92
Church Planting and Capital Needs	76	16	8	92
Stewardship Development	43	48	9	91
Council of the North	75	16	9	91
Support for Your Parish Needs	81	10	9	91
Support for Established Community Ministries	84	6	10	90
Community Ministry Venture Fund	64	22	14	86
Parish Ministry Initiatives Fund	50	34	16	84
Parish Outreach Project Grants	63	21	16	84
Episcopal Ministry	32	50	18	82
PWRDF	62	18	20	80
Evangelization and Discipleship	45	33	22	78
Anglican Foundation	33	45	22	78
Stewardship of the Environment	42	34	24	76
Communication	28	36	36	64
Diocesan Partnerships	18	46	36	64
Liturgical Development	16	44	40	60
Advocacy	20	27	53	47

*An element with a combined total of seventy-five (75) percent highly and mildly supportive in face-to-face interviews is considered fundable.

Question 8: Would you be prepared to support a financial initiative in the diocese that included the National Church needs as outlined?

Yes	87.93%
No	2.59%
Uncertain	9.48%

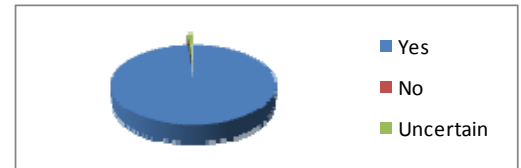


Observations:

The National Church needs are important to participants and they believe it is a priority to support the National Church.

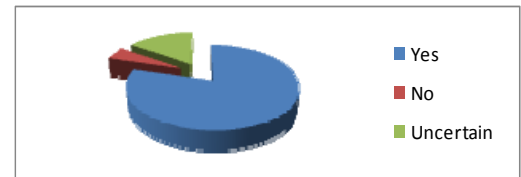
Question 8b: If yes, do you think the diocese and your parish should assist the National Church financially?

Yes	99.02%
No	0.00%
Uncertain	0.98%



Question 9: Do you believe that a Diocesan financial initiative is the best method to raise the \$30 million necessary for all three levels of the church – Parishes, Diocese and National Church?

Yes	79.66%
No	5.08%
Uncertain	15.25%



Observations:

The overwhelming majority of respondents believe that a campaign is the best way to proceed at this point. When “uncertain” responses are included greater than ninety-four (94) percent of participants favour a campaign.

LEADERSHIP AND VOLUNTARISM

Study participants were asked to identify specific individuals they feel could competently serve as campaign leaders or volunteers. Individuals with the required competencies are required to undertake a successful financial campaign. They were also asked if they themselves would consider a leadership role or a volunteer role in a proposed campaign.

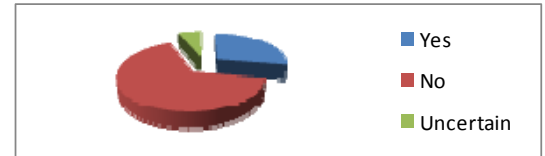
There are two specific roles and responsibilities for individuals to perform in a capital campaign setting. The role of leadership entails overall leadership and includes chairing campaign phases, communications, solicitation, planning and volunteer enlistment. The other major role is that of ambassador, both at a diocesan and parish level, who will be asked to seek financial support and communicate the goals of a campaign.

Although leadership and volunteer participation in campaigns has become increasingly difficult to find in the current fundraising climate, the Diocese of Ottawa will be able to find volunteers to lead and participate in a financial campaign. However, people will need information about their roles, responsibilities and the amount of time needed to complete their assignment(s).

Many parishioners suggested names of individuals who could support the volunteer activities of the campaign. A confidential list of 47 individuals or partners who were recommended for leadership has been compiled in a document separate from this report.

Question12. Would you personally serve on a committee to help identify major gift donors in the diocese?

Yes	27.59%
No	66.38%
Uncertain	6.03%

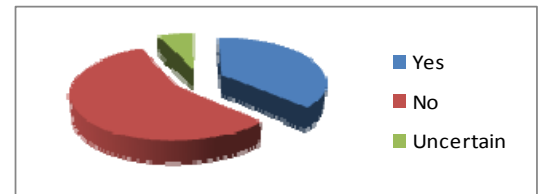


Observations:

Slightly more than thirty-three (33) percent of participants would serve on a committee to identify major donors. This is a “modest” response and suggests that respondents are generally uncomfortable with the task. However, there is sufficient support to identify major donors.

Q13. Would you be willing (with proper training) to visit major donors in a fundraising situation?

Yes	37.29%
No	55.93%
Uncertain	6.78%

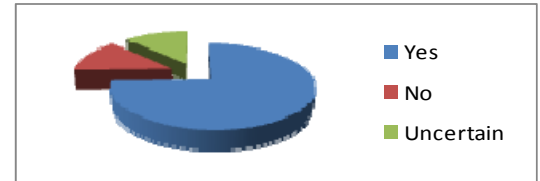


Observations:

A greater number of respondents would act as ambassadors and solicit major gifts than would identify them. This is a positive outcome with greater than forty-four (44) percent of respondents “agreeing” to or “uncertain” about visiting major donors.

Q14. Do you believe that your parish can recruit enough volunteers to personally visit every parishioner?

Yes	74.56%
No	13.16%
Uncertain	12.28%

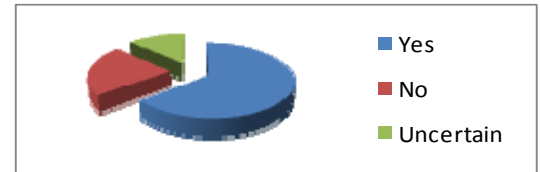


Observations:

Almost seventy-five (75) percent of respondents believe that their parish can recruit enough volunteers to support a financial initiative. When the uncertain component is added, the level increases to more than eighty-six (86) percent. That is a very favourable response.

Q15. Would you be willing to work on the financial initiative as a volunteer in your parish?

Yes	64.04%
No	22.81%
Uncertain	13.16%



Observations:

Respondents overwhelmingly agreed to work on a campaign in their parishes. This is a particularly strong result and shows the interest that people would have in a campaign in their parish. When the “uncertain” responses are added, the rate exceeds seventy-seven (77) percent; which is overwhelmingly positive.

THE GOAL

Participants were asked if they would make a contribution to a campaign if a campaign were to proceed. Those who indicated a desire to make a gift were shown a chart and asked what level their gift might be. Participants were also asked to comment on both the attainability of the goal and how much the parish might be able to raise.

Participants were asked if there were people in their parish who could make a major gift during a campaign. Major donor identification and solicitation will be important in a

campaign situation. Major donors will be solicited early in a financial initiative as the diocese seeks to gain momentum.

Some participants were cautiously optimistic about the attainability of a \$30,000,000 goal. However, most believe the goal is too high. Nearly ninety-seven (97) percent of respondents in the face-to-face segment of the study would make a gift or would consider making a gift in a campaign. This is an extremely affirmative response and indicates support for the Case and the needs of the diocese.

In the online segment, greater than half of the participants (76) indicated a gift. This is an excellent response rate for an online survey. Phone interviews often net a response rate below twenty-five (25) percent when asked to respond to financial gift amounts.

There is also a need on the part of some parishioners to gain a clearer understanding of the final Case for Support before they make a decision about a gift. Nevertheless, the study indicated that there are a substantial number of individuals who can and will provide strong financial support for a proposed financial campaign.

Counsel was able to identify a pool of identifiable gifts totaling \$697,000 on the low end and nearly \$1,000,000 on the high end. The average gift amount from identifiable face-to-face participants is almost \$7,200. This is extremely positive. There was one major gift of \$250,000 identified in the study. There were only 12 major gifts (\$10,000 or more over a 5 year period) that were self identified in the study. That is an extremely low number and indicates that a major gifts track in a financial campaign will be challenging.

The online segment revealed 6 major gifts or less than ten percent (10) of the responses in that category. The online participants indicated a total gift amount of \$302,000 or almost \$4,000 per gift indication. This is a very positive outcome.

There were many who chose not to identify gift inclinations in both segments of the survey. Despite that more than \$1,000,000 in gifts was identified from this small sample size.

Face-to-face

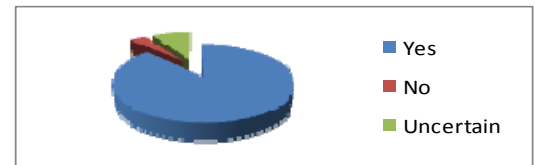
\$250,000	1	\$250,000	0.84%
\$100,000	0	\$0	0.00%
\$50,000	1	\$50,000	0.84%
\$25,000	2	\$50,000	1.68%
\$10,000	8	\$80,000	6.72%
\$5,000	34	\$170,000	28.57%
\$2,500	31	\$77,500	26.05%
\$1,000	20	\$20,000	16.81%
	97	\$697,500	
		\$7,190.72	

Online

\$100,000	0	\$0	0.00%
\$50,000	1	\$50,000	0.71%
\$25,000	1	\$25,000	0.71%
\$10,000	4	\$40,000	2.86%
\$5,000	21	\$105,000	15.00%
\$2,500	22	\$55,000	15.71%
\$1,000	27	\$27,000	19.29%
	76	\$302,000	
		\$3,973.68	

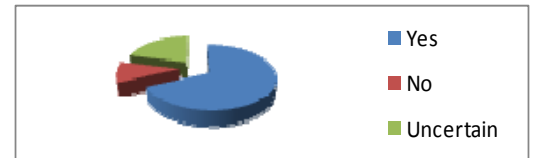
Q16. Would you personally make a financial contribution to a financial initiative based on the materials sent to you?

Yes	88.03%
No	3.42%
Uncertain	8.55%



Q17. Major gifts would be an important part of this financial initiative. Are there people in your parish capable of making a \$50,000 pledge over a 5 year period?

Yes	68.52%
No	10.19%
Uncertain	21.30%

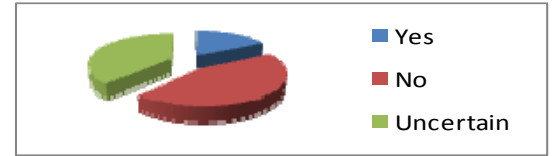


Observations:

The overwhelming majority of respondents believe that there are parishioners capable of making major gifts in their parish. More than sixty-eight (68) percent are “certain” which is favourable.

Q18. The identified Parishes, Diocese and National Church needs total \$30,000,000. Do you believe that the Diocese of Ottawa has the ability to raise that much money in a financial initiative?

Yes	17.39%
No	44.35%
Uncertain	38.26%



Observations:

Most respondents believe that the goal of \$30,000,000 is not achievable in the diocese at this time with this preliminary Case for Support.

OTHER

Participants were eager to offer opinions and suggestions that would support the successful implementation of a campaign. This section of the Planning Feasibility Study seeks to gain an understanding of many important issues of campaigning. By seeking to understand the campaign’s priority and what financial support can be expected from Wills and Bequests we are able to determine, more accurately, the campaign goal. Naming opportunities and memorial gifts involve some difficult decisions for steering committees so it is important to understand the overall support for them.

Finally, encouraging support for the National Church’s needs as well as the diocesan needs in a campaign gives us a good picture of the respondents’ support for a multi-layered and integrated financial campaign.

Q 19 In terms of launching a financial initiative, what do you see as the top 2 or 3 major challenges that the diocese will face?

The most often mentioned obstacles to a campaign were as follows:

- Rural versus urban split in the diocese. The “us versus them” - where most of the resources of the diocese are seen to be spent in the city of Ottawa.
- The parochial nature of the parishes where the diocese is seen as a level of governance that has little or no relevance
- The declining numbers of parishioners in the diocese today and the many parish churches that are struggling with balancing their own budgets.

Comments:

- Parishes struggling with their own budgets
- Parishes are not as wealthy as they used to be
- Other charities
- Size down the Case
- Needs more focus
- A Lot of money!!
- Need to show the vision of what we can be
- Dwindling numbers
- Us versus them parish vs. synod
- volunteer resources
- Need to refine the Case for Support
- Sharpen the Case
- Economic situation
- Rural versus urban split
- Need a wider stewardship focus
- Economy
- Organizing the campaign
- Limit the case
- Rural buy-in
- Need to think outside of Ottawa
- Them versus us mentality
- Diocese needs to show that this will help the parishes
- Us versus them
- Rural parishes will have trouble giving if they see most of the money staying in Ottawa
- Communication
- The split 50/50 may not be right
- Many churches are not balancing their own budgets
- Declining attendance is an issue
- The gate keepers in the parishes keep it from moving ahead
- Location of churches - too many in the inner-city and rural areas
- Prepare the diocese for this campaign
- Not all of our initiatives are aligned
- Scale back the Case and be very specific about the needs
- Hostile attitude toward the diocese
- People in the parish will not support
- Reduce the number of parishes
- too broad a vision - needs to be more targeted
- Selling the concept and the Case for Support

- Anxious time because of the state of their parish
- Other competing initiatives
- Other demands of charities – i.e. Haiti, Chile
- Timing
- Parishes want to know what's in it for them
- Why give to a big campaign when their own parish is in need
- People do not like the diocese and don't think it's worthy

Q20. Do you have any suggestions as to what should be done to ensure the success of a financial initiative? What is the most important thing the diocese should do?

The three most important things to do according to the respondents are:

- Refine the Case for Support and make it simpler. More detail is also needed if the diocese is looking for maximum support and actively addressing the decline in parish rolls and the subsequent decline in parish revenue through visionary response of leadership.
- Parishioners in the diocese do not know what the diocese does and specifically what people at the synod office do. There needs to be a clearly articulated “value proposition” so that parishioners, especially in rural parishes, get benefits from and can support the diocese.
- Communicate the needs well before and during a financial campaign.

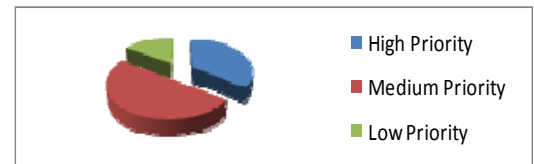
Comments:

- Simplify the Case for Support
- Be sure the Case is focused on Parishes
- Push the value to the parishes
- Culture of stewardship must be pushed into the parishes
- How will stewardship play in to this - more than just fundraising
- Tighten the Case for Support - be very plain and concrete
- Make it understandable
- Case needs to be explained really well
- Must be done sensitively
- Ask once for all of the needs of all three levels
- Appeal to people's sense of justice
- Balanced needs
- People do not know what the synod office does -
- Simplify the Case for Support
- Need to address how we become the future church
- Communication - clergy have to articulate role of the diocese
- More tangible concrete needs and benefits to the parish

- Communicate the details
- Concentrate on children and young adult programs
- More specifics about the program
- State the shape we are in!
- Continuing as we are is not productive
- Identify major donors
- Make these things actionable
- Highlight rural ministries
- Communicate clearly
- Need to show parishes outside of Ottawa what's in it for them
- More communication about what is going to be done to equip parishes for long term
- Need to really hone the case - people will give to things they see as important
- Communicate it widely
- Create a good plan
- Simplify the case
- Timing needs to be right
- Communicate
- Parishes relate to their own needs
- Need to be clear, concise and specific with the case
- Parishioners need to know what's in it for them.
- What is the diocese doing for me
- Concrete benefits of staff position - stories
- Need to follow through on the other initiatives
- Communication
- Tell us how it will help our parish
- Convince them that the synod office cares about them too

Q21. What priority would you give to a financial initiative in the Diocese?

High Priority	35.04%
Medium Priority	48.72%
Low Priority	16.24%



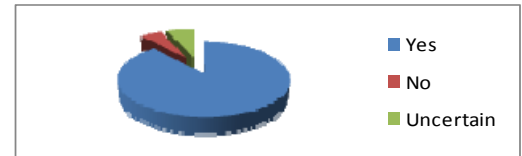
Observations:

Almost eighty-four (84) percent of respondents said a financial initiative for the diocese would be a “high” or “medium” priority. This is a very positive result and suggests that there is support for the Case. The number of medium priority responses indicates that the Case garners support but is not urgent or compelling enough to attract greater support. The higher

the priority the greater amount of money can be raised. This result indicates support and gifts; however, this specific Case will not draw out the sacrificial gifts. More detail and specific program initiatives will encourage greater financial support.

Q22. In your opinion, should the Diocese launch a financial initiative?

Yes	88.70%
No	5.22%
Uncertain	6.09%

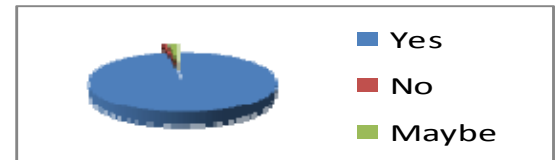


Observations:

Nearly eighty-nine (89) percent of respondents believe that the diocese should proceed to a financial campaign and another six (6) percent were uncertain. A total of almost ninety-five (95) percent “yes” and “uncertain” responses is an extremely favourable indicator of approval for a financial campaign.

Q23. Do you feel that, in a financial initiative, the parishioners should be able to make gifts in memory of someone or to honour someone?

Yes	97.06%
No	0.98%
Maybe	1.96%

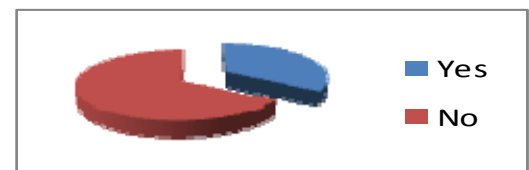


Observations:

Respondents believe that memorial gifts and named gifts are suitable in a financial campaign in the diocese. Many do not feel that they would participate in that opportunity; however, they would not prohibit it from happening in a campaign.

Q24. Have you left a Planned Gift to your parish, the diocese or National Church in your Will?

Yes	34.23%
No	65.77%

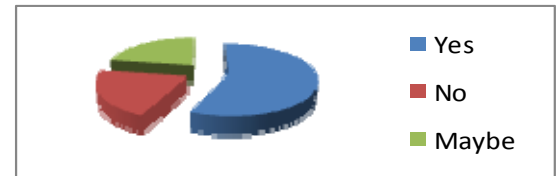


Observations:

Greater than one-third of respondents said that they have left a gift to the Church in their Will. This is extremely high and represents a positive funding opportunity for the parishes, diocese and National Church in the future. A campaign would actively seek to identify these individuals and ask them to provide a copy of their Wills for the Stewardship Development Department to file for the future.

Q25. Would you consider leaving a Planned Gift to the National Church, the Diocese or your parish?

Yes	56.58%
No	21.05%
Maybe	22.37%

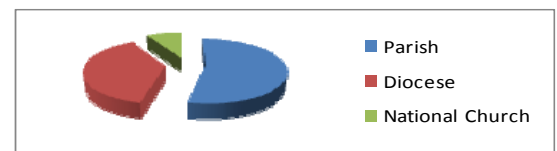


Observations:

For those that have not yet left a gift to the Church in their Will, more than half (57%) said they would consider this. Another twenty-two (22) percent said “maybe”. This is a tremendous source of potential funding for future generations of the Church. Counsel recommends that the Department of Stewardship Development develop a plan to capture these funding opportunities.

Q25b. Which would be your preference?

Parish	53.49%
Diocese	38.37%
National Church	8.14%

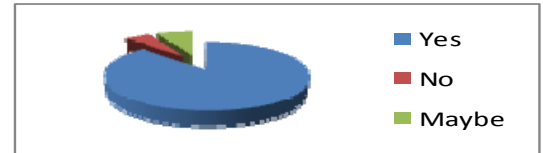


Observations:

Parishes in the diocese are seen to be the priority for respondents when asked where they would leave their gift.

Q26. Would you encourage your diocese to support a financial initiative for the National Church’s needs?

Yes	87.83%
No	5.22%
Maybe	6.96%

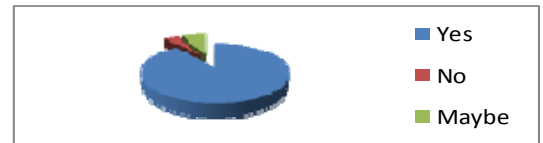


Observations:

In the Study, we sought to determine the desire of parishioners in the diocese to support the needs of the National Church. An overwhelming number of respondents, nearly ninety-five (95) percent said that the National Church deserves support and that the elements chosen in this Planning Feasibility Study were supportable.

Q27. Would you encourage your parish to support a financial initiative in support of the Diocesan needs?

Yes	89.66%
No	3.45%
Maybe	6.90%

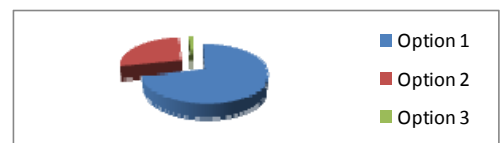


Observations:

The respondents were clear about their support for a campaign. They would encourage members of their own congregation to support a campaign if one were called. Greater than ninety-six (96) percent of participants indicated that they felt strongly enough about a financial campaign to support an initiative.

Q28. Finally, which of these logos do you prefer?

Option 1	71.60%
Option 2	27.16%
Option 3	1.23%



Observations:

Three logos were tested in the study and the overwhelming favourite was option 1 – Vision 2020 – Focus on Mission. The choices were not seen to be strong so much work needs to be

done to present a campaign logo and slogan in the event of a financial campaign.

Participants preferred the mission aspect of option one while few liked the evangelization aspect of option 3.

Participants Comments

- I'm happy that the diocese is doing this!
- Don't forget about the rural churches; Bishop is a good leader;
- The diocese is highly supportable; Need to get lay ministry going; need to do pre-campaign work with the parishes; we are asking the right questions - positive.
- There are good people in the diocese. A well organized campaign with a refined Case will bring in money! Campaigns with Community Ministries will hurt a diocesan campaign.
- Establish a Biblical Foundation; parochial diocese - parishes may not like the diocese getting money; Need to teach and tell the parishes why we need the money; Community Ministries is top priority!
- In a sense the diocese has not healed from the churches that have left; The case is motherhood, nothing we can disagree with.
- We have an excellent Bishop - excellent leadership; look after the Diocese first.
- Bishop John is a wonderful leader; community ministries are essential - parishioners support them. Research the needs before we embark on a new ministry.
- Archives not seen to be a priority; Friends of the archives can help in a campaign; include the archives in a funding initiative.
- The big number frightens people; people need to understand the step by step process; break down the numbers; we need planned giving education; we belong to the broader Anglican communion so we need to support the National Church.
- Really think we need to support our Community Ministries and the National church ministries; don't really know the Anglican Foundation.
- Bishop Chapman is a wonderful leader; seems like a lot of money.
- Bishop Chapman is doing an excellent job. There is a them and us view between the rural parishes and the Ottawa parishes.
- Bishop John is an excellent leader; our parish is having trouble making ends meet now! Keep the Case simple; parishes need to know this is for them.
- Needs to be more information for people; many parishes are struggling with their own budgets; needs are important but people will be challenged to give more; dynamic and interesting things need to be done in parishes for life to return; diocese needs to establish a solid financial footing now.
- Rural parishes do not see the value of the synod office; this is vital for the diocese - must do it. The synod office is not seen as providing value.
- Needs are understood; easy to read the Case and understand it; people need to understand why, why now, why not; parishes are disconnected from synod office.

- This is a good process;
- Need to run the campaign so all three levels of the church benefit.
- Too much property and not enough people in the churches we have. Need to work through the parishes in a systematic way.
- John Chapman is good.
- Don't know enough about the national church needs especially the PWRDF and the Anglican Foundation.
- Like all three levels of church doing a campaign at the same time. Community Ministries need help outside of the diocese and the ones we have now should receive more funding first.
- Need to rationalize churches; Need a case with a simple message for the complex strategy of renewal. Put the Case in bite sized pieces so they can understand it.
- We're stuck in the past. The case is a status quo document and that will not be supported.
- There does not seem to be a value for money coming from the synod office.
- We applied for funds for parish outreach and never received a call about the outcome of our application.
- Hard to find a contemporary parish. There are obstacles to try new things. We're in an era of scarcity.
- Attention needs to be focused at the local level - need ministries in places like Smiths Falls, Cornwall etc.
- There is an attitude of scarcity. Parishioners do not see the value of the diocese.
- Need to focus the campaign on the needs of the parishes; Parishes are cynical about the use of money at the diocese and whether money will come back to them at all. People in rural parishes feel disconnected. Need to get people who work in the synod office out in front of the people in the parishes. Face-to-face time is absolutely imperative. Road show the diocesan staff. People in parishes need a broader encounter with the diocese to see how involved people are and how they care.
- People relate to outreach.
- People are concerned with how money is spent in the diocese. There are no ministries in rural areas and that should be remedied. Clergy should be responsible for many of the staff positions currently run by lay people.
- Need to figure out how to deal with the disconnect.
- The diocese does not need to add headcount. The Bishop is well respected. Need to focus on the social justice aspects of the case. Need to articulate the story. Need to do a community audit to see how we can help others outside of the city of Ottawa.
- Status Quo is not acceptable. Need to be more visionary. People want to be in Mission. The diocese needs to sell their assets and put them to use - people want to know what's going to happen and when?

Summary of Interviewees Responses

This is one of the most important sections of the Final Report because it summarizes the many questions and discussions into a meaningful and easy to understand format. Like a Report Card, this section distills the views of the participants into four easy to understand sections.

ATTITUDE

Eighty-six percent (86%) of participants were positive about the Case and the overall ability of the diocese to mount a successful capital campaign. The remaining ten percent (10%) of participants were evaluated as negative and another four percent (4%) were too ambiguous to measure.

LIKELIHOOD OF VOLUNTEER PARTICIPATION

Almost twenty-five percent (25%) of participants or 29 interviewees were seen to be excellent candidates for leadership roles. Thirty-one percent (31%) were ranked as good while forty-three percent (43%) were evaluated as individuals who were not interested in or capable of a leadership role. This indicates that the diocese should be able to count on a good pool of campaign leadership candidates.

LEADERSHIP POTENTIAL

More than sixty percent (60%) of interviewees were considered good or outstanding prospects for leadership roles in a financial campaign setting. This is a favourable outcome and shows an interest on the part of participants to lead at a high level in a campaign setting.

PERSONAL GIFT

Eighty-eight percent (88%) or 103 participants indicated a gift to a campaign while an additional nine percent (9%) were probable. This is an extremely high rate of participation, and indicates that most feel that the Case for Support and loyalty to the diocese and their parish is worthy of a financial gift. While few (4) participants would not state the level of gift in the face-to-face interviews, they indicated that they would respond affirmatively when

asked if they would make a gift. Unfortunately, few major gifts were disclosed to counsel in this study. However, the overall participation rate gleaned from this study indicates a successful outcome in a financial campaign setting.

Answer	Count	Percentage
Positive	102	85.71%
Negative	12	10.08%
No answer	5	4.20%
	119	

Attitude

A Threshold of 85 % is considered positive

Answer	Count	Percentage
Excellent	29	24.37%
Good	37	31.09%
No Potential	51	42.86%
No answer	2	1.68%
	119	

Likelihood of Volunteer Participation

A Threshold of 50 % (excellent and good) is considered positive

Answer	Count	Percentage
Outstanding	22	18.49%
Good	51	42.86%
Not Apparent	42	35.29%
No answer	4	3.36%
	119	

Leadership Potential

A Threshold of 50 % (outstanding and good) is considered positive

Answer	Count	Percentage
Definite	94	78.99%
Probable	14	11.76%
Unlikely	9	7.56%
No answer	2	1.68%
	119	

Personal Gift

A Threshold of 80 % (definite and probable) is considered positive

Clergy Support

In any campaign, clergy leadership support is critical for success. Their support ensures that the campaign is equipped spiritually and that volunteers are plentiful and knowledgeable. In addition, the members of the laity are looking to clergy for direction, goal setting and outcomes. Finally, the Bishop and Diocesan Council will need to count on clergy across the diocese to buy into the fundraising program. What did the clergy in the Diocese of Ottawa say about the Case for Support presented in the Study and about a potential financial campaign in the diocese?

Face-to-face clergy responses

Question	Yes & Maybe
Q 6: Are you supportive of the plans outlined in the material provided to you?	94%
Q 7a: In your opinion, would parishioners in your parish support a financial initiative at the Diocese of Ottawa based on the material sent to you?	88%
Q9: Do you think that a diocesan financial initiative is the best method to raise the \$30 million necessary for all three levels of the church – parishes, diocese and National Church?	94%
Q14: Do you believe that your parish can recruit enough volunteers to personally visit every parishioner?	84%
Q 16: Would you personally make a financial contribution to a financial initiative based on the materials sent to you?	100%
Q 22: In your opinion, should the Diocese launch a financial initiative?	94%

Observations:

The clergy are generally in favour of a financial campaign and support the initiatives stated in the Case for Support. They feel that their parishioners would not be as supportive as they are; however, they believe that a campaign is the best way to satisfy the financial needs of the three levels of the church. They believe that it will be challenging, but not impossible, to raise the volunteers necessary to undertake a financial initiative in their parish. The clergy that were interviewed face-to-face would make gifts or would consider making gifts to a financial campaign. This is not to say that the Case or the notion of a campaign is not without concern on behalf of the clergy. Details about the campaign, the execution of it and the final Case for Support are issues that require refining.

Online clergy responses

Question	Yes and Maybe
Q 6a: Would you be prepared to support a financial initiative in the diocese that included some of the National Church needs?	90%
Q 8a: Would you personally make a financial contribution to a financial initiative in the Diocese based on the materials sent to you?	86%
Q 10: In your opinion, should the Diocese launch a financial initiative?	81%
Q 11: Would you encourage your parish to support a financial initiative in the Diocese for the needs as outlined?	90%

Observations:

The online survey results of clergy in the diocese showed remarkably strong support for a campaign as well. The clergy results exceed the optimal levels of support for a financial initiative although more respondents in the online survey voiced concern for support of the diocese and national church issues. The financial and attendance issues of the local parish were voiced emphatically and the results reflect that concern.

THE ONLINE QUESTIONNAIRE

Online respondents are generally very positive about the Case for Support and a potential campaign in the diocese. The majority believe that there should be a financial campaign and will make a financial contribution to it. A greater number of individuals answered “Maybe” to many of the questions. A face-to-face interview is a forum where participants’ questions are answered during the interview. Unfortunately the online forum does not eliminate the ambiguity that is inherent in this format. However, by adding the “yes” and “maybe” responses together we are able to get a better picture of support. In the Case’s program elements garnered more “Highly Supportive” and “Mildly Supportive” responses online.

Question	Very Good	Good	Poor	No Opinion
Q 1: What is your personal opinion of the Diocese of Ottawa?	22.14%	64.12%	9.16%	4.58%
Q2: How do you think others perceive the diocese?	8.77%	57.02%	14.04%	20.18%
	Yes	No	Maybe	No Answer
Q 3: Do you understand the requirements of the Diocese, the Parishes and the National Church as stated in the Case	70.33%	2.20%	27.47%	
Q4. In your opinion, would parishioners in your parish support a financial initiative at the Diocese of Ottawa based on the material sent to you?	24.59%	16.39%	59.02%	
Q4b. Are there needs in your parish that could be met through an appeal of this kind?	50.88%	14.91%	34.21%	
Q6. Would you be prepared to support a financial initiative in the diocese that included the National Church needs as outlined?	53.44%	14.50%	32.06%	
Q6b. If yes, do you think the diocese and your parish should assist the National Church financially?	88.41%	0.00%	11.59%	
Q7. Do you believe that a Diocesan financial initiative is the best method to raise the \$30 million necessary for all three levels of the church – Parishes, Diocese and National Church?	43.08%	13.08%	43.85%	
Q8. Would you personally make a financial contribution to a financial initiative based on the materials sent to you?	45.11%	21.05%	33.83%	
Q9. What priority would you give to a financial initiative in the Diocese?	14.73%	53.49%	31.78%	
Q10. In your opinion, should the Diocese launch a financial initiative?	57.25%	16.79%	25.95%	
Q11. Would you encourage your parish to support a financial initiative in Support of the Diocese’ needs?	47.29%	14.73%	37.98%	

Element	Online			
	% Highly Supportive	% Mildly Supportive	% Not Supportive	% Total Highly and Mildly
Leadership Development Initiatives	56	42	2	98
Congregational Development Initiatives	62	36	2	98
Youth and Young Adult Ministry	75	24	1	99
Education	55	43	2	98
Church Planting and Capital Needs	33	61	6	94
Stewardship Development	45	49	6	94
Council of the North	36	60	4	96
Support for Your Parish Needs	69	27	4	96
Support for Established Community Ministries	61	36	3	97
Community Ministry Venture Fund	33	52	15	85
Parish Ministry Initiatives Fund	50	45	5	95
Parish Outreach Project Grants	61	33	6	94
Episcopal Ministry	31	60	9	91
PWRDF	45	47	8	92
Evangelization and Discipleship	27	55	18	82
Anglican Foundation	19	67	14	86
Stewardship of the Environment	40	50	10	90
Communication	54	43	3	97
Diocesan Partnerships	25	61	14	86
Liturgical Development	23	64	12	87
Advocacy	36	45	19	81

RECOMMENDATIONS AND ANALYSIS

More than 275 people responded to the Planning Feasibility Study by providing an interview or responding online. Most of the respondents are in leadership positions in the diocese or in their congregations. The responses to the questions indicate that a financial initiative in the diocese has the support of both leaders and parishioners in the diocese.

Respondents are concerned about the state of their parishes and they feel uncertain about the future. A portion of participants believe that there needs to be a “shake - out” and that the status quo is not an option for the diocese. They believe that churches should be closed and funds distributed to fund healthy parish growth. A vision of “what the diocese will look like” at the end of the next decade is needed.

Parishes are concerned for their future as they see their congregations decline in numbers and feel the pressure from maintenance of aging buildings. The desire to tackle the issues is real and respondents are prepared to follow the Bishop’s lead into a financial campaign if that decision is made.

The majority of respondents, nearly eighty percent (80%) strongly support the plans and the overall Case for Support. The study measured a significant number of strategic planning initiatives and the results indicate support for many of them. However, a Case for Support with many initiatives must be structured in such a way as to make it simple to understand. The clarity for such a Case for Support was derived from this study. The three key supportable themes that have been distilled from the study are:

- Mission and Ministry Initiatives – A Mission Church
- Education and Training Initiatives – A Learning Church
- Capital Initiatives – A Witness Church

The Planning Feasibility Study has provided great insight into how the campaign can proceed successfully and has revealed the most compelling aspects of the Case for Support.

- The financial needs of the National Church, Diocesan and Parishes are supported by respondents.
- There are volunteer and leadership resources available for a financial campaign in the diocese.
- The National Church needs are strongly supported by respondents.
- There are needs in the parishes that can be funded by a financial campaign in the diocese.
- A high percentage of respondents would make a gift to a campaign.
- In excess of \$1,000,000 of gifts has been identified in this study from both survey types.
- Major gifts will be difficult to solicit due largely to a lack of major donors or identified major donors in the diocese.
- A high percentage of respondents feel that a financial initiative should be undertaken in the diocese.
- Many have left a gift to the church in their Will and many more would consider doing so.
- Most respondents would prefer to leave a bequest to their parish.

If the following issues are addressed, it would appear that the diocese could very successfully move forward with a financial campaign:

- Refine and Rewrite the Case to focus on three specific areas of support:
 - Mission and Ministry Initiatives – A Mission Church
 - Education and Training Initiatives – A Learning Church
 - Capital Initiatives – A Witness Church
- Evaluate the lower priority Case elements and determine whether they are fundable priorities for the diocese.
- Review the financial goal recommendation in keeping with the Case.
- Communicate the activities and progress of the current strategic plan. Parishioners in the diocese are ready to tackle many of the difficult issues facing leadership.

Fundraising Potential and Goal Recommendation

The goal for a campaign is determined by evaluating the strength of the Case for Support. Respondents view the tested Case for Support predominantly as a “Medium” priority. This indicates that parishioners will support the diocese, however, that support will be tempered and maximum financial gifts will be difficult to obtain.

It was explained in the study that each parish will solicit gifts for the diocese and the National Church using campaign materials developed by the diocese. Parishes will also add their own needs to the fundraising material and seek to raise money for all three levels of the church. Financial objectives will be set for each parish based upon factors common to all.

M & M International's experience in parish fundraising tells us that successful campaigns are determined by the strength of the Case, leadership, solid planning and execution.

Therefore, the factors that will determine success at reaching the campaign goal are:

- the number of people in the parishes that are provided an opportunity to give;
- the parishes that use the systems developed by *M & M International* to execute the campaign effectively;
- the people and plans that the diocese provides to guide in the fundraising effort.

Where congregations have effective education and information programs in place and are able to utilize effective fundraising principles and methods, such as personal visits, gift plans, pledges and a phase by phase approach, they usually raise between \$1,000 and \$1,500 per giving unit. We have also found that up to one half of the supporters in a campaign can give between \$2,500 and \$3,000.

Projecting this experience to the diocese, we find that with 9,500 giving units, an average gift per giving unit of \$1,500 per giving unit would produce \$14,250,000. Unfortunately, not every giving unit will or can give to a financial campaign. Parishes will participate in any number of 4 ways and the results are predictable:

- A small number of congregations will make an extraordinary effort using the support afforded by counsel and the diocese and exceed the \$2,000 goal per giving unit.
- A slightly larger number will utilize effective methods and counsel provided by the

diocese and will meet the goal of raising \$1,500 per giving unit.

- A smaller number will opt to utilize their own program and raise less than \$500 per giving unit.
- Some parishes will give little or no effort to a campaign.

An additional area of fundraising potential in every campaign is **major gifts**. In some parishes this can be extraordinary; however, the study was unable to identify more than 6 gifts of \$25,000 over a 5 year pledge period from both survey formats. Our experience is that a parish or diocesan program can generate at a maximum 10 - 15% of its goal from major gifts.

Based on the factors cited above, a realistic evaluation of the goal is as follows:

% of parish	Support Practises	Average Gift	Fundraising Gift Plan
40%	Highly Supportive	\$2,000	\$7,600,000
30%	Limited Support	\$1,000	\$2,850,000
5%	Limited Support - on their own	\$500	\$225,000
25%	No Support	\$0	\$0
Major gifts		10-15%	\$1,325,000
Total			\$12,000,000

Based on the 50/50 sharing of all gifts received in a campaign, the Diocese would share an agreed upon percentage of \$6,000,000 with the National Church. The parishes would receive \$6,000,000 for the work of their local parish communities.

There is also a wonderful opportunity to supplement the campaign with **gifts in the form of bequests**. Parishioners clearly desire to support the parishes, diocese and National Church with a gift in their will.

Finally, *M & M International* believes that **major donor cultivation** is critical to meeting and exceeding the fundraising goal. It is also an important factor in gaining campaign momentum and providing needed sources of cash for immediate needs. Therefore, we recommend that a team of major donor apostles be assembled to plan the initial phases of these asks. A list of potential parishioners with the **concern, capacity and connectedness** to make a major gift must be developed and a moves management strategy and customized

proposal must be developed for each and every one of those individuals.

This means that the primary objective of the study can be met. The study indicates that the parishes should be able to accept both the diocesan goal and raise sufficient funds for their own needs. The money raised by the diocese will:

1. support the strategic objectives,
2. position the diocese for future generations of growth and,
3. fund the desired National Church priorities.

Recommendations

1. Communicate the results of the Planning Feasibility Study to Diocesan Staff, Diocesan Council, Clergy and Laity.
2. Financial Goals
 - a. The Diocesan Goal should be established not to exceed \$12 Million
 - b. The Diocesan staff and Diocesan Council should meet to determine what could be done with their share of the \$12 Million goal and recommend a plan for disbursement of the funds. This should be completed by January 30, 2011.
 - c. The Bishop, staff and clergy leadership and Diocesan Council should decide within the plan what is the best method of payment to parishes? i.e. The amount that they have raised or will the parishes receive monies as they are raised or at the end of the campaign.
 - d. Each parish should accept a minimum financial goal based on common factors based on parishioners current giving and other factors. Parishes should be given an indication of their potential.
 - e. The diocese should determine the participation of parishes, based on circumstances, and whether “opt out” permission should be granted. Based on that, the remaining parishes will need to make up the difference to achieve the campaign goal.
3. The Diocesan Case for Support should be rewritten around the three (3) key elements of support. The recommended themes are:
 - a. Mission and Ministry Initiatives – A Mission Church
 - b. Education and Training Initiatives – A Learning Church
 - c. Capital Initiatives – A Witness Church

The diocesan staff should prepare a detailed **financial spreadsheet of needs** for the

general activities that will be funded under these three key elements. There should be a clear and convincing rationale given for these activities as well as financial details for them.

In addition, a group of experts should be asked to prepare a **theological statement on the Mission of the Diocese** and the financial campaign, the current and planned activities of the diocese and the proposed fundraising initiative.

The Director of Stewardship Development should oversee the completion of these tasks and write a development report on the benefits of a proposed program for the diocese within the context of Christian stewardship. The report should be specific to the three key supportable elements and the campaign's ability to strengthen the stewardship development of laity, clergy and parishes in the diocese.

Finally, all of this information and the planned execution of a campaign in specific phases should be organized into a fundraising report that represents the new Case for Support. This report will become the core document for the development of public announcements, information manuals, brochures, DVD's and all other campaign communications.

A special Case Development Working Committee under the guidance of the Director of Stewardship Development should be organized to undertake this work. This working group should be made up of the Bishop, Director of Stewardship Development, Directors of the diocese and related departments including archives. It will also include clergy and lay representatives and professional counsel.

The Case for Support should then be taken to Diocesan Council, Archdeacons, Financial Development Panel and the Stewardship Development Committee for their reaction and input. When the Case for Support is discussed, it is important that the Stewardship Development Director and the Director of Administration be prepared to discuss the general objectives and the financial needs of the diocese.

Since the final Case for Support will be rewritten after the consultations, it should be clear that the Case developed by the Case Development Working Group is a draft document. The first draft should be completed by the end of March 2011.

4. Diocesan Organization

- a. The Bishop – should be the Honourary Chair whose role is to speak in behalf of the diocese and the campaign, help build the organization, recruit the campaign chair, co-chair and the major gifts chair, make major gift calls where needed and work closely with clergy and laity.
- b. Campaign Chair or Co - Chairs should be both clergy and laity. The clergy co-chair should be known and accepted by fellow clergy and be gifted with stewardship and fundraising. They should both have excellent organizational skills and be strategic thinkers. They should be willing to work with professional counsel and participate in major gift solicitations. The major objective of the Campaign co-chairs would be to plan the program with counsel and the Director of Stewardship Development interpret the objectives and the plan, head up training, in cooperation with counsel, of the clergy and lay leaders and take corrective action as required. This will be a part-time job but will take considerable time and energy. The clergy will need to have support in their own parish to make it work. The lay co-chair will need to be flexible. Both will be accountable to the Bishop.
- c. A Steering Committee of approximately 10 – 15 should be recruited to assist the Co-chairs in conducting the program. The committee will review plans and reports, and offer advice and assistance. They will be responsible for various phases of the campaign.
- d. A Financial Officer, preferably the Director of Administration, will be asked to support the campaign by providing financial infrastructure for the campaign and by providing financial updates, policies, procedures and overall financial direction
- e. An Education and Information Committee should be recruited to plan the educational phase and craft informational messaging for the campaign diocese-wide. They would develop the operative materials that would be provided to the parishes.
- f. A Major Gifts Chair and Committee is needed to work with the campaign Steering Committee in seeking major gifts.
- g. The Diocese should be divided into three or four areas with a director responsible for each area. Lay volunteer directors would be recruited to work with counsel and the Director of Stewardship Development.
- h. Each area will be divided into 15 – 30 parishes and volunteers will be needed to work with counsel and the Director of Stewardship Development on those parishes.
- i. The rector or incumbent of each parish along with a lay leader will be asked to

- serve as co-chairs of their parish campaign.
- j. Each parish will recruit a leadership team of 4 – 6 people to work with the co-chairs of their parish in implementing the phases of the campaign.
5. The Education and Communication Phase
 - a. The diocese, through the Financial Development Panel and the Director of Stewardship Development, will establish a communication and information plan for the parishes to review
 - b. The materials produced will meet the needs of the diocese and the National Church. There will be a specific template developed for the parishes and the committee working with the parishes will help create the parish materials in accordance with their own specific Case for Support.
 - c. The diocese will recruit and provide guest speakers who can make presentations on mission, the national programs and the diocesan programs.
 6. Parish Goal Setting
 - a. The parishes should be given their goals based on a mathematical formula. Each parish will need to agree on the goal, and the official acceptance of that goal should be negotiated by the Campaign Steering Committee.
 - b. A provision for a larger percentage of the funds going to the parish when they exceed their assigned target is recommended.
 - c. Goals should be reasonable and attainable.
 7. Major Gifts Phase
 - a. A major gifts phase should be conducted in 2011 commencing no later than the beginning of June with a minimum goal of \$1,000,000. Major gift donors would be encouraged to make a least a part of their gift directly to the diocese.
 - b. A Major Gift Plan would be developed to concentrate on 100 prospects capable of making a gift or \$25,000 or more over a 5 year period.
 8. Fundraising Phases
 - a. The fundraising plan must have a maximum goal of \$12,000,000. This goal will present an enormous task to achieve and will require organization and success at every level. Effective fundraising methods should be utilized.
 - b. The Director of Stewardship Development, with counsel, will develop a campaign plan for all parishes to follow.
 - c. Each parish will be given campaign materials and a template from which to develop their Case.
 - d. Each parish will be trained to conduct personal face-to-face visits within their parish.
 - e. Every parishioner will be given campaign materials upon which to base their gift

decision.

- f. Every member of the parish will be asked to support a campaign in their parish.
- g. A sacrificial, meaningful and proportionate gift chart will be used as a means of soliciting a gift.
- h. Five year pledges will be offered for payment of gifts.
- i. There will be four active phases in each parish campaign - Matthew, Mark, Luke and John.
- j. Gifts can be made through the use of a three-part pledge card, and all gifts will be recognized by the diocese.
- k. Parish areas will be rolled out into campaign over an 18 – 24 month period of time commencing in September 2011.

9. Professional Counsel

In the Planning Feasibility Study, it was emphasized that the financial campaign must be conducted by diocesan leadership with the support of professional counsel. **M & M International** believes that a successful diocesan campaign in the diocese can only be achieved with the assistance of our firm. The diocese has a respected Director of Stewardship Development who is capable of guiding and coordinating a diocese-wide financial development initiative. However, there are many other resources necessary to execute a successful financial campaign. It must be recognized that the overall plan and financial objectives are very substantial and the timetable is extremely demanding.

Organizational skills, fundraising knowledge and experience, discipline, a balance of objective and subjective thinking and professional commitment in a theological framework are qualities that **M & M International** can bring to a program in the diocese. There is also a direct relationship between the amount of money raised and professional counsel involvement. We believe that the diocese should retain professional counsel for the design and execution of the program across the diocese.

10. Operational Costs

It is essential that a guideline or budget for costs be established that are sufficient to do the job well but also assure economy, efficiency and good stewardship. **M & M International** recommends that the diocese set a ceiling for a financial campaign with a Diocesan goal of \$12 Million. In addition, costs of operative materials and major donor materials should not exceed 1-2 percent of the diocesan goal. The diocese hopefully

recognizes that attempting to conduct this campaign on a budget less than approximately 10 cents on the dollar goal will result in decisions that will lead to less money being raised and potentially place the goal in jeopardy. A budget should be carefully considered and must be transparent and acceptable to all diocesan stakeholders.

A Proposal for Professional Services

It is recommended that the Diocese of Ottawa retain *Ministry and Money International (M&M International)* to provide fundraising counsel on the diocesan and parish levels for the National, Diocesan and Parish Case for Support.

If retained, the firm would work closely with diocesan leadership and parishes. The financial initiative would be led by Murray McCarthy and Martha Asselin with specific responsibilities for the program of planning, organizational readiness, mission awareness and fundraising phases and to design and implement an effective financial tracking system.

These services would be provided from August 15, 2010 through June 2013 and would include:

- Murray McCarthy and Martha Asselin, who would provide supervisory and diocesan level support to the campaign. They would work with the Bishop, Director of Stewardship Development and the Campaign Co-Chairs and be responsible for the overall direction of the Campaign.
- The Reverend Canon Ebert Hobbs would act as Campaign Consultant to the diocese and would provide additional supervisory services.
- Murray McCarthy would be involved as Executive Director for the campaign from August 2010 through November 2012 and would also be directly responsible for the Major Gifts Phase of the campaign.
- Martha Asselin would act as Assistant Executive Director in charge of the field directors while acting as the Matthew Phase field director.

The Executive team would work with the Director of Stewardship Development in the late summer of 2010 to develop a Strategic Fundraising Plan for the Diocese. That plan would be ready for the Diocesan Synod in the fall of 2010 where both the Campaign recommendation and the plan can be presented. This will provide diocesan leadership with an integrated fundraising plan for the next decade and beyond.

Commencing late fall 2010, after the Diocesan Synod, *M & M International* would work with the Bishop and the Director of Stewardship Development to create a campaign team and to commence work on the Campaign Plan, Communication Plan and the Case for Support.

By late spring 2011, major gift solicitation would commence as would planning for a fall 2011 launch of the Matthew phase of the parish campaign. The final three parish phases would be completed by the end of November 2012 with wrap up phase of the campaign completed by June 30, 2013.

M & M International proposes that a budget of \$800,000 - \$1,000,000 be provided to retain counsel for the period stated above and that another \$125,000 - \$250,000 be set aside for operative materials for the diocese and parish segment of the campaign. This represents a cost of less than 10 cents for every dollar raised by the diocese for the National, Diocese and Parish Church needs. A detailed proposal will be forthcoming if the Diocese decides to retain M & M International and move forward with a financial campaign.

Task	Timing
Fundraising Plan for the Diocese	August 15 – October 15, 2010
Organization and Readiness	November 1, 2010 – March 15 2011
Team Recruitment and Development	
Case Development	
Campaign Plan	
Communication Plan Development	
Campaign Phases	March 2011 – April 2013
Major Donor Phase Commences	
Matthew Phase	
Mark Phase	
Luke Phase	
John Phase	
Wrap Up	April 2013

Summary

In summary, *M & M International* believes that the Anglican Diocese of Ottawa is positioned to successfully undertake a \$12,000,000 financial campaign to fund critical strategic planning priorities and build capacity for the financial health of the diocese for generations to come.

Necessary Planning Steps to Success

1. Revise the Case for Support.
2. Prepare a Campaign Plan.
3. Develop and make transparent a plan for how the campaign funds are to be dispersed.
4. Develop a campaign budget of revenue and expenses.
5. Prepare communication for Synod this fall.
6. Organization and Readiness for a campaign should start after Diocesan Synod this fall.
7. Major Gifts can commence in the spring of 2011 followed by the parish phases commencing in September 2011. It is envisioned that parishes will launch campaigns in several timing related phases. The parishes and timing will be identified during the planning stages where factors of readiness and support will be considered.
8. Wrap-up and the final mail campaign conclude in April 2013.

Key Points of the Study

- i. There is a great resource pool available within the Diocese of Ottawa that should be tapped in order for the parishioners to be fully engaged in the campaign process.
- ii. There was adequate financial support and gifts identified in the study to support a goal of \$12,000,000. A financial campaign to fund the Case for Support would be based on extensive visitation and broad-based support by as many parishioners as possible in the diocese.
- iii. Major gifts will be an important aspect of the campaign and will deliver up to 10 - 15% of the campaign goal.
- iv. A financial initiative can commence as early as August 2011 with the commencement of the development of a Strategic Fundraising Plan for the Diocese.
- v. It's important to learn from our experience; therefore, it is recommended that the Diocesan financial campaign be pastorally sensitive, case focused and a prayerful initiative.

Conclusion

M & M International is recommending a campaign goal of **\$12,000,000** based on current compelling needs after the leadership has:

- Taken time to reflect and understand the contents of this report.
- Updated the diocese and the interviewees on the Study findings.
- Written a Strategic Fundraising Plan for the diocese.
- Re-written the Case for Support.

Upon completion, planning can then be launched whereby the campaign is planned in phases with an organizational readiness phase start date of November 2010. It is recommended that this should be done professionally with the support of *M & M International*. The “Campaign Phases” could be launched as early as September 2011. We believe that the diocese will require support from *M & M International* to be successful in raising the 12,000,000 goal. *M & M International* will prepare a formal proposal for the Diocesan Financial Initiative if requested.

APPENDICES

APPENDIX A: STUDY PARTICIPANTS

Face-to-Face

The Rev. Canon Catherine Ascah	John Collier	The Ven. Frank Kirby
The Rt. Rev. Eric and Patricia Bays	Patricia Connolly	Scott Kirby
The Rev Canon Jim Beall	Mrs. Marie Crossley	The Rev. Canon Peter Lackey
Glenn and Margaret Bloodworth	Canon Judy Darling	Ralph Langtry
The Ven. Paul Blunt	Robert Douglas	Nick Lee
Ann Bourke	Paul Dumbrille	John Leech
The Rev. Craig Bowers	The Ven. Chris Dunn	Susan Lewis
Sarah Bowers	The Rev Gale Edmondson	Glenn Lockwood
The Rev. Canon John Bridges	Dennis and Mary Empringham	Francis MacDonnell
Ronald Brophy	The Rev Canon William Fairlee	The Rev Rhonda MacKay
Bill Broughton	Dr and Mrs. David Farr	Robin MacKay
Carol Burrows	David and Heather Finney	The Rev. Canon Rick Marples
The Rev Bill Byers	Michael Fleming	The Rev. Jonathon Martin
The Rev. Canon Cameron Cairns	The Rev. Kevin Flynn	Peter Martin
Arch Campbell	The Rev John Fowler	Tony and Judy Maxwell
Caroll Carkner	Alan Fowler	John McBride
David Caulfield	Patricia and Jack Francis	The Rev Jane McCaig
Ron Chaplin	Jane Fyles	Shelaugh McGonigle
The Rt. Rev. John Chapman	Sue Garvey	Allan McGregor
Catherine Chapman	The Rev Laurette Glasgow	Ted McNabb
Lisa Chisholm-Smith	Mary Martha Hale	Roy Mills
Francis Christenson	Ross Hammond	David Morgan
The Ven. Susan Churchill-Lackey	Michael Herbert	The Rev. Eric Morin
Betsy Clarke	The Rev Michael Hicks	Linda Morrison
The Rev Susan Clifford	The Rev Linda Hill	Laura Moulton
The Rev David Clunie	The Ven. Peter John Hobbs	The Rev. Canon Stewart Murray
The Rt. Rev. Peter Coffin	The Rev. Canon Pat Johnston	John Nelson
	The Rev. Brian Kauk	Amy Newell
	Elizabeth Kaulbach	John Newman

Martha Nixon	The Rev. Dr. Robert Sears	John Trant
The Very Rev. Shane Parker	Patricia Sears	The Rev. Richard Vroom
Monica Patten	The Rev. David Selzer	The Rev Danna Wall
Barbara Petepeice	Katherine Shadbolt-Parker	Mr & Mrs. Victor Wherle
The Rev. Canon Bill Prentice	The Rev. Stephen Silverthorn	Phil and Carol Whittall
Dr Alan Preston	Nash Smith	The Rev. Mark Whittall
The Rev. .Linda Privitera	The Rev. Canon Roger Steinke	Alan Winship
Dr J.L. Spruce Riordan	Andrew Stephens-Rennie	The Ven. Gordon Worden
The Ven. James Roberts	Erica Stephens-Rennie	The Rev Jessica Worden-Bolling
Marion Saunders	The Rev. Canon Jim Stevenson	The Rev. Canon Roger Young
Jane Scanlon	Howard and Francis Stutt	
The Rev. Blair Seaborn	Elizabeth Taylor	

List of Online Study Participants

Alan Whitton	Colin Sangster	Henry Lane
Alice Keiwan	Daphne Thomas	Iris Ball
Alison Sutherland	Darlene Cunliffe	J Richardson
Andy Weston	Dave Chisholm	J S Riordan
Anne Quick	David & Frances Huddleson	J S Upton
Anonymous	David Andrew	Jack Forrest
Antonia Larsen	David Muir	Jack Francis
Audrey Lawrence	David Muir	Jack Kalil
Audrey Payne	David Vavasour	James McMahon
Austin Cooke	David Wilson	James Menard
Barbara Welch	Dennis Smyth	Jan Lovejoy
Bill Lewis	Derek Clark	Jane Maxwell
Bonita Eley	Derwyn Sangster	Jane Scanlon
Bryan Bonell	Don Wilson	Janet Eileen Connor
Buchanan	Doreen Slingerland	Janet Martin
Carol Bruce	Earle Warren	Janice & Paul Bertrand
Carolyn Pollock	F. Ardyth Elliott	Janice Campbell
Cathy Davis	G. Paul Langman	Jessica Worden-Bolling
Charles Boole	Gary Weir	Jim Davis
Charles Cheesman	George Kwari	Jim Davison
Christine Jannasch	Gerry Green	Jim Kirkpatrick
Christine Piper	Henry D. Armstrong	Jim Millard

Jim Quinn	Martha Nixon	Robyn Cumming
John Holding	Mary Wilson	Ross Brodie
John J. Shane	Michael Perkin	S. Elizabeth Reicker
Joyce Moore Cowan	Michel Dubord	Sandy Greene
Judith Darlig	Nancy MacLeod	Sharon Culchieth
Judith O'Rourke	Nancy Murphy	Sheila Granger
June Syrie	Nicholas A. Galambos	Shirley Hilchuk
Karen Ann McKinna	Nicolette Bravo	Shirley Kelly
Kathy Gibb	P. Seguin	Stephen close
Keith Flegg	Pat Dupuis	Steven Shamess
Kevin Portt	Patricia Brush	Susan Derby
Kimberly Knoefel	Patricia Dorland	Suzanne Thompson
laurie Curtis	Patricia Fox	Ted Barnicoat
Leona Blair	Paul Ledas	Tom Ritchie
Leonard Howley	Paula Desrosiers	Tom Smith
Lewis Kruger	Peter Cowan	Valerie Steeves
Lorna Brule	Phil Cottrell	Vic Wootton
Lorne Bowerman	Raymond Armstrong	Vickie Townson
Lydia Glover	Raymond Daniel	Victor Wehrle
Malcolm McEwen	Raymond S. Wells	Violet Garrett
Margaret "Peggy" McLeod	Rev. Dr. Ronald Hunt	Wayne Bichard
Margaret Hyland	Rick Hoyland	Wayne Kauk
Margaret Thomas	Rick Marples	Wayne Keech
Margo Whittaker	Rob Douglas	Wendy Birkinshaw Malo
Marie Frenken	Robert Campbell	William Bezanson
Marilyn Brownlee	Robert Davis	Wilma Di Gaetano
Marilyn Elleda Johnston	Robert Taylor	
Mark Stalter	Robert Wakeman	

APPENDIX B: DISCUSSION STIMULANTS

APPENDIX C: INVITATION LETTERS

APPENDIX D – CASE FOR SUPPORT

APPENDIX E – INTERIM REPORT