

STRUCTURAL RENEWAL TASK FORCE

REPORT TO

NATIONAL CONVENTION

JULY 2011

TABLE OF CONTENTS

How to Use This Document.....	4
Executive Summary	5
Proposed Summary (Graphic).....	7
Background.....	8
A theological understanding of structural renewal.....	8
The context for structural renewal.....	9
The mandate	10
Summary of input and feedback received	11
Guiding principles	12
Criteria	12
Recommendations	13
1. Create “Areas”—Groups of Congregations that work together	13
2. Reduce the number of synods to three and clarify the role of the synods	14
3. Clarify the role of the synod bishops	16
4. Streamline synodical governance and redirect resources to mission	16
5. Clarify the role of the national expression of the church	18
6. Clarify the role of the National Bishop	18
7. Streamline the governance of the national expression of the church	19
8. Change the process through which congregations bring concerns to the church	20
9. Establish implementation teams	21
Financial Implications.....	21
Legal Matters.....	21

TABLE OF CONTENTS—CONTINUED

Items Referred to National Church Council	21
Implications for the seminaries	21
Implications for Luther College and Lutheran Collegiate Bible Institute.....	22
Implications for the relationships with Special Interest Conferences	22
Steps to Implementation and Timeline.....	22
Supporting Documents	
A—Letter from National Bishop Susan Johnson to All Rostered Leaders, October 2009.....	23
B—Task Force Members.....	25
C—Summary of Task Force Activities.....	26
D—2010 Survey Analysis.....	27
E—Survey Highlights for Review and Feedback from Conference Conventions.....	32
F—Notes to the Financial Review.....	34
G—Current Budget—Synods and National Church	35
H—Projected Budget—Preliminary Review of Financial Implications	36
I—Legal Matters	37
J—Implementation Teams	41
Structural Renewal Frequently Asked Questions	43

HOW TO USE THIS DOCUMENT

If you are reading this document online or after downloading it to your own computer, we ask that you consider the environment and do not print the entire document before reading the following suggestions.

Start by having a look at the Table of Contents and reading the Executive Summary. Doing this will help you determine the amount of information you need in hard copy as you prepare for the presentation and discussion at the National Convention.

The Executive Summary is deliberately concise. For the full explanation, including the vision and rationale for each recommendation, you are invited to read the entire document.

The supporting documents offer detailed background data that will be of interest and assistance to some delegates. To save the environment, we suggest that you print the supporting documents only after you have had a look at them and decided that having a hard copy is important to you.

As you read this document, please bear in mind that this report contains a broad overview of suggested structural and governance changes for the ELCIC. If the recommendations contained herein are accepted in principle by the delegates at the National Convention in July 2011, there will be many details to be worked out by National and Synodical Implementation Teams over the next few years. The process for making changes to the ELCIC's governance structure is clearly outlined in the National and Synodical Constitutions. A number of legal matters will need to be researched and, before the proposed structure can be implemented, constitutional changes will come before the delegates of future conventions of the National Church and each of the synods. The process will not be complete until 2015. At this juncture, affirmation of the proposed changes in principle is important so that we use our resources wisely, knowing that we are moving toward a new structure that is acceptable to this church.

EXECUTIVE SUMMARY

The ELCIC is a church with an historical tradition of reflection, reformation and renewal. We believe that we are called to be good stewards of God's gifts, and that organizational structure plays a role in the church's mission. From its earliest days the Christian church has tried to clarify roles and responsibilities to enable the gospel to flourish (Acts 6: 2–4), and in this context we seek God's guidance to do the same.

The Structural Renewal Task Force (SRTF) was convened in the Spring of 2009 following a National-Synodical Officers consultation and an ensuing action of National Church Council (CC-09-19). That action mandated the SRTF to consider restructuring proposals for the ELCIC to equip the church to be in mission for others and to develop a structural framework which is flexible, affordable and sustainable. The context for the SRTF's work includes the declining membership and resources of the church and National Bishop Susan Johnson's current call for renewal which includes an emphasis on "focused framework."

The SRTF began its work by considering optional forms of ecclesiastical and secular organizational structures, change management theory and data on membership and resources from all synods. Broad consultation began in the fall of 2009 with SRTF members attending Synod Council meetings. The conversations at those meetings revealed a lack of awareness of the need for restructuring. The SRTF redoubled its efforts to inform all members of the ELCIC of the context for structural renewal using multi-channel communications and presentations at all Synod Conventions in 2010. A survey was distributed at the Synod Conventions and online, inviting all members of the ELCIC to provide input to the process. Consultations were held with all synod bishops, and members of the SRTF made presentations at conference meetings and in congregations as invited throughout 2010.

Highlights of the survey results include support for working collaboratively with other churches, reducing the number of synods, reducing the size of National Convention and reducing the functions of the National Office. Respondents were not supportive of eliminating the National Office, eliminating all of the synods or reducing the size of Synod Conventions. The survey also provided guidance on roles and responsibilities for synods and the National Office which is reflected in the recommendations.

Based on its original mandate, the survey results and input from all consultations, the SRTF adopted four guiding principles for its work:

- We are a church *In Mission for Others*.
- We recognize that the majority of our mission and ministry happens at the local level.
- We intend to structure ourselves as a distinctly Canadian Lutheran Church that is flexible, affordable and sustainable.
- We recognize the value of clear roles and relationships among our National, synodical, and local or congregational expressions:
 - The National Church relates to synods; and
 - Synods relate to "Areas," congregations and specialized ministries.

The following nine recommendations have been developed in alignment with the guiding principles. For each recommendation a vision has been articulated and a rationale is outlined in the full report. The nine recommendations are:

1. Create "Areas"—Groups of congregations that work together in mission led by an Area Leadership Team.
2. Reduce the number of synods to three and clarify the role of the Synods.
3. Clarify the role of synod bishops.
4. Streamline synodical governance and redirect resources to mission.

5. Clarify the role of the national expression of the Church.
6. Clarify the role of the National Bishop.
7. Streamline the governance of the national expression of the ELCIC and redirect resources to mission.
8. Change the process through which congregations bring their concerns to the National Church.
9. Establish Implementation Teams, one national in scope and others focused on the synods.

A graphic depiction of the proposed structure is provided on the next page.

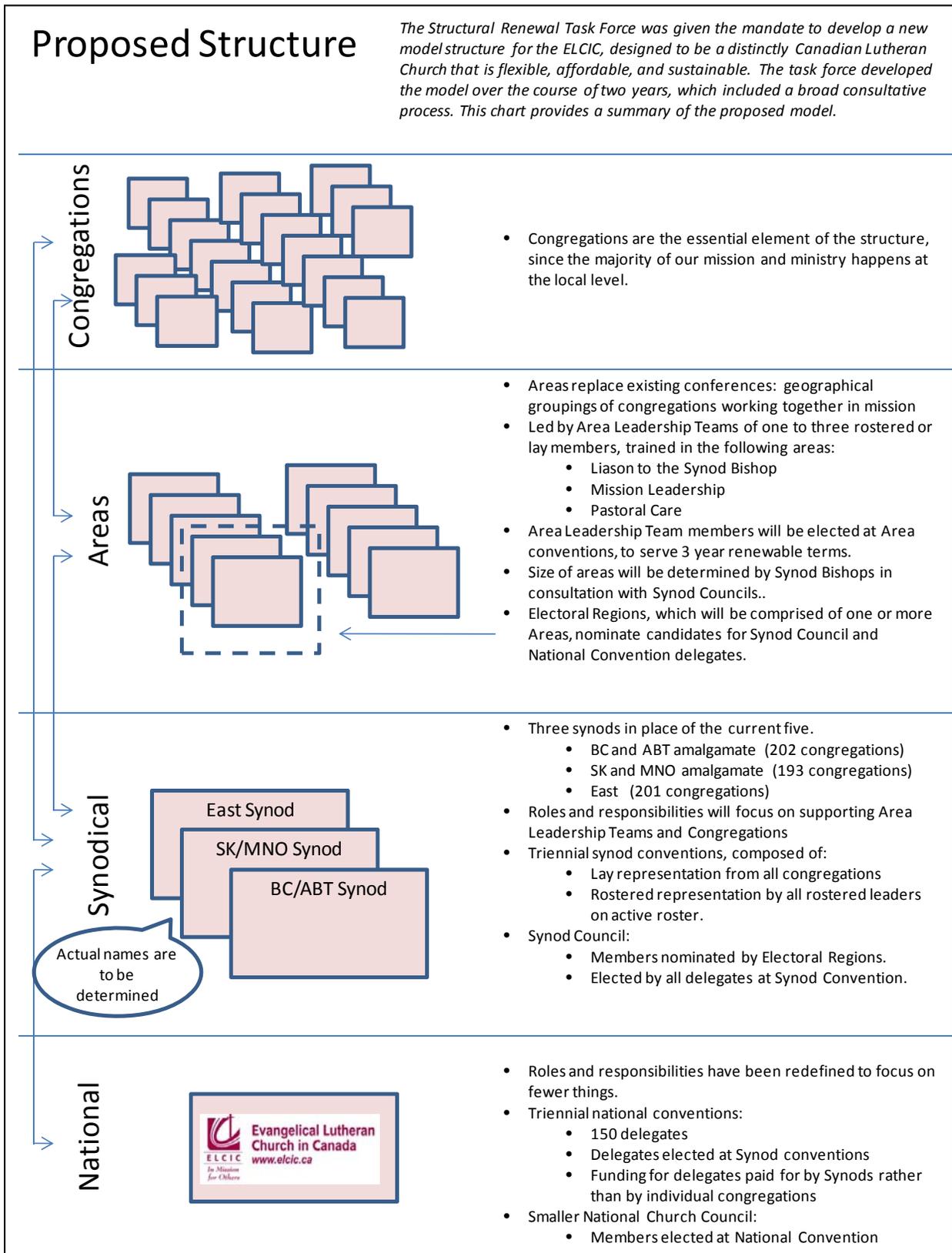
The proposed structure is designed to be neutral in its effect on the ELCIC's financial position in the near term. Monies saved are redirected to mission and ministry at the local level in the model. The long-term feasibility of the proposed structure has been analyzed, and the SRTF has concluded that this model is sustainable into the foreseeable future.

Implications for the ELCIC's two seminaries, its two theological schools and the Special Interest Conferences have been referred to National Church Council for further study.

This report contains a broad overview of suggested structural and governance changes for the ELCIC. At the July 2011 National Convention an action granting approval in principle for the recommendations would mandate National Church Council to move toward implementation. National and Synodical Implementation Teams would be formed, legal matters would be researched, constitutional changes would be drafted and decisions would be made at Synod Conventions in 2012 and 2014, and National Conventions in 2013 and 2015.

We trust that God has and will continue to use the organizational structure of the ELCIC to advance God's mission in the world.

PROPOSED STRUCTURE



BACKGROUND

The ELCIC is a church that has its historical roots in reformation and renewal. We are currently experiencing changes that create opportunities for renewal that are both exigent and exciting. Under the leadership of National Bishop Susan Johnson, this has been a time when we have been called to be *In Mission for Others* and focus on five pillars that undergird mission:

- Spirited Discipleship
- Compassionate Justice
- Diverse Faces
- Effective Partnerships
- Focused Framework

Mainline Protestant churches in North America have been losing members since the mid-1960's. The ELCIC has been no exception with both membership and financial resources in decline since our formation in 1986. This has created the necessity to renew and revitalize the organizational structures that support our ministry in every expression of this church including congregations, conferences, synods and National. This report offers recommendations for structural renewal that will result in a more focused framework and allow us to continue as good stewards of the gifts we receive.

A Theological Understanding of Structural Renewal

We believe that God is always active in creation, reforming, restoring and renewing every part of it including church structures to help the gospel flourish. We are reminded in the book of Acts that the early Christians also had to work on clarifying roles and responsibilities in order to further the mission of the nascent church. In chapter 6 we read of this attempt to focus the framework:

It is not right that we should neglect the word of God in order to wait on tables. Therefore, friends, select from among yourselves seven men of good standing, full of the Spirit and of wisdom, whom we may appoint to this task, while we, for our part will devote ourselves to prayer and to serving the word. Acts 6: 2–4

Being effective as a church body means having a framework that is flexible enough to respond to our mission, vision and goals. In the ELCIC, we work to build community within the church and among our partners through a strong administrative structure, open lines of communication, fostering relationships among all expressions of the church, and by having the courage to face the challenges of new realities that come before us.

We engage in the work of structural renewal relying on God's grace and the inspiration of the Holy Spirit. We trust that God has and will continue to use the organizational structure of this church to advance God's mission in the world.

The Context for Structural Renewal

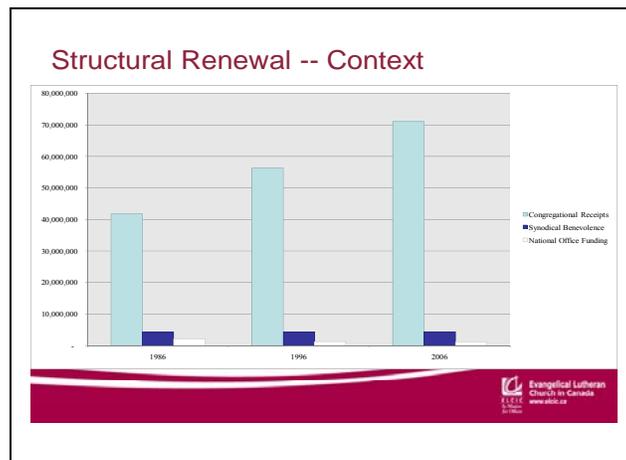
National Bishop Susan Johnson set the context for structural renewal in her letter to all rostered leaders in October 2009. See Supporting Document A. Her key points were as follows:

Structural Renewal --Context

- Total church baptized membership down 23% since 1986
- Offerings at Congregational level have continued to grow, keeping up with inflation, despite drop in membership
- Benevolence dollars passed on to Synods from Congregations flat over this period -- now starting to drop. When inflation is factored in, Synods trying to maintain their ministry with less purchasing power
- Benevolence dollars passed on from Synods to National Church decreased, and after adjusting for inflation, National office is operating with about 1/3 of the purchasing power at merger in 1986



Data collected and analyzed by the Task Force on Financial Resource Development (Sept. 2009) shows the degree of impact to the national expression of the ELCIC caused by declining financial resources:



THE MANDATE

Following discussion at the National-Synodical Officers Consultation in February 2009, at its March 2009 meeting, the National Church Council crafted a mandate for a special task force that would concentrate exclusively on “Focused Framework.” The mandate of the Structural Renewal Task Force (“SRTF”) is as follows:

CC-09-19 That NCC appoint a task force to consider restructuring proposals for the ELCIC. The task force shall consider:

- The need to develop a structural framework for our church which is flexible, affordable and sustainable
- That the proposed structure needs to equip us to be a church *In Mission for Others*
- The appropriate number of synods
- The relationship between synods and the National Church
- Questions around leadership (ie. Number of bishops)
- Program priorities and how they are achieved between the national and synodical levels of the Church
- Staffing for all levels of the church
- The relationship to congregations
- The function, format and size of National Convention
- The implications for our seminaries

The task force shall identify segments of the church’s constituency which will be impacted by structural changes and consult appropriately. The synods are to be consulted in a deliberate way through Synod Councils and Synod Conventions. The task force also needs to consult with our partners including the ELW, ACC, CLWR and the seminaries.

The task force is asked to prepare interim reports for National Church Council and a detailed proposal including constitutional amendments for the 2011 National Convention.

The task force shall be appointed by the NCC on recommendation of the National Bishop. It shall be composed of the National Bishop, 5 Synod representatives appointed in consultation with the synod bishops (at least two of whom should be participants from the National-Synodical Officers Consultation), and up to three other members chosen to balance representation and needed skills.

The National Bishop shall be authorized to engage a consultant, at her discretion, to assist the task force in its work, provided that the costs can be covered from available resources that are not budgeted for some other purpose. **Carried.**

In the spring on 2009 SRTF members were appointed—see Supporting document B and their two-year consultative work began. See Supporting Document C for a summary of SRTF activities.

Summary of Input and Feedback Received

The recommendations put forward by the SRTF are based on the input and feedback received through numerous channels identified in the summary of activities as found in Supporting Document C. Statistics shown in the slides below come exclusively from the survey which had 320 respondents. Though no particular change was universally accepted, some suggestions received more favourable response than others.

Positive* Responses to Ways to Reduce Administration Costs

	ROSTERED	LAY
Work cooperatively with other Churches	85.4%	87.8%
Reduce the number of Synods	71.1	70.8
Reduce size of National Convention	64.7	62.9
Reduce functions of National office	55.1	53.5

* Strongly Agree or Agree

Negative* Responses to Ways to Reduce Administration Costs

	ROSTERED	LAY
Eliminate the National Church	87.6%	91.3%
Eliminate all Synods	84.6	85.3
Increase functions of National office	69.8	74.5
Reduce size of Synod Conventions	63.3	50.6
Reduce functions of Synods	59.8	52.6

* Disagree Or Strongly Disagree

Response to Reducing Number of Synods

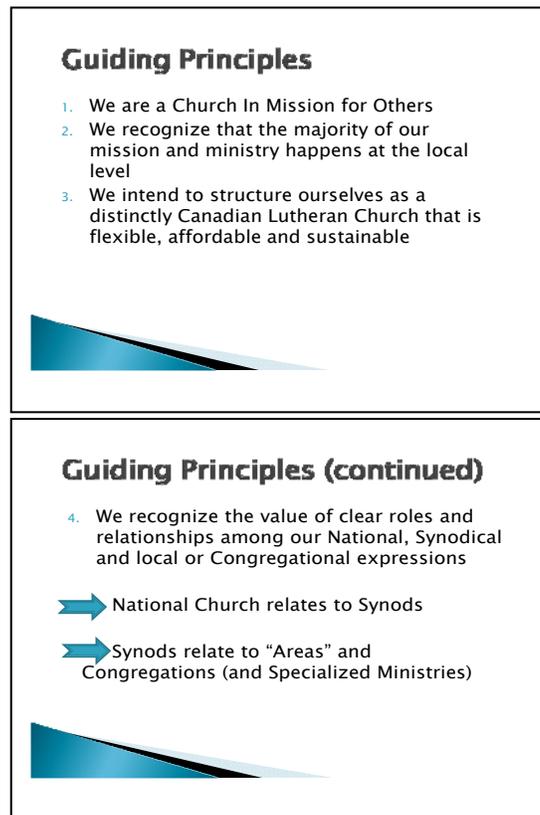
	TOTAL	EAST	MNO	SASK	ABT	BC
Should the number of synods be reduced?	70.7%	86.5%	53.7%	57.9%	64.7%	81.0%
# of Synods:						
Three	38.7%	45.8%	31.6%	38.9%	25.8%	40.5
Two	16.5	14.5	7.9	14.8	22.6	27.0
Two to Three	4.1	7.2	2.6	1.9	3.2	2.7
Five	18.1	8.4	44.7	16.7	19.4	13.5
Four	7.8	8.4	5.3	5.6	16.1	5.4
Zero	5.3	9.6	5.3	1.9	3.2	2.7

Top Priorities for Synods

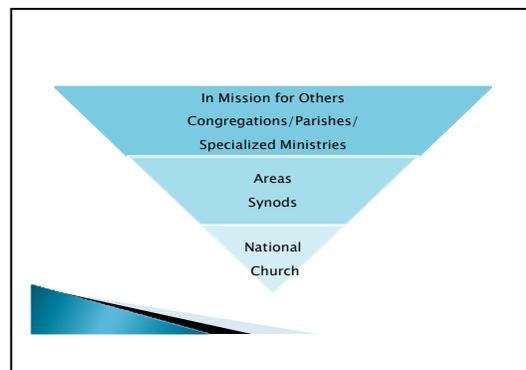
Find new Pastors	60.2%
Assist with crises	54.4
Assist with renewal	37.2
Education for Pastors and on-going theological education	24.1

GUIDING PRINCIPLES

The SRTF adopted these foundational principles for its recommendations:



The model for a renewed structure in the ELCIC focuses on ministry at the local level where congregations, parishes and specialized ministries are *In Mission for Others*.



CRITERIA

The SRTF developed its recommendations using these criteria:

- That the recommendations fulfill the mandate from National Church Council,
- That the recommendations are aligned with the SRTF's guiding principles,
- That the results of the survey are considered,
- That the proposed structure is designed to work for the existing 600 congregations in the ELCIC as well as in a scenario where the ELCIC has as few as 300 congregations.

RECOMMENDATIONS

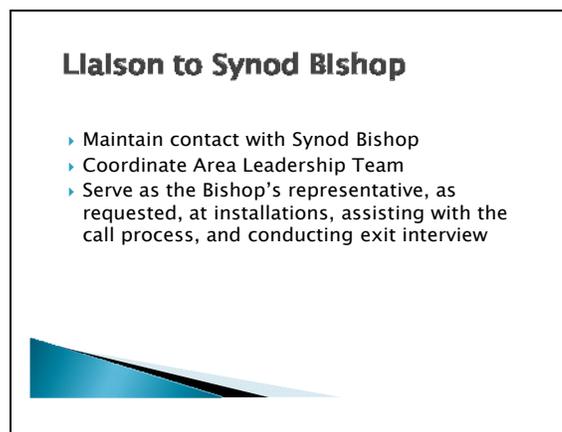
This section contains nine recommendations of the SRTF supported by the accompanying vision and rationale.

1. Create “Areas”—Groups of congregations that work together in mission led by an Area Leadership Team.

Vision: To create a structure that delivers more direct support for mission and ministry at the local level. The recommendation to create Areas and Area Leadership Teams is based on the belief that small groups of congregations working together to respond to the needs of people in their geographic area can accomplish more in ministry than individual congregations working in isolation. The proposed formation of Areas and Area Leadership Teams offers the opportunity for deliberate networking and mutual support among rostered leaders and lay people. Moreover, it provides assistance to the synodical bishop in serving congregations in the call process and in providing pastoral care to rostered leaders. In this new structure, leadership will be closer to the local level and it will model a grassroots team approach. The creation of areas and Area Leadership Teams and support for their role is key to the success of the proposed new structure as a whole.

Recommendation: The SRTF recommends that congregations be grouped into “Areas” to strengthen mission and ministry:

- Areas will replace the existing conferences and have a different mandate.
- Areas may be smaller than many existing conferences.
- The size and configuration of areas will be determined by the synod with 15 congregations being an ideal number for one area. Local characteristics could result in some areas having as few as six congregations and others as many as 25. Geography will be a key factor. Areas will be relational in function, building networks among congregations and collegial support among rostered leaders and lay people.
- Each area will be led by an Area Leadership Team comprised of one or more individuals (rostered or lay) who are skilled in the following functions:



Mission Leadership

- › Maintain contact with Synod Mission Staff
- › Work with Congregational leaders, rostered and lay, to create area mission strategies
- › Work within area to arrange for continuing education opportunities for rostered and lay to support and encourage area mission strategies



Pastoral Care Leadership

- › Encourage networking and mutual support among rostered leaders
- › Provide pastoral support to area rostered leaders as required
- › Maintain contact with the Synod Bishop as required



- Initially the Area Leadership Team will be appointed by the synod bishop in consultation with the Synod Council. Following an inaugural period, Areas will appoint a discernment committee to nominate individuals for the Area Leadership Team.
- Area leaders will serve a three-year, renewable term.
- Area leaders will receive training and support from the Synod office.
- Electoral Regions for the purposes of electing the Synod officers and delegates to the National Convention may be different from Areas. Several Areas may be grouped together to form an Electoral Region to ensure balanced representation. The exact number and size of Electoral Regions is to be determined.

Rationale for Grouping Congregations into Areas:

The SRTF hopes to accomplish the following through this new structure:

Area

- › What do we hope this will accomplish?
 - Tie into Spiritual Renewal
 - Recognize that ministry happens at local level
 - Nurtures relationships especially when congregations/people not in crisis
- › Models team and co-operation for whole system
- › Clearer focus than role of current conferences
- › Size - to be determined by Synod Bishops in conjunction with the Synod Council
- › Areas might be small, electoral regions may be comprised of several areas



2. Reduce the number of synods to three and clarify the role of the synods.

Vision: To create a structure that is flexible, affordable and sustainable and to recognize the value of clear roles and relationships. The SRTF believes that synods are more appropriately focused on the ministry of governance and leadership development while areas, congregations, and specialized ministries focus on ministry at the local level. The creation of three Synods rather than five or more will serve to maximize the support of local ministry with available resources. In the proposed structure, the three synodical offices will be appropriately staffed and equipped. A structure with three synods will have less replication of governance structures across the church while the creation of areas and Area Leadership Teams will address the needs of congregations and specialized ministries for mission and ministry support.

Recommendation: The SRTF recommends that the ELCIC have three synods and that the roles and responsibilities for synods be clarified as follows:

- The BC and ABT Synods will amalgamate and the SK and MNO Synods will amalgamate.
- The names of the three synods will be proposed through joint consultation between the National and synodical implementation teams.
- The role of the synods will include:

Role of Synod

- ▶ Relate to Areas, Congregations and the National Church
- ▶ Support area strategies
- ▶ Training/support of Area Leadership Team (ALT)
- ▶ Support Congregations:
 - Develop compensation schedule and related professional leadership issues
 - Conflict management
 - Discipline



Role of Synod (continued)

- ▶ Support rostered ministry:
 - Candidacy/colloquy/ordination/consecration
 - Call process
- ▶ Oversight and support of Seminary
- ▶ Ministry planting and development
- ▶ Regional ecumenical expressions
- ▶ Communication in cooperation with National Church communication strategy



Rationale for reducing the number of synods to three:

The reality of reducing membership over the years means that the current model is not sustainable into the short or long-term. The survey results indicate good support for three synods. An analysis of the current membership numbers indicates that the proposed grouping is logical. A scenario wherein the number of congregations and total membership is reduced by 50% continues to support the proposed grouping. Finally, the proposed geographical boundaries are logical when congregations' locations are plotted on a map of Canada.

REGION	# CONGREGATIONS CURRENT	BAPTIZED MEMBERS
East	201	61,000
MNO-SK	193	45,000
ABT-BC	202	43,000
Total	596	149,000

The SRTF also considered a two-synod model. This is not being recommended because the synods would be disproportionate in geographical and numerical size. The Eastern Synod would have 201 Congregations and the western, 392 congregations. The survey results favoured the three-Synod model and finally, a two-Synod model could contribute to polarization in the church.

The SRTF considered a model with no synods, making the ELCIC one Church with a strong National Office and no middle judicatory bodies. This is not being recommended because the survey results indicated minimal support for this model. The SRTF thinks that our church continues to be well served by having Synods.

The SRTF considered a model with no national expression of the church. This is not being recommended because the survey results indicated minimal support for this model, and that there are important areas of ministries that are appropriately and more effectively done from a single platform. Examples of this would include relationships with ecumenical partners, public policy and establishment of standards for rostered leadership.

3. Clarify the role of the synod bishops

Vision: To create a focused framework that recognizes of the value of clear roles and relationships.

Recommendation:

Synod bishops will continue to serve as leaders and counsellors to the congregations, rostered ministers and “Areas” of the synod, although some of these responsibilities will be shared with synod staff and Area Leadership Teams. Their administrative role will continue in overseeing the governance and programmatic functions of their synod. Their pastoral role will continue in their responsibility for ordinations and consecrations and their oversight of installations. Their prophetic role will continue as they serve as the chief spokesperson for the synod and as they work in cooperation with their bishop colleagues to lift up the vision of this church as it applies nationally and on the territory of their synod.

4. Streamline Synodical governance and redirect resources to mission

Vision: To align with the conviction that the majority of our mission and ministry happens at the local level, and to be consistent with the principle that the synods relate to “Areas” and congregations and also to the National Church.

Recommendation: The SRTF recommends that governance in the synods be streamlined by decreasing the number of Synod Councils (consistent with the three-synod model) and holding Synod Conventions triennially.

- Synod Councils will be reconfigured as follows:

Synod Councils

- ▶ Representation from each electoral region (electoral regions may include more than one Area)
- ▶ Balance of rostered and lay (alternating)
- ▶ Nominated by electoral region, elected by all at Synod Convention



- Synod Conventions will be changed as follows:

Synod Conventions

- ▶ Triennial (renewal events – National or Synodical could occur in the “fallow” year)
- ▶ Representation
 - Every Congregation represented by lay delegate with mechanism to allow more from larger congregations
 - All rostered leaders on active call



Rationale for changes to Synod Councils and Synod Conventions

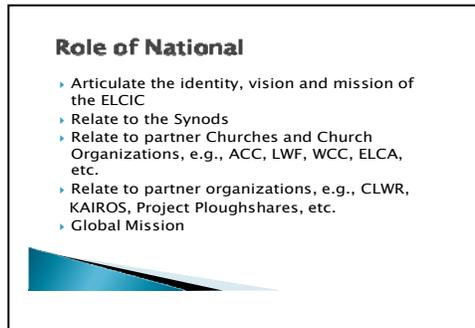
The proposed changes will have an immediate and significant positive impact on the cost of governance at the synodical level. Travel and accommodation costs for Synod Council meetings will be reduced. Moreover, the time and funds recovered for the Synod Leadership Team by moving to a triennial cycle for conventions can be allocated to the support of mission and ministry at the local level and to on-going support for Area Leadership Teams.

The SRTF is also recommending that National Conventions move to a triennial cycle. It is envisioned that the fallow year be used for renewal events across the church. These could be larger, national gatherings or smaller, regional events planned and organized as appropriate to the needs and interests of members from time-to-time.

5. Clarify the role of the National expression of the church

Vision: To create a focused framework for a church that is distinctly Canadian. Also, to be consistent with the principle that the National Church relates to the synods.

Recommendation: The SRTF recommends that the role of the National Church be as follows:



6. Clarify the role of the National Bishop

Vision: To create a focused framework that reflects a recognition of the value of clear roles and relationships.

Recommendation:

The National Bishop will continue to serve as the leader and counsellor of this church. The National Bishop will exercise: an administrative role through oversight of the governance and programmatic aspects of this church, a pastoral role through the responsibility of ordaining Bishops; a prophetic role as chief spokesperson of this church and, in cooperation with bishop colleagues, lifting up the vision of this church; and a relational role in nurturing partnerships with synods, with partner churches, and with ecumenical and international partner church organizations and agencies.

7. Streamline the governance of the National expression of the ELCIC and redirect resources to mission

Vision: To create a focused framework that is flexible, affordable and sustainable and recognizes the value of clear roles and relationships. To align the structure with the principle that the National Church relates to the synods and the synods relate to areas and congregations.

Recommendation:

The SRTF recommends that the cost of governance at the National level be reduced by decreasing the number of people on National Church Council, holding National Conventions triennially and reducing the number of delegates at National Conventions.

- National Church Council will be reconfigured as follows:

National Church Council

- ▶ 4 officers
- ▶ 4 representatives from each Synod (1 Bishop, 1 rostered leader, 2 lay)
- ▶ Elected at National Convention (Synod Bishops ex-officio)
- ▶ One Anglican representative appointed by COGS



- National Conventions will be changed as follows:

National Convention

- ▶ Triennial (renewal events – National or Synodical -- could occur in the “fallow” year)
- ▶ Delegates elected at Synod Conventions
- ▶ Each Synod has equal number of delegates
- ▶ Size:
 - 150 delegates (50 per Synod)
 - 30 lay delegates per Synod
 - 20 rostered delegates (on active call) per Synod
 - NCC (without vote)
- ▶ Funding:
 - Synods pay based on number of delegates



Renewal Event(s)

- ▶ Triennial – held in the “fallow” year of the convention cycle
- ▶ Organized Synodically or by Synods working together
- ▶ No governance role
- ▶ Programs designed to respond to the changing needs of the Church
- ▶ Focussed on worship, mission, continuing education, etc.
- ▶ Ties in with spiritual renewal
- ▶ Emphasis on camaraderie



Rationale for changes to National Church Council and National Conventions

Delegates to the National Convention will be elected by the delegates at the synodical conventions. This puts decision-making responsibility at the National level in the hands of people who have more direct influence on the implementation of those decisions. For example, those who approve the National budget will have the power to fund it because funding flows from the synods to the National Church.

The proposed changes will have an immediate and significant positive impact on the cost of governance at the National level. Travel and accommodation costs for National Church Council meetings and National Conventions will be reduced and the ability to choose smaller venues could also save money. Moreover, the time and funds recovered for the National Leadership Team by moving to a triennial cycle for conventions can be allocated to the support of its unique mission and ministry.

The current governance structure calls for approximately 600 delegates at National Convention. In recent years delegates have barely numbered 300. Financial constraints in the congregations are believed to be a primary reason for low attendance. The suggested new funding model would eliminate the obligation of individual congregations to pay delegates' expenses to the National Convention. This would allow election of delegates regardless of the ability of particular congregations to pay registration fees.

The SRTF is also recommending that Synod Conventions move to a triennial cycle. It is envisioned that the fallow year be used for renewal events across the church. These could be larger, national gatherings or smaller, regional events planned and organized as appropriate to the needs and interests of members from time-to-time.

8. Change the process through which congregations bring their concerns to the National Church

Vision: To align with the principle that congregations and areas relate to the synods and synods relate to the National Church. Also to clarify roles of the different expressions of the church.

Recommendation:

The SRTF recommends that the means whereby congregations bring their concerns before the wider church will be to petition their Synod Convention or Synod Council and once affirmed the matter would come before the National Convention.

Rationale:

Due to the smaller size of National Conventions not every congregation will have a representative. This recommendation delineates a clear process for congregations to bring their concerns to National Convention.

An alternative avenue for congregations and individuals to bring their concerns to the attention of the National Church is to write to National Church Council. This remains unchanged in the proposed structure.

9. Recommendation: that National Church Council establish Implementation Teams, one National in scope and others focused on the synods with terms and tasks as outlined in Supporting Document J.

FINANCIAL IMPLICATIONS

The proposed structure is designed to be neutral in its effect on the ELCIC's financial position in the short term, with the potential for substantial savings longer term. To support ministry and mission at the local level the formation of areas and Area Leadership Teams is recommended. This new structure will require financial resources for the formation, training and support of Area Leadership Teams by the synods. The SRTF proposes that monies saved through the reduction of the number of synod offices and governance expenditures be allocated to support this new model of ministry.

The SRTF spent some considerable time forecasting the lower limits of the financial feasibility of the proposed structure by looking at reductions of overall income of between 10% and 50%. We have concluded that this model is sustainable well into the foreseeable future.

Further details can be seen in Supporting Document F—Notes to the Financial Review, Supporting Document G—Current Budget—combined budgets of the synods and National Church, and Supporting Document H—Projected Budget—preliminary implications of recommendations.

LEGAL MATTERS

The structural model proposed in this report gives rise to a number of constitutional questions that will need to be researched in detail. To begin that process, the SRTF has identified some preliminary questions and possible directions of inquiry as outlined in Supporting Document—I.

ITEMS REFERRED TO NATIONAL CHURCH COUNCIL

Implications for the Seminaries

The mandate for the SRTF directed it to include recommendations regarding the future of the two ELCIC seminaries in its final report. As the SRTF broached this issue, it became apparent that such discussions involved a number of complex and cross-jurisdictional issues which exceeded its ability, resources and expertise. Such issues included:

- The changing needs of congregations, and questions of how our seminaries can shift their models of pastoral formation to be more responsive to these needs;
- Broader questions regarding the future, shape and requirements of theological education; and,
- The complexity of accountability within which our seminaries currently operate.

For example, our seminaries must meet legal requirements set by their governing documents, as well as having accountability to their partnering synods, the National Church, the wider academic institutions of which they are part, and the accrediting requirements of ATS. Consequently, any discussions about the future of theological education and the role of our seminaries in that ministry need to include National, Synodical and institutional buy-in if they are to proceed.

Given such realities and the complexity of the questions involved, the SRTF recommends a process, separate than that of the SRTF, to:

- Identify the issues surrounding the future of theological education in the ELCIC;
- Propose a national strategy for theological education to address these issues;

- Assess the capability and role of the seminaries in implementing such a strategy, taking into consideration their complex financial, accreditation, academic and accountability requirements; and
- Report back to the National Church Council, including in this report a list of the steps and enabling motions which would be required to implement such a national strategy.

Implications for Luther College and Lutheran Collegiate Bible Institute (LCBI)

Bishop Susan Johnson has been in conversation with the presidents of both schools and National Church Council has taken the following action:

CC-2011-05 That NCC authorize the National Bishop and Don Storch to enter into conversations with representatives from Luther College and LCBI for the purpose of re-examining the relationship between the schools and the church.

The SRTF considered the implications of its recommendations for Luther College and LCBI and has no specific recommendation regarding the relationship between the schools and the church.

Implications for the Relationship between the National Church and Special Interest Conferences

The SRTF recognized that this is an important area for consideration and recommends that the National Church Council allocate time to it.

STEPS TO IMPLEMENTATION AND TIMELINE

If the recommendations contained herein are accepted, there will be many details to be worked out by National and Synodical Implementation Teams, in consultation with their respective councils, over the next few years. The process for making changes to the governance structure is clearly outlined in the national and synodical constitutions. Before the proposed structure can be implemented constitutional changes will come before the delegates of future conventions of the National Church and each of the synods. At this juncture, affirmation of the proposed changes is important so that we use our resources wisely, knowing that we are moving toward a new structure that is acceptable to this church.

Supporting Document A

Letter from National Bishop Susan Johnson to All Rostered Leaders October 2009



ELCIC

*In Mission
for Others*

Evangelical Lutheran Church in Canada
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October 2009

Dear ELCIC Rostered Leaders,

I'm writing today to share information about the urgent financial challenges facing our church and to ask for your help.

In February of this year, the officers of the National Church and all five synods met to look at the current challenges facing our church. Their environmental scan reviewed the following:

- Total church baptized membership is down 23 percent since 1986;
- Despite the drop in membership, offerings at the congregational level have continued to grow, keeping up with inflation;
- Benevolence dollars passed on to the synods from congregations have been flat over this period and are now starting to drop. When inflation is factored in, this means that synods are trying to maintain their ministry with less purchasing power; and
- Benevolence dollars passed on from synods to the National Church have decreased, and after adjusting for inflation, this means that the National Office is operating with about 1/3 of the purchasing power it had at merger in 1986.

The officers agree that these challenges will become more severe in the next few years. They also agree on the need for major changes to the organizational structure of the church and expressed a willingness to keep “everything on the table” as discussions continue. At the same time, the officers note the need to increase work in the areas of evangelism, outreach and stewardship as we try to live out our call to be a church *In Mission for Others*.

National Church Council (NCC) heard these concerns from the officers meeting and appointed a Structural Renewal Task Force with the mandate to develop a structural framework for our church which is flexible, affordable and sustainable. In the process, the Task Force is to consider:

- How the proposed structure needs to equip us to be a church *In Mission for Others*
- The appropriate number of synods
- The relationship between synods and the National Church
- Questions around leadership (ie. number of bishops)

- Program priorities and how they are achieved between the national and synodical levels of the church
- Staffing for all levels of the church
- The relationship to congregations
- The function, format and size of the National Convention
- The implications for our seminaries

NCC asked the Task Force to identify segments of the church's constituency which will be impacted by structural changes and consult appropriately. As well, the task force is to consult with our partners including the Evangelical Lutheran Women, Anglican Church of Canada, Canadian Lutheran World Relief and the seminaries—Lutheran Theological Seminary, Saskatoon and Waterloo Lutheran Seminary.

All of this work is to be done in preparation for presentation of a detailed proposal, including constitutional amendments, which are to be brought forward to the 2011 National Convention.

The Task Force has begun its work and is currently preparing proposals which will be shared with NCC and Synod Councils this fall. The feedback they receive will be critical in the preparation of a model for presentation, to which the wider church will be asked to provide feedback. There will be a wide consultation process including presentations and discussions at Synod Conventions next year, online surveys, discussions with partners and as many conversations as we can generate across the church.

How can you help?

1. **Pray** for our church and the Task Force. May God guide us to a new model of being church, equipping us to live out our vision to be a church *In Mission for Others*.
2. **Participate** in the process. Encourage the members of your congregation and your colleagues to participate in the process as well.
3. **Share** this message as widely as possible. Use the attached bulletin insert, communication information in your congregation's newsletter, share information during worship, put on your church website, and ask for time on the agenda of your clergy cluster—these are just a few suggestions on how to engage others in dialogue around this issue.

Thank you so much for your partnership in mission and ministry, and for your support—through prayer, sharing information, and participation in the process—of this important work.

Yours in Christ,



The Rev. Susan C. Johnson
National Bishop, Evangelical Lutheran Church in Canada

Supporting Document B

Structural Renewal Task Force Members

National Bishop Susan Johnson

Rev. Marlys Moen—BC Synod representative

Rev. Tim Posyluzny—ABT Synod representative and attendee of National-Synodical Officers Consultation

Rev. Chris Bishopp—SK Synod representative

Allan Francis—MNO Synod representative and attendee of National-Synodical Officers Consultation

Rev. Mark Harris—Eastern Synod representative

Sheila Hamilton—at large, and acting as chairperson of the task force

Marge Watters Knebel—at large

Others who served on the task force prior to being called to a new role that would create a conflict of interest:

Bishop Greg Mohr—formerly BC Synod rep—resigned upon being elected BC Synod bishop

Rev. Carla Blakley—formerly a member at large—resigned following her acceptance of the call as assistant to the National Bishop, global mission

Supporting Document C

Summary of Task Force Activities

Winter 2009	National/Synodical Officers' Consultation followed by the National Church Council action mandating the work of the SRTF
Spring 2009	-SRTF convened. -Background data collection included a study of alternate models of ecclesiastical and secular organizational structure, change management theory and data from the National Office and all synods on membership trends and financial resources.
Fall 2009	-Bishop Johnson's letter to all rostered leaders—Supporting Document A. -SRTF synod representatives meet with Synod Councils seeking input and feedback on a preliminary model for the new structure. -These consultations revealed a lack of awareness of the need for restructuring and resulted in the SRTF's focus on informing members of the ELCIC of the implications of the church's membership and financial decline.
Fall 2009– Winter 2010	-SRTF Chair Sheila Hamilton interviewed each synod bishop individually for input to the process. -SRTF Chair Sheila Hamilton consulted with the synod bishops as a group.
Spring– Summer 2010	-Members of SRTF attended conference meetings and visited individual congregations as invited to explain the need for structural renewal and the work of the SRTF. Input and feedback was collected. -National Bishop Susan Johnson and the synod representative presented the need for structural renewal and the work of the SRTF at each Synod Convention seeking input and feedback. -Convention delegates were invited to respond through table discussions, open-mic sessions and a survey that was available in hard copy and online. -The survey was made available to all ELCIC members online. -Information on structural renewal was posted on the ELCIC's website. -Several synod bishops wrote articles for the <i>Canada Lutheran</i> endorsing the need for change. -The <i>Canada Lutheran</i> covered the structural renewal process as its feature article in the June 2010 issue. Readers were directed to the online survey and encouraged to respond.
Fall 2010	-A summary of the survey results was compiled—Supporting Document D -Survey highlights were distributed to conference deans for reflection and further feedback from Conference Conventions—Supporting Document E -SRTF met to review and analyze the survey results and input from all sources. -Preliminary recommendations to NCC were drafted. -SRTF presented its preliminary recommendations to the synod bishops for feedback. -SRTF created the recommendations contained in this report.
April 2011	Presentation of preliminary recommendations to NCC.

Supporting Document D

2010 Survey Analysis

1. There are a number of ways to reduce administration levels and costs.
- a. The positive responses (strongly agree or agree) differed only slightly between clergy and laity and were:

	<u>Rostered</u>	<u>Laity</u>
Work cooperatively with other churches	85.4%	87.8%
Reduce the number of synods	71.1	70.8
Reduce size of national convention	64.7	62.9
Reduce functions of National Office	55.1	53.5

- b. The negative responses (disagree or strongly disagree) differed only slightly between clergy and laity and were:

	<u>Rostered</u>	<u>Laity</u>
Eliminate the National Church	87.6%	91.3%
Eliminate all synods	84.6	85.3
Increase functions of National Office	69.8	74.5
Reduce size of Synod Conventions	63.3	50.6
Reduce functions of synods	59.8	52.6

- c. There was positive response to the question of reducing the number of synods, but the responses varied widely by synod:

Eastern	86.5%
MNO	53.7
SASK	57.9
ABT	64.7
BC	81.0

- d. There was positive response to the question of reducing the size of National Convention, but the responses varied widely by synod:

Eastern	72.8%
MNO	52.3
SASK	57.2
ABT	52.9
BC	71.0

2. Clergy are far more willing to see a reduction in the number of synods with two or three being the clear choice. Laity are considerably less clear.

	<u>Rostered</u>	<u>Laity</u>
Three	41.7% }	33.8% }
Two	22.9 } 68.8%	13.6 } 50.6%
Two to Three	4.2 }	3.2 }
Five	16.7	22.1
Four	4.2	10.4
Zero	4.2	6.5

One response (from a clergy member) suggested three “partners in a federated relationship”
 (i) BC, ABT, SK (ii) MNO, East (iii) National.

3. The areas where the different expressions should be very involved:

National—There are 8 areas where the National Church should very clearly be involved.

	TOTAL	EAST	MNO	SASK	ABT	BC
Global Mission	73.6%	78.7%	71.7%	68.1%	63.6%	81.6%
Pension and benefits	73.6%	75.5%	63.0%	71.0%	72.7%	86.8%
Ecumenical relationships	71.8%	74.5%	67.4%	69.6%	60.6%	84.2%
Relationships with international church bodies	71.8%	74.5%	73.9%	65.2%	66.7%	78.9%
Standards for rostered leaders	71.1%	72.3%	71.7%	66.7%	51.5%	92.1%
CLWR	70.7%	76.6%	60.9%	66.7%	66.7%	78.9%
Public policy and advocacy	64.3%	71.3%	65.2%	55.1%	45.5%	78.9%
Communication	60.4%	62.8%	58.7%	59.4%	45.5%	71.1%

Directionally there is interest in the National Church being involved with the seminaries, with more interest from the western synods (with the exception of ABT) than in the east. There are very clear differences between clergy and laity on this issue with only 48.6% of clergy saying that this should be an area where the National Church is very involved, versus 67.5% of laity.

	TOTAL	EAST	MNO	SASK	ABT	BC
Oversight & operation of seminaries	59.3%	58.5%	60.9%	63.8%	42.4%	65.8%

There are four other areas where there is some direction for strong involvement by the national church.

	TOTAL	EAST	MNO	SASK	ABT	BC
Education for new pastors and on-going theological education	58.2%	60.6%	67.4%	55.1%	45.5%	57.9%
Relationships with other Lutheran bodies	55.0%	62.8%	47.8%	47.8%	57.6%	55.3%
Worship resources	53.6%	60.6%	50.0%	53.6%	48.5%	44.7%
Set priorities, vision and mission	52.5%	58.5%	37.0%	49.3%	54.5%	60.5%

Synods—There are three areas where synods should clearly be involved.

	TOTAL	EAST	MNO	SASK	ABT	BC
Assist congregations with crisis	73.2%	70.2%	80.4%	76.8%	60.6%	76.3%
Find new pastors	63.2%	54.3%	78.3%	60.9%	57.6%	76.3%
Communication	63.2%	59.6%	60.9%	63.8%	69.7%	68.4%

There are seven other areas where there is some direction for strong involvement by synods

	TOTAL	EAST	MNO	SASK	ABT	BC
Assist congregations with crisis	73.2%	70.2%	80.4%	76.8%	60.6%	76.3%
Find new pastors	63.2%	54.3%	78.3%	60.9%	57.6%	76.3%
Communication	63.2%	59.6%	60.9%	63.8%	69.7%	68.4%
Start new congregations	59.3%	58.5%	58.7%	62.3%	57.6%	57.9%
Assist congregations with renewal	53.6%	46.8%	60.9%	50.7%	60.6%	60.5%
Specialized ministries	53.6%	53.2%	60.9%	49.3%	54.5%	52.6%
Education for new pastors and on-going theological education	53.2%	50.0%	58.7%	55.1%	54.5%	50.0%

4. Top priorities

National—There are no strong priorities for the National Church, although there is clear order of importance for priorities.

	TOTAL	EAST	MNO	SASK	ABT	BC
Set priorities, vision and mission	46.4%	45.8%	40.9%	47.0%	35.5%	62.2%
Ecumenical relations	31.4%	35.4%	31.8%	28.8%	25.8%	29.7%
Global Mission	29.2%	30.2%	18.2%	24.2%	38.7%	40.5%
International relationships	25.9%	26.0%	38.6%	24.2%	25.8%	13.5%
Pensions and benefits	24.5%	22.9%	29.5%	24.2%	29.0%	18.9%
Standards for rostered leaders	23.4%	22.9%	22.7%	30.3%	16.1%	18.9%
Worship resources	20.1%	22.9%	13.6%	21.2%	12.9%	24.3%
Public policy and advocacy	19.7%	25.0%	20.5%	12.1%	16.1%	21.6%
Seminaries	17.2%	20.8%	6.8%	25.8%	3.2%	16.2%

Synods—The two strong priorities for synods are to assist congregations to find new pastors and in times of crisis, although these are less important in MNO or ABT.

	TOTAL	EAST	MNO	SASK	ABT	BC
Find new pastors	60.2%	57.3%	54.5%	74.2%	41.9%	64.9%
Assist with crises	54.4%	56.3%	50.0%	57.6%	41.9%	59.5%
Assist with renewal	37.2%	35.4%	47.7%	31.8%	29.0%	45.9%
Education for new pastors and on-going theological education	24.1%	28.1%	20.5%	18.2%	32.3%	21.6%

5. There are wide-ranging comments on the responsibilities of synods. There are both positive and negative comments from all synods. Following are some comments which reflect common views:

“Try to schedule more face time in congregations (video links etc.) to remote congregations. Be more accessible, celebrate more, manage less, let the Holy Spirit guide more choices rather than money.”

“Be just as supportive of congregations as you are of pastors. Not all pastors do a good job, and could benefit from teaching seminars and need direction to do a better job.”

“More involvement with local churches both rural and urban. If you are not interested in travel, then don't take a synod position. These positions should be 50% travel—with billeting individuals where they visit to develop relationships with local members. Does synod really know the needs of the local churches? They seem to sit in their offices.”

“Synods are the go-between for both the national and local parts of the church. They need to be small enough to have their collective ears to the ground but big enough to operate without too much duplication of services.”

“Synods should be responsible to the congregations in convention, not the other way. Committees should be extensions of the conferences and elected at the conference level.”

“Congregations are the primary site of faith formation and expression and outreach (locally and globally). Synods need to be small enough/close enough to relate strongly with clergy, lay leaders, and congregations. They also need to be resourced to support congregational life in varied

expressions. Special ministries like camps and chaplaincies also need both congregational and synodical support—the national church is too far away to provide this.”

“Synods need to work more closely with congregations to equip them for their local tasks. We need regional coaches to empower local churches. Strong local churches mean strong synods and National Church. More focus on the local church.”

“The synod bites off more than it can chew. Focus on managing the congregations through the pastors. Again if you have healthy pastors, congregations tend to be healthier. If there are pastors that are not performing please discipline them. To many times we sit back and wait until it is too late. Someone needs to be responsible for the conduct of pastors. Forget about youth ministry. That happens in the local congregations.”

“Should the number of synods decrease, the link between conferences and synods must increase with conference deans serving a higher role between congregations and synods.”

“Synods should endeavour to make the larger church relevant to the congregations and help them to see how they fit. Synods need to help more individuals feel a part of the larger picture.”

“I think the responsibility of the synods is two-fold. One they have a responsibility to support the congregations that are within their territory—finding clergy is one example, but also helping deal with conflict, providing education for renewal of congregations and planting new congregations are examples too. The other responsibility is to the National Church—that the synods support the national structure with their resources, and loan their expertise to the national expression of the church.”

6. There are wider—hanging comments on the responsibilities of the National Church. Following are some comments which reflect common views:

“On the most divisive issues, I believe it is important to have a discussion at the national level, reach a consensus at that level, then have that decision apply to all congregations incorporated within the ELCIC. I do not want to see an ELCIC counterpart to the Anglican Network.”

“Make yourself a presence so that we, at the parish level, know what you're doing besides the mere social activities which we see reported in our synodical newspaper. Who are you, and what are you doing for our church?”

“Follow the constitution and demand the same for synods and congregations. At this point in time, everyone seems to be going in their own direction without any responsibility to the constitutions of the congregation, the synod, or the National Church body. No wonder the whole structure is in such a state of confusion and disrepair.”

“Primarily, be the expression of the National Church in Canada and in relationship to other churches.”

“I was a little surprised at how often and how strongly I saw/valued the input from the National Church. I do not mean to imply a dictatorial role is needed but I do believe the local congregation needs theological leadership in order not to descend further into the individualized autonomous pattern.”

“Sometimes I think that other than administrative responsibilities i.e. pensions/seminaries, etc. the National Church has very little day-to-day, ground level effect on congregational life. The National Church does wonderful work on the international/national level, but does this work impact on ministry of congregations in the local context.”

“Educate, educate, educate.”

“Duties of the National Church Council should be reduced. They often make authoritative decisions that are in direct conflict with the Word of God and do not listen to decisions that are made at conventions. They are not in touch with the laity in congregations. The National Church should only carry out decisions that are made at the National Convention (providing they are not in conflict with scripture), not make decisions.”

“The National Church structure will serve us best when it focuses on governance and related administration. It should also set and maintain standards for the whole church while still allowing for regional distinctiveness.”

“Big picture development—not necessarily implementation. That's why it is very important for the national structure to be in tune with the needs of synods and congregations.”

The following comments were made by respondents in the 25 to 44 years of age demographic:

“Needs to respond to demographics if church—I am concerned that majority of givers in congregations are 55 plus in age bracket. Will there be a church in 20 years if there is no programming for young adults 20–35 and children. Stop promoting same-sex marriage.”

“Be very cautious on promoting same-sex marriage as you will end up dividing the church and will lose many parishioners who do not agree with this issue. If there is a divide regarding this practice, then make up two separate Lutheran Church bodies.”

“Prepare for a charismatic renewal within our whole church and enable people to talk about their faith and the value of prayer.”

320 respondents

Supporting Document E

Survey Highlights for Review and Feedback from Conference Conventions

September 2010

Dear Conference Dean;

The following update is a report from the Structural Renewal Task Force. We invite you to share it with the other members of your conference at your conference convention. If possible, we would appreciate if you could allow time for responses, and to record these responses and send them to the National Office to the attention of National Bishop Johnson.

During each of the synod conventions this past spring and summer, members of the Structural Renewal Task Force along with National Bishop Susan Johnson, presented an overview of the need for renewal in the church, and an outline of the work that the Task Force is doing. Following the presentation, delegates at each convention met in small groups to discuss what they heard in the presentation. Later in the conventions, there was an opportunity for delegates to share their thoughts via an “open-mic” session. Notes were taken during all of these sessions. The taskforce has reviewed the notes from each session at each of the synod conventions.

During this past summer, all members of the ELCIC were encouraged to respond to a survey about structural renewal. Approximately 320 responses were received with good response rates from all synods.

From the survey, the following suggestions to reduce administrative costs are:

- Work cooperatively with other churches
- Reduce the number of synods
- Reduce the size of national convention
- Reduce the functions of the national office

It was clear from the survey that these suggestions for reducing administrative costs would not be acceptable:

- Eliminate the national church
- Eliminate all synods
- Increase functions of national church
- Reduce size of synod conventions

The majority of respondents from every synod agreed:

- That reducing the number of synods would be an acceptable option
- That reducing the size of national convention would be an acceptable option

The survey indicated that there are 8 areas where the national church should be very involved:

- Global mission

- Pension & benefits
- Ecumenical relationships
- Relationships with international church bodies
- Standards for rostered leaders
- CLWR
- Public policy and advocacy
- Communication

The survey indicated the following areas where synods should be strongly involved:

- Assist congregations with crisis
- Find new pastors
- Communication
- Start new congregations
- Assist congregations with renewal
- Specialized ministries
- Education for new pastors and on-going theological education

The survey provided a great deal of quantitative information, as well as many qualitative comments, which the taskforce is taking into consideration. Both in the discussions at synod conventions and in the survey comments, it is clear that more support for ministry at the local/congregational expression of the church is strongly encouraged. Bishop Susan’s call for Spirited Discipleship was enthusiastically embraced by many respondents.

The task force is in the process of completing final consultations, and is going to be presenting their recommendations to National Church Council (NCC) at their March 2011 meeting. It is expected that NCC will present a proposal to National Convention in July 2011.

Structural Renewal Task Force

Sheila Hamilton–Chair
 Allan Francis
 Bishop Susan Johnson
 Rev. Tim Posyluzny

Rev. Chris Bishopp
 Rev. Mark Harris
 Rev. Marlys Moen
 Marge Watters Knebel

Supporting Document F

Notes to Financial Review

Supporting Document G shows the current budgets of each of the five synods and the National Church.

Supporting Document H is a draft of what the budget might look like if we moved to three synods with current financial resources. This draft is built on the following assumptions:

1. Synod A is Eastern, Synod B is MNO/SK, Synod C is ABT/BC. It assumes the combined current benevolence support.
2. The benevolence amount forwarded to the National Church from synods has been standardized at 25%, one of the recommendations of the Financial Resource Generation Task Force Report (reported at the 2009 National Convention).
3. The current amounts of Direct Mission Support remain the same.
4. Since communication becomes an enhanced responsibility of the National Church, the synods no longer are forwarding money for synod inserts in *Canada Lutheran*.
5. All salaries for communication staff at the National Church are moved into the regular budget and are no longer tied to subscription revenues. This allows for greater flexibility in the communication area.
6. There are no more youth or worship committees at the national level. These areas which directly support congregational/area ministry are now synodical responsibilities.
7. Canadian Mission is solely a synodical responsibility, but the Church Extension and Capital Fund (CECF) stays at the national level.
8. There is a budget line in each of the synods for a Lutheran Planned Giving/ resource generation office since resource generation/stewardship is now the responsibility of the synods.
9. There is a reduction in National Convention expenses (and related income) indicating a smaller triennial convention.
10. Staffing levels at the synods remain about the same, however; we can anticipate a savings in administrative staffing costs with more funds available for program staff.
11. For fixed costs (office rent, equipment, supplies) the costs of the two amalgamating synods have been totalled and then divided in two.
12. There is a budget for training in each synod to cover the support of Area Leadership Teams.

The task force spent some considerable time forecasting the lower limits of the financial feasibility of the proposed structure by looking at reductions of overall income of between 10% and 50%. We have concluded that this model is sustainable well into the foreseeable future.

Supporting Document G
Current Budget
ELCIC Structural Renewal Task Force
2011 Budgets

ELCIC Structural Renewal Task Force 2011 Budgets							Current Situation		
Description	EAST	MNO	SASK	ABT	BC	Synod Total	National	Inter-Org Transfers	Total ELCIC
No. Of Congregations	201	64	129	144	55	593			
RECEIPTS									
Benevolence from Congregations/Synods	1,628,000	567,000	779,000	948,000	389,000	4,311,000	998,345	- 998,345	4,311,000
Special Gifts & Other Contributions & Appeals	-	47,000	12,000	40,000	-	99,000	50,000	-	149,000
Interest & Bank Interest Income	230,000	2,000	2,000	5,000	-	239,000	64,955	-	303,955
Program Directed Income	-	-	-	-	-	-	1,901,715	-	1,901,715
Other Income	462,850	-	77,363	-	65,000	605,213	16,000	-	621,213
TOTAL RECEIPTS	2,320,850	616,000	870,363	993,000	454,000	5,254,213	3,031,015	- 998,345	7,286,883
EXPENSES									
DIRECT MISSION SUPPORT									
Benevolence to National Church	345,500	154,000	196,000	265,500	50,000	1,011,000	-	- 1,011,000	-
Lutheran Theological Seminary	-	39,200	110,000	116,000	50,000	315,200	-	-	315,200
Waterloo Lutheran Seminary	380,000	-	-	-	-	380,000	-	-	380,000
Lutheran Urban Ministry	-	20,000	-	-	-	20,000	-	-	20,000
Outdoor Camps	-	19,600	-	1,300	-	20,900	-	-	20,900
Lutheran Care Society, Saskatoon	-	-	1,000	-	-	1,000	-	-	1,000
Lutheran Hospital Chaplaincy, Regina	-	-	1,000	-	-	1,000	-	-	1,000
Prairie Centre for Ecumenism	-	-	2,000	-	-	2,000	-	-	2,000
PROGRAM COMMITTEES & MINISTRIES									
Canadian Mission & CECF	186,400	5,000	62,000	69,000	22,000	344,400	335,920	-	680,320
World Mission/Companion Synod	-	-	2,000	1,300	-	3,300	291,750	-	295,050
Church and Society	6,900	6,000	-	5,250	1,500	19,650	-	-	19,650
Leadership	32,900	6,750	13,400	11,100	5,700	69,850	49,000	-	118,850
Youth Ministry/Campus Ministry	197,400	12,855	12,200	86,500	3,000	311,955	79,500	-	391,455
Christian Education/Learning Ministries/Lay Ministries	1,500	1,700	1,500	-	-	4,700	-	-	4,700
Communications/Canada Lutheran	60,000	4,500	9,300	15,000	7,800	96,600	303,450	-	400,050
Stewardship & Resource Development	26,850	-	-	8,600	1,500	36,950	26,000	-	62,950
Lutheran Planned Giving Office	74,000	-	-	-	-	74,000	15,000	-	89,000
Worship and the Arts/Worship Committee	1,500	1,100	-	1,000	1,000	4,600	31,500	-	36,100
Compassionate Justice	-	-	-	-	-	-	194,600	-	194,600
Partnerships	-	-	-	-	-	-	130,000	-	130,000
National Convention	-	-	-	-	-	-	470,800	-	470,800
Cora Martinson Scholarship	-	-	-	-	-	-	14,250	-	14,250
Special Projects	-	-	-	-	-	-	17,000	-	17,000
LIFE Program	-	-	-	-	-	-	57,950	-	57,950
GENERAL EXPENSES									
Salary Costs	596,750	255,000	258,100	317,550	179,900	1,607,300	594,500	-	2,201,800
Rent/Building/Utilities	30,150	18,000	24,200	21,000	17,500	110,850	69,630	-	180,480
Office Supplies & Expenses, Legal, Prof Fees	61,200	27,000	34,300	27,150	24,950	174,600	99,770	-	274,370
Equipment, Equipment Rentals & Supplies	26,000	6,400	3,500	7,450	5,000	48,350	-	-	48,350
Office Incidentals & Contingency	10,000	-	-	-	-	10,000	-	-	10,000
Staff/Synod Travel	56,000	25,175	18,000	28,000	25,000	152,175	-	-	152,175
Synod Council/NCC	32,800	6,500	14,000	7,650	10,000	70,950	85,800	-	156,750
Dean's Meetings/Conferences	11,500	1,500	9,000	3,650	3,500	29,150	-	-	29,150
Study Conference Supplement/Training/Retreats	33,000	-	-	-	500	33,500	-	-	33,500
Conference of Bishops	-	-	-	-	-	-	7,500	-	7,500
National/Synodical Conferences	-	-	-	-	-	-	19,500	-	19,500
Nominations Committee	-	100	-	-	-	100	-	-	100
Retiree Health & Other Grants	113,500	-	-	-	-	113,500	-	-	113,500
Bishop's Discretionary/Office of the Bishop	9,000	-	5,000	-	4,000	18,000	-	-	18,000
Information Technology	-	-	-	-	-	-	63,575	-	63,575
Assembly/Luther Hostel	28,000	-	-	-	-	28,000	-	-	28,000
Contingency & Anticipated Shortfall	-	-	93,000	-	-	93,000	-	-	93,000
GST Expense	-	-	-	-	5,000	5,000	-	-	5,000
Amortization	-	-	-	-	-	-	25,000	-	25,000
TOTAL EXPENSES	2,320,850	610,380	869,500	993,000	417,850	5,211,580	2,981,995	- 1,011,000	7,182,575
OPERATING SURPLUS (DEFICIT)	-	5,620	863	-	36,150	42,633	49,020	12,655	104,308
Other Inter- Organizational Transfers									
Canadian Mission -									
- CECF Interest Rebates from National to Synod	\$155,950								
- Synod Domestic Poverty Grants from National to Synod	\$50,000								

Supporting Document H

Projected Budget

ELCIC Structural Renewal Task Force								
2011 Budgets								
Description	A	B	C	Synod Total	National	Inter-Org Transfers	Total ELCIC	Changes
No. Of Congregations	201	193	199	593				
RECEIPTS								
Benevolence from Congregations/Synods	1,628,000	1,346,000	1,337,000	4,311,000	1,077,750	- 1,077,750	4,311,000	0
Special Gifts & Other Contributions & Appeals	-	59,000	40,000	99,000	50,000	-	149,000	0
Interest & Bank Interest Income	230,000	4,000	5,000	239,000	64,955	-	303,955	0
Program Directed Income	-	-	-	-	1,438,365	-	1,438,365	-463,350
Other Income	462,850	77,363	65,000	605,213	16,000	-	621,213	0
TOTAL RECEIPTS	2,320,850	1,486,363	1,447,000	5,254,213	2,647,070	- 1,077,750	6,823,533	-463,350
EXPENSES								
DIRECT MISSION SUPPORT								
Benevolence to National Church	407,000	336,500	334,250	1,077,750	-	- 1,077,750	-	0
Lutheran Theological Seminary	-	149,200	166,000	315,200	-	-	315,200	0
Waterloo Lutheran Seminary	380,000	-	-	380,000	-	-	380,000	0
Lutheran Urban Ministry	-	20,000	-	20,000	-	-	20,000	0
Outdoor Camps	-	19,600	1,300	20,900	-	-	20,900	0
Lutheran Care Society, Saskatoon	-	1,000	-	1,000	-	-	1,000	0
Lutheran Hospital Chaplaincy, Regina	-	1,000	-	1,000	-	-	1,000	0
Prairie Centre for Ecumenism	-	2,000	-	2,000	-	-	2,000	0
								0
PROGRAM COMMITTEES & MINISTRIES								
Canadian Mission & CECF	186,400	67,000	91,000	344,400	335,920	-	680,320	0
World Mission/Companion Synod	-	2,000	1,300	3,300	291,750	-	295,050	0
Church and Society	6,900	6,000	6,750	19,650	-	-	19,650	0
Leadership	32,900	20,150	16,800	69,850	49,000	-	118,850	0
Youth Ministry/Campus Ministry	197,400	25,055	89,500	311,955	-	-	311,955	-79,500
Christian Education/Learning Ministries/Lay Ministries	1,500	3,200	-	4,700	-	-	4,700	0
Communications/Canada Lutheran	60,000	1,375	10,375	71,750	60,000	-	131,750	-268,300
Stewardship & Resource Development	26,850	-	10,100	36,950	26,000	-	62,950	0
Lutheran Planned Giving Office	74,000	74,000	74,000	222,000	-	-	222,000	133,000
Worship and the Arts/Worship Committee	1,500	1,100	2,000	4,600	-	-	4,600	-31,500
Compassionate Justice	-	-	-	-	194,600	-	194,600	0
Partnerships	-	-	-	-	130,000	-	130,000	0
National Convention	-	-	-	-	270,800	-	270,800	-200,000
Cora Martinson Scholarship	-	-	-	-	14,250	-	14,250	0
Special Projects (Sexuality Study)	-	-	-	-	17,000	-	17,000	0
LIFE Program	-	-	-	-	57,950	-	57,950	0
								0
GENERAL EXPENSES								
Salary Costs	596,750	500,000	500,000	1,596,750	725,300	-	2,322,050	120,250
Rent/Building/Utilities	30,150	21,100	19,250	70,500	69,630	-	140,130	-40,350
Office Supplies & Expenses, Legal, Professional Fees	61,200	30,650	26,050	117,900	99,770	-	217,670	-56,700
Equipment, Equipment Rentals & Supplies	26,000	4,950	6,225	37,175	-	-	37,175	-11,175
Office Incidentals & Contingency	10,000	-	-	10,000	-	-	10,000	0
Staff/Synod Travel	56,000	50,000	50,000	156,000	-	-	156,000	3,825
Synod Council/NCC	32,800	10,250	8,825	51,875	85,800	-	137,675	-19,075
Support for Area Ministries	44,500	38,250	36,575	119,325	-	-	119,325	56,675
Study Conference Supplement/Training/Retreats	-	-	-	-	-	-	-	0
Conference of Bishops	-	-	-	-	7,500	-	7,500	0
National/Synodical Conferences	-	-	-	-	19,500	-	19,500	0
Nominations Committee	-	100	-	100	-	-	100	0
Retiree Health & Other Grants	113,500	-	-	113,500	-	-	113,500	0
Bishop's Discretionary/Office of the Bishop	9,000	5,000	4,000	18,000	-	-	18,000	0
Information Technology	-	-	-	-	63,575	-	63,575	0
Assembly/Luther Hostel	28,000	-	-	28,000	-	-	28,000	0
Contingency & Anticipated Shortfall	-	93,000	-	93,000	-	-	93,000	0
GST Expense	-	-	2,500	2,500	-	-	2,500	-2,500
Amortization	-	-	-	-	25,000	-	25,000	0
TOTAL EXPENSES	2,382,350	1,482,480	1,456,800	5,321,630	2,543,345	- 1,077,750	6,787,225	-395,350
OPERATING SURPLUS (DEFICIT)	- 61,500	3,883	- 9,800	- 67,417	103,725	-	36,308	-68,000
Other Inter- Organizational Transfers								
Canadian Mission -								
- CECF Interest Rebates from National to Synod	\$155,950							
- Synod Domestic Poverty Grants from National to Synod	\$50,000							

Supporting Document I

Legal Matters (Incorporation, Constitutions, Bylaws, etc.)

The structural model proposed in this report gives rise to a number of legal matters related to incorporation, constitutions, bylaws, etc. of various entities within the ELCIC. These matters will need to be researched in detail. To kick start that process, the SRTF has identified some preliminary questions and possible directions of inquiry:

1) Constitutional changes related to the creation of MNO/SK Synod and BC/ABT Synod

- a. There are different ways of approaching these mergers, for example:
 - i. Amalgamate existing corporate entities into a single corporate entity. In both of the proposed mergers, this is made more complicated by the fact that current Alberta and the Territories and Saskatchewan Synods are created by Acts of their respective legislatures, whereas the Manitoba/Northwestern Ontario and BC Synods are regular “not-for-profit” corporations created under standard corporate law.
 - ii. Create a new corporate entity, transfer the assets of the current corporate entities to the new corporate entity, and then dissolve the current corporate entities. If this approach is selected, it will be necessary to determine the jurisdiction and method of incorporation of the new entities. (Legislative Act? Standard not-for-profit? Provincial? Federal?)

Whatever method of amalgamation is ultimately selected, these amalgamations will result in the need to update the charitable status of the entities with Canada Revenue Agency. This could involve applications for new charitable numbers. Further investigation of this issue is required.

- b. Considerations:
 - i. Constitutional changes require reading at two regularly called conventions. (i.e. we cannot call special conventions to accelerate the timing.) This will apply to National Church and Eastern Synod. However, it may not apply to the creation of a new synod. (i.e. a new synod is not created by amending the constitution of an existing synod. It is truly a new entity.)
 - ii. The creation of new synods is covered by Part V Section 2 of the *ELCIC Administrative By-laws*: first, the creation of a new synod must receive a 2/3 majority vote at the Synod Conventions of the synods involved. Then, the new synod must be approved by a simple majority at National Convention. It was not immediately clear whether there needs to be a National Convention approval of the new synod before the Synodical votes. Certainly, each pair of amalgamating synods will have to vote on identical packages. It is also not immediately clear whether a full constitution/bylaw package needs to be presented to the synod conventions, or whether that can wait until the inaugural conventions of the new amalgamated synods. Further investigation and consideration is required on this point.
 - iii. The differences in timing may give rise to some transition issues. There may be a period of time where the new synods have been created, but we are operating under our current governance provisions (re convention delegate selection, etc.) until the constitutional changes have been fully

implemented at the National Church level, and in the Eastern Synod. Further consideration of these issues will be required.

c. Changes required for related entities:

These are some that the task force has identified. There may be others.

- i. **Lutheran Theological Seminary:** Incorporated by Act of Saskatchewan Legislature. The Act may not need to change, but their constitution will need to be amended to reflect how the board of governors will be selected.
- ii. **Luther Village Inc.:** Articles of incorporation and bylaws will need to be amended to reflect who the “members” of the corporation will be, and how their board of directors will be selected.
- iii. **MNO Foundation for Mission and Ministry Inc.:** This will require further investigation and evaluation. There should be an evaluation of:
 - a. What will the purpose of the funds be once MNO has amalgamated with SK? (ie. should these funds be segregated for use on the former MNO territory, or should they be available for use across the new Synod?)
 - b. Whether there is a continuing need for a separate foundation to hold these funds for the amalgamated MNO/SK Synod, or whether the funds should be held directly by the amalgamated MNO/SK Synod.
 - c. Depending on the decisions to the questions posed above, there are a couple of options to explore:
 - i. The articles of incorporation and bylaws could be amended to reflect the amalgamated MNO/SK Synod.
 - ii. The foundation could be wound up, and the assets transferred directly to the new Synod.
- iv. **Lutheran Sunset Home/LutherCare Foundation Inc.:** The governing documents of these entities should be reviewed to determine whether any changes are required.
- v. **St. Paul Lutheran Home:** The governing documents of this entity should be reviewed to determine whether any changes are required.
- vi. **The Bethany Group:** The governing documents of this entity should be reviewed to determine whether any changes are required.

2) Constitutional changes related to the Eastern Synod.

- a. Because the asset base and geographical/congregational makeup of the Eastern Synod is not expected to change, a new corporate entity may not be required. This has advantages and disadvantages. The primary advantage is that it is simpler. The disadvantage is that it may actually be faster to create a new synod than it is to amend the constitution of an existing synod.

- b. Considerations:
 - i. Changes to the Eastern Synod Act will be required for the following areas:
 - a. Change of name
 - ii. Changes to the Eastern Synod constitution will be required for the following areas. They require 2/3 majority approval at two regularly called Synod Conventions:
 - a. Change of name
 - b. Synod Council changes (elimination of conferences as synodical electoral districts, terms of council members)
 - c. Timing of Synod Conventions
 - d. Creation of the concept of areas
 - iii. Obviously, a number of related bylaw changes will also be necessary, particularly around the makeup of areas and the elimination of conferences. These changes can be approved by a 2/3 majority at a single Synod Convention.
- c. Changes required for related entities:

These are some that the task force has identified. There may be others.

 - i. **Waterloo Lutheran Seminary:** Minor changes to governing documents may be necessary related to the name of the synod, frequency of Synod Conventions, etc.
 - ii. **Evangelical Lutheran Foundation of Eastern Canada:** Minor changes to governing documents may be necessary related to the name of the synod, frequency of Synod Conventions, etc.

3) Constitutional Changes related to the National Church

- a. Considerations:
 - i. Changes to the ELCIC Act will be required for the following areas:
 - a. Section 7(2) of the ELCIC Act says that “a member who is not entitled to vote at a convention of the Church is entitled to vote in an election of delegates of members to a convention of the church. Since the proposed model would have National Convention delegates elected by Synod Conventions rather than by congregations, this section of the ELCIC Act may need to be amended.
 - ii. Changes to the national constitution will be required for the following areas. They require 2/3 majority approval at two regularly called National Conventions:
 - a. National Church Council changes (Certainly the terms, which will switch from 4 year to 6 year. Possibly the term limits? Possibly the makeup of NCC, although the national constitution itself only spells out minimum levels of representation per synod.)
 - b. Composition of delegates to National Conventions. (Possibly simultaneously with moving these provisions from the constitution to the bylaws)
 - c. Timing of National Conventions

iii. Obviously, a number of related bylaw changes will also be necessary. These changes can be approved by a 2/3 majority at a single National Convention. Bylaw amendments will be required in the following areas:

- a. Creation of new synods
- b. Renaming of Eastern Synod
- c. National Church Council changes
- d. National Convention changes

b. Changes required for related entities:

These are some that the task force has identified. There may be others.

i. **Luther College Regina:** May need to change their governing documents as they relate to ELCIC National Convention.

ii. **Lutheran Collegiate Bible Institute:** May need to change their governing documents as they relate to ELCIC National Convention.

4) **Constitutional changes related congregations**

a. Major changes for congregational constitutions are not anticipated. A brief review of the Model Constitution for Congregations did not result in any amendments being identified. However, a more comprehensive review may be necessary. There may also be certain congregations within the ELCIC who have non-standard governing documents that need to be amended to fit with the proposed new structure.

Supporting Document K Implementation Teams

NATIONAL IMPLEMENTATION TEAM

Purpose:

To plan for presentation and adoption of the recommendations of the NCC at 2012 Synod Conventions and 2013 National Convention.

Reporting Relationship:

- Accountable to NCC.
- Consultation with synodical bishops.

Tasks:

- Determine who will present at the Synod Conventions.
- Develop enabling motions for each of the recommendations.
- Determine the national and synodical constitutional changes to support the motions.
- Develop principles and name the new synods.
- Maintain communications with all ELCIC members both nationally and through the synod offices.
- Oversight and coordination of Synodical Implementation Teams.

Members:

- Some members of the SRTF
- National Bishop
- Synod Reps
- Member(s) with strong constitutional expertise
- Member(s) with strong communications expertise
- NCC appointees

Term:

Post National Convention (July 2011) to end of National Convention (July 2013)

SYNODICAL IMPLEMENTATION TEAMS

Purpose:

To plan for and implement new synods.

Reporting Relationship:

- Accountable to (joint) Synod Councils.
- Consultation with National Implementation Team.

Tasks:

- Implement new constitutions.
- Make recommendations about offices.
- Develop and implement new branding.
- Determine staffing requirements and propose severance packages/new hires as required.
- Maintain communications with ELCIC members through the synod offices.
- Coordinate work with National Implementation Team and other Synodical Implementation Teams.

Members:

- Synod Bishops
- Synod reps from the SRTF
- Synod Council appointees
- Member(s) with strong communications expertise
- Member(s) with strong integration expertise

Term:

- Planning: Synod Conventions (July 2012) to National Convention (July 2013)
- Implementation: National Convention (July 2013) to Synod Conventions (July 2014)