

JOINT REPORT OF THE COMMUNICATIONS COORDINATING COMMITTEE AND THE ANGLICAN JOURNAL COORDINATING COMMITTEE

The triennium began with the communications functions of the General Synod being served by two committees, the Anglican Journal Coordinating Committee (AJCC), and the Communications and Information Resources Coordinating Committee (CIRC). Early on in the first year of these committee's work, there was a working group formed which began with a mandate to review and recommend what the General Synod's response should be to what became known as the "Rupert's Land question". This was work to address how to respond to the request coming out of the Diocese of Rupert's Land for the General Synod to cease mailing out the Anglican Journal to subscribers in its own diocese, the central motivation for this request being based on environmental concerns. The Diocese had moved to a digital new format for diocesan news.

The working group worked diligently throughout the triennium, reporting regularly to CoGS on its workplan, the survey data as it came in, the financial modeling that it undertook, as well as the more qualitative data that it had gathered during interviews, and meetings. The culmination of the work can be found in the report that was delivered to CoGS for the November 2018 meeting. Several recommendations were noteworthy, all of which can be found within that same report which is included in the GS2019 docket as well as the final report.

One recommendation was able to be acted on during the Spring 2019 CoGS meeting, which was to present a motion to combine the AJ and the CIRC committees into one slightly larger, joint committee with a revised set of terms of reference, and a new mandate for an Editorial Board for the Anglican Journal. This motion was passed, and it is for this reason that this report to the General Synod has been able to be presented jointly.

All of the motions that have passed at the spring meeting of the council will need to be ratified at GS2019. The details of the motions to be ratified at General Synod, are found either in the Working group report or else in the report of the Governance Working Group.

One of the recommendations that has been taken up over the last few months has been to form an Editorial Board to Support the work of the Anglican Journal. The full committees have worked together in a sort of prototype of that board, by being invited to preview the journal, to provide input in the editorial planning process and to hear about how the communication team has already begun to put into place some of the core principals of the November 2018 AJCC/CIRC report. Obviously, this is in a way, testing out the idea for an Editorial Board for the next triennium, and the initial experience has been positive, from both the committee perspective, and from the perspective of the whole communications team. We continue to be optimistic about how these recommendations will improve communications for the General Synod, and that the Anglican Journal will continue to be a key part of the overall communications strategy for the Anglican Church of Canada.

At this time, we would like to thank the members of the working Group who have done a marvelous job of seeking input and discerning a way forward in our communications for the whole church. If not for their hard work and persistence over the past three years, we would not have the forward-looking direction that I believe we now possess.

The team members during the last triennium were:

The Rt. Rev William Cliff (chair Anglican Journal Committee) (wg)

The Rev. Karen Egan (Chair, Communications and information resources Committee) (wg)

Canon (lay) Ian Alexander (wg)

Ms. Cathy Wozlowski (wg)
The Rev. Canon Neil Elliot (wg)
Ms. Cynthia Haines-Turner (prolocutor) (wg)
The Rev. Michael Thompson (General Secretary) (wg)
Ms. Meghan Kilty (Communications director) (wg)
The Very Rev. Jim McShane
The Rt. Rev. Bruce Myers
Ms. Margaret Marschall
The Rev. Canon David Harrison
Ms. Sharyn Hall

(member of the working group=wg)

The work of this entire group has been immense, and I trust that its efforts will bring enormous benefits to the Church as it continues to improve, renew and sustain its communications to both the Church and the world which God loves.

JOINT WORKING GROUP
ON PRINT PUBLICATIONS
OF THE ANGLICAN CHURCH OF CANADA

REPORT TO THE
MEETING OF THE GENERAL SYNOD 2019

Submitted by:
The Anglican Journal Coordinating Committee
The Communications and Information Resources Coordinating Committee

Contents

EXECUTIVE SUMMARY	4
Introduction	4
Summary of Recommendations and Suggested Resolutions	5
Issue #1: Future of Print Publications	5
Issue #2: Mandate and Governance of the Anglican Journal	6
Issue #3: Mandate and Structure of Coordinating Committees	6
ISSUE #1:	7
FUTURE OF PRINT PUBLICATIONS.....	7
Introduction	7
What the research tells us	7
What the business analysis tells us.....	8
Policy Considerations	9
Recommendations	9
Other Matters: subscriber list, database	10
Investment in Transition to Digital	11
Suggested Motion #1:	11
Suggested Motion #2:	11
Suggested Motion #3:	11
ISSUE #2:	12
MANDATE AND GOVERNANCE OF THE <i>ANGLICAN JOURNAL</i>	12
Introduction	12
Current Mandate	12
Brief Historical Context	12
Editorial Independence and Editorial Mandate	13
What does the research tell us?	13
Quantitative Results.....	14
Qualitative Results	14
A Potential New Approach.....	15
Recommendations	15
Elements of Journalistic Guidelines	16
Suggested Motion #4:	16
ISSUE #3:	17

MANDATE AND STRUCTURE OF COORDINATING COMMITTEES.....	17
Introduction	17
Current Situation (as per Appendix B of the Canons).....	17
Brief Historical Context	17
Recommendations	18
Suggested Motion #5:	20
Appendix A: Summary of Research Surveys	21
Appendix B: Financial Analysis	28
Appendix C: Business Modelling Scenarios.....	37
Appendix D: Summary of History of ACC Communications Governance	38
Appendix E: Faith-based Publications and News Services	50

EXECUTIVE SUMMARY

Introduction

The Joint Working Group on Publications was formed early in 2017. The group consists of the chair and one other member from each of the *Anglican Journal* Coordinating Committee and the Communications and Information Resources Coordinating Committee, plus senior staff and officers of General Synod with relevant expertise. The group has met several times in person and held numerous conference calls. It has reported three times to the Council of General Synod (the third time to present this report), and has also given in-person briefings to two other key stakeholder groups: the House of Bishops and the Anglican Editors Association.

The Joint Working Group has a three-fold mandate, approved by CoGS in June 2017:

1. Recommend a further interim response to the Diocese of Rupert's Land with regard to its request. The recommendation may include options and implications.
2. Undertake a process of research and consultation leading to the development of options for the future distribution of the *Anglican Journal* across the country. The work should be fact-based, informed by broad consultation with stakeholders, take into account current and anticipated technological and socio-economic trends, and present options, with pros and cons, that are both equitable and flexible.¹
3. Consider the implications of #2 for the future strategic directions of the ACC's internal and external communications, including structural models, delivery systems, and the most efficient and effective way of utilizing limited resources.

The mandate called on the group to present a final report with recommendations by fall 2018. This is that report.

In going about its task, the Joint Working Group has conducted a variety of forms of research, notably five surveys of key stakeholder groups – bishops, Anglican editors, members of the Council of General Synod (CoGS), members of General Synod 2016, and a cross-section of Canadian Anglicans – using a variety of online, print and telephone interview methodologies.

We also surveyed the communications strategies and practices of a number of other churches in Canada and abroad. We undertook a detailed financial analysis of the revenue and cost structure of the *Anglican Journal*, going back several years, and including business modelling of several potential future scenarios. We commissioned a content analysis of the past year's editions of the *Journal*. We reviewed the historical record of the governance of communications in the Anglican Church of Canada over the past several decades. All this ensured that our deliberations were solidly fact-based.

At the same time, our work was done in the context of an emerging new communications strategy for the church, and the financial realities facing the General Synod, as well as current and future

¹ It would be beyond the group's mandate to recommend future distribution models for any or all diocesan newspapers. However, what we learn about this subject during our consultations could be usefully shared across the church, and will inevitably influence options for the *Journal*.

trends in the external environment, including government policy, costs of goods and services, digital technology and media usage patterns.

As is often the case, what might have at first appeared to be a relatively specific local issue turned out to be a window opening into a much broader perspective, and a challenge was transformed into an opportunity. In the course of proposing a response to the Rupert's Land request, the Joint Working Group has conducted a fairly comprehensive review of our church's print publications and communications governance, and developed some quite far-reaching recommendations.

Anglicans value the *Anglican Journal* and their diocesan newspapers very highly, and many people are naturally very concerned about the possibility of losing them or seeing them change. Issues such as editorial independence can give rise to passionate debate. We are happy to report that we were able to navigate these sometimes turbulent waters calmly, and reached consensus on all key points. The final recommendations emerged during a two-day meeting attended by as many members as possible of the two coordinating committees from which the Joint Working Group was originally formed. All members of both committees have had an opportunity to review this report in advance of its presentation to CoGS.

Summary of Recommendations and Suggested Resolutions

The structure of the body of this report follows the working group's three-fold mandate. Each of the three central chapters addresses one of the three issues. Here we summarize as briefly as possible the conclusions we reached, and the resolutions we are suggesting the Council of General Synod might wish to consider in order to implement them.

Issue #1: Future of Print Publications

Key Recommendations:

1. A transition strategy for print publications across the Anglican Church of Canada with two strands: a gradual exit strategy from print, and a corresponding strengthening of digital and social media.
2. For the next triennium, continued distribution of the *Anglican Journal* as at present, with a flexible, consultative, proactive approach to evolving relationships with diocesan papers.
3. Improvements to the *Anglican Journal* subscriber list, database and annual appeal.

Suggested Motions:

1. That this Council of General Synod recommend to General Synod the adoption of the transition strategy for national and diocesan print publications during the coming triennium, as proposed in the report of the Joint Working Group on Print Publications.
2. That this Council of General Synod recommend to General Synod the adoption of the policy and recommendations with regard to distribution of the *Anglican Journal*.
3. That this Council of General Synod recommend that General Synod endorse the investment in an enhanced digital presence at the national and diocesan levels.

Issue #2: Mandate and Governance of the Anglican Journal

Key Recommendations:

1. Revise the editorial mandate of the *Anglican Journal*.
2. Promulgate clear, comprehensive journalistic guidelines for the *Journal* and other church publications.
3. Revise and clarify structural, management and governance arrangements.

Suggested Motion:

4. That this Council of General Synod instruct the Joint Working Group to complete work on an editorial mandate and journalistic guidelines, along the lines proposed in the present report, and taking into consideration feedback from this meeting, and that this be done before the March meeting of the Council.

Issue #3: Mandate and Structure of Coordinating Committees

Key Recommendations:

1. Re-combine the *Anglican Journal* and Communications and Information Resources Coordinating Committees into a single Communications Advisory Committee, with a revised mandate.
2. Clarify that General Synod is the publisher of the *Anglican Journal*, and of all communications products of the Anglican Church of Canada.
3. Create an Editorial Review Board with a mandate to assess the *Journal*, and all journalistic publications of the church, against their editorial mandate and journalistic guidelines.

Suggested Motion:

5. That this Council of General Synod ask the Governance Working Group to prepare an amendment to Appendix B of the Canons to be brought to General Synod to give effect to the recommendations of the Joint Working Group on Print Publications with regard to the governance of the communications function of the church.

ISSUE #1: FUTURE OF PRINT PUBLICATIONS

Introduction

The “presenting issue” which triggered the formation of this Joint Working Group in early 2017 was a request from the Diocese of Rupert’s Land to cease print distribution of the *Anglican Journal* in that diocese when the print edition of the diocesan paper was cancelled. It quickly became evident that this issue could not be considered in isolation from several other relevant factors, including the following:

1. Many other dioceses across the Canadian church either have stopped, or are considering stopping, print publication of their diocesan papers.
2. Rising costs, declining subscribership, and overall budgetary pressures facing the Anglican Church of Canada require a reconsideration of the current distribution pattern of the *Anglican Journal* by mail, without charge, to all Canadian Anglicans on parish rolls.
3. There is a widespread trend, both in religious organizations around the world, and in secular society, away from print distribution, especially for timely news.

For all these reasons, there is no escaping the likelihood that at some point within the next decade (and quite possibly sooner), it will no longer make sense, from the perspectives of either financial efficiency or communications effectiveness, to continue mailing ten editions a year of topical diocesan or national newspapers, free of charge,² to all Canadian Anglicans.

The relevant question is: **What should our transition strategy be?**

What the research tells us

As mentioned earlier, the Joint Working Group conducted surveys of five stakeholder groups: bishops, Anglican editors, members of CoGS, members of General Synod, and a cross-section of Canadian Anglicans. Here are some of the key findings, with regard to issues around print distribution:

- The *Anglican Journal* has a strong and positive brand; the continued presence in some form of the *Anglican Journal* as a national voice and forum for Canadian Anglicans is highly valued and desired across the church.
- Most people currently read the *Anglican Journal* in print form, though more church leaders read it on-line, perhaps because they feel the need to be informed about church affairs in a more timely fashion than the current print schedule allows.
- One in three Anglicans say they would access the *Anglican Journal* online, if it were not available in print.

² Throughout this report, “free” distribution means “no charge to end user.” The church’s print papers do have a net cost, which is currently borne by their publishers.

- One in four Anglicans say they would prefer not to receive the *Anglican Journal* in print.
- 80% of bishops expect that their diocesan publication will continue to exist in print for three to five years; 80% expect that it will not exist in print within ten years. Editors of diocesan papers are much more optimistic about the future of print; $\frac{3}{4}$ of them expect to be in print for at least a decade.
- Most people in the pews recognize (whether they like it or not) that society as a whole is in a lengthy transition period from print to digital distribution, and that this trend will eventually affect the Anglican Church of Canada, at both the national and diocesan levels.

What the business analysis tells us

The Joint Working Group also conducted a detailed business analysis of the revenues and expenses of the *Anglican Journal* going back several years. Here are some of the most relevant takeaways from that work:

- In 2017, the *Anglican Journal* cost \$2.1 million to produce, and generated \$1.4 million from all revenue sources. The difference of approximately \$700 thousand per year (up from about \$500 thousand five years ago) is absorbed directly by the General Synod, and currently represents roughly 7% of the total General Synod budget.
- The net cost per subscriber of the *Journal* in 2017 was \$5.28 per year: a modest cost compared to other publications, but an increase of more than 60% over what it was five years ago – and likely to continue rising in the future.
- In 2017, printing and postage costs accounted for ~\$1.1 million, or a little more than half, of the total *Anglican Journal* budget. This is partially offset by the federal Canadian Heritage grant and diocesan distribution revenue, which together total ~\$700 thousand, and which would not exist if the *Journal* ceased print distribution. Nevertheless, getting out of print distribution while continuing to spend the same amount on editorial content would yield a net saving of ~\$400 thousand.
- If it's true that, as our research indicates, one in four Anglicans would prefer not to receive a print copy of the *Anglican Journal*, it ought to be possible to save ~\$100 thousand in printing and postage costs simply by removing them from the mailing list.

Our business analysis also encompassed several business modelling exercises designed to explore the potential impact of various scenarios with regard to possible future changes to diocesan newspapers on the print edition of the *Journal*. We concluded that:

- Over the short term, it should be possible to continue distributing the *Anglican Journal* in print everywhere it is currently distributed, even if diocesan newspapers cease print publication, without major financial impacts.
- If dioceses which cease print publication of their paper also require the *Anglican Journal* to cease print distribution in their area, this likely would have significant negative financial impact on the *Journal*, especially in the case of larger dioceses, since the loss of their portion of the *Journal* Appeal and the Heritage grant would be greater than the corresponding savings on printing and postage.

Policy Considerations

Organizations who are in service to others – like the Church – should not make decisions based solely on financial grounds, as commercial enterprises might legitimately do. While cost is one consideration for dioceses considering stopping print publication of their papers, others include timeliness, environmental concerns, changing media consumption patterns, etc. The same range of considerations applies to the national church as it ponders the future of the *Anglican Journal*.

The national and diocesan papers are currently distributed together everywhere a diocesan print paper exists; elsewhere, the *Journal* is distributed separately. Going forward, a case could be made that all Anglicans deserve to continue to be treated equally when it comes to receiving benefits from, and staying connected with, their national church, and thus so long as the *Journal* is being printed, all Anglicans should be able to receive it. On the other hand, it might be seen as inconsistent with our approach to church polity to force dioceses to accept a national presence which they would prefer not to have.

The question, then, is this: **Given that we can expect a “patchwork quilt” with regard to diocesan publications over the next several years, what should be the distribution policy for the *Anglican Journal* during the transition period?**

Recommendations

The Joint Working Group believes that General Synod must commit itself to a thoughtful, intentional transition strategy with regard to print publications across the Anglican Church of Canada, in consultation with bishops and dioceses.

This transition strategy needs to encompass **two strands: a gradual exit strategy from print, and a corresponding strengthening of digital and social media**, at both the national and diocesan levels, so that the ability of Anglicans to remain connected with their church is maintained and strengthened.

In practical terms, the Joint Working Group recommends that for at least the next triennium:

1. The *Anglican Journal* should continue to be distributed in print, free of charge to the subscriber, to all contributing Anglicans who wish to receive it.
2. In all dioceses which publish a print paper, the *Anglican Journal* would continue to be distributed together with the diocesan paper.
3. Dioceses which do not publish a print paper should be encouraged to support, or at least permit, the continued free print distribution of the *Journal* in their dioceses, while leaving the discretion to opt out of this national policy up to individual dioceses.
4. Should any diocese exercise its right to opt out, a process would be put in place for mutual consultation and negotiation with regard to the solicitation of subscriptions to the *Anglican Journal*, and the continuation of the *Anglican Journal* appeal, in that diocese.

To make this process as smooth and proactive as possible, we also recommend that a renewed covenant be put in place between the Office of General Synod and the dioceses to advise and consult in advance with regard to potential changes to their respective distribution models.

This policy would remain in place through the next triennium. It would be reviewed by the relevant committee(s) of General Synod throughout the triennium, and formally at the next Synod, in light of evolving circumstances (financial, technological, media usage).

Other Matters: subscriber list, database

The recommended transition strategy must also address several other important issues:

1. **Anglican Journal/subscriber list.**³ In the course of our work, we found much evidence that the current subscriber list is inaccurate, outdated, unwieldy, and difficult to manage. A new subscription management system for the Journal is urgently needed. It should be easier and faster to update (preferably by the subscribers themselves), and facilitate or even encourage the ability to both opt in and opt out of both print and online subscriptions. It should also include email addresses, as well as postal addresses.
2. In the course of implementing the new system, a concerted effort should be made to “clean up” the list by eliminating unwanted mailouts, and encouraging people to convert to free online subscriptions.
3. At the same time, there should be an energetic campaign to promote paid subscriptions to the Anglican Journal, among both Anglicans and non-Anglicans, in all parts of the country.
4. **National database of Anglicans.** By default, the *Anglican Journal* subscriber list has become the only comprehensive database of all Canadian Anglicans. No other repository of this information currently exists. The Joint Working Group believes it may be important that such a data base continue to be maintained, but that it is unwise to attempt to make the *Journal* subscription list fulfil this function. We recommend that the appropriate departments of General Synod continue work currently underway to resolve this matter.
5. **Anglican Journal Appeal.** While this is also outside the scope of our work, we encourage continued efforts to implement an integrated approach to managing the national church’s fund-raising efforts, including donor data, while maintaining targeted campaigns for specific purposes, including the *Anglican Journal*.
6. **Long Form Journalism.** An inescapable reality of the digital age is that print publication, with its extended timeline from when stories are filed to when the paper arrives in subscribers’ mailboxes, is no longer appropriate for topical news coverage. Many print publications are shifting their content mix to a greater focus on analysis and commentary. During our work, an appetite was expressed for a new, perhaps quarterly, print publication that could be a home for thoughtful reflective, long-form writing on topics of interest to Canadian Anglicans. Time did not permit us to fully explore this possibility, but we encourage future consideration of it, perhaps through some sort of pilot project.

³ We recognize that everything to do with the subscription list requires joint consultation between the national church and the dioceses, which are the current source of the data.

Investment in Transition to Digital

Finally, it is important to reiterate that the Joint Working Group anticipates that **neither the *Anglican Journal* nor the diocesan newspapers will appear in print within a decade's time.** The challenge is to ensure that the transition strategy creates every opportunity and incentive for Canadian Anglicans to remain connected with their church beyond the parish level. While much good work has been done to enhance the church's online digital and social media presence in recent years, more needs to be done to create an alternative source that people will feel comfortable and motivated to turn to, before print publication ceases.

In spite of the serious financial challenges facing the church, the Joint Working Group strongly urges a commitment to a business case for devoting additional resources to the substantial enhancement and expansion of digital (online and social media) presence at the national and diocesan levels during the coming triennium. This should include, among other things:

- Implementation of a “single news channel” for all national church information, likely using the *Anglican Journal* brand, and working in collaboration with existing diocesan resources.
- A national strategy to respond to the bishops' request for support of their dioceses' ongoing transition to, and strengthening of, digital communications.

Suggested Motion #1:

That this Council of General Synod recommend to General Synod the adoption of the transition strategy for national and diocesan print publications during the coming triennium, as proposed in the report of the Joint Working Group on Print Publications.

Suggested Motion #2:

That this Council of General Synod recommend to General Synod the adoption of the policy and recommendations with regard to distribution of the *Anglican Journal*.

Suggested Motion #3:

That this Council of General Synod recommend that General Synod endorse the investment in an enhanced digital presence at the national and diocesan levels.

ISSUE #2: MANDATE AND GOVERNANCE OF THE *ANGLICAN JOURNAL*

Introduction

The question of how to distribute the *Anglican Journal*, which we discussed in the previous chapter, cannot be separated from the question of why it is published in the first place – the mandate and *raison d'être* of the publication (whether in print or online) – and what makes for effective, value-added communication that meets the needs and expectations of the church.

The Joint Working Group inevitably had to confront this larger topic, and did so in the context of some key environmental factors, including:

1. The need and desire for a more consistent, effective, integrated communications strategy for the Anglican Church of Canada as a whole. This was advocated in the 2013 Communications Review, but never implemented. It is at the heart of the new Communications Strategy, which is coming before CoGS at the same time as this report.
2. The very serious financial challenges that face the Anglican Church of Canada, now and for the foreseeable future. Budgetary constraints compel us once again to identify our priorities, focus all our resources on them, seek further economies of scale, and eliminate duplication.

The question can legitimately be asked: **Does the *Journal's* mandate help or hinder us in achieving these objectives?**

Current Mandate

The current mandate of the *Anglican Journal* is found in Appendix B of the Canons: “A national newspaper of interest to the members of the Anglican Church of Canada, with an independent editorial policy and not being an official voice of or for the church.”

The first part of this mandate is extremely general, open to interpretation and difficult to define, while the second singles out one particular aspect of editorial policy – independence – while remaining silent on any others. There is also no indication of how this editorial policy is to be monitored, protected or enforced.

Brief Historical Context

The mandate and governance of the *Journal*, and the language used to describe it, have varied significantly over the years. At least since 1986, it has been seen as “a church-sponsored paper with an independent editorial policy.”

In the late 1990s, in circumstances not unlike those of the present day (budget reductions, search for integrated communications policy), editorial independence was expressed in a more nuanced way:

“As a church-sponsored and financed paper, the *Anglican Journal* is an important instrument of communication for the Anglican Church of Canada. . . . The newspaper has a primary responsibility to inform Anglicans in Canada about the domestic and international work of their church. . . . The paper is encouraged to express the full range of opinion within the Anglican Church community. It is permitted to take an independent stance in its editorials.”⁴

During the period when the *Journal* was separately incorporated (2003 – 2011), there were strong statements about its independence. When legal de-incorporation was implemented, it was clearly considered important to ensure that steps were put in place to continue the ability “to monitor, defend and safeguard the editorial independence of the *Anglican Journal*.”⁵

Editorial Independence and Editorial Mandate

The editorial independence of the Anglican Journal is a principle which has been, and continues to be, passionately defended by many people. It is clearly not a matter to be taken lightly. However, the Joint Working Group felt it important to ask some fundamental questions about it, including:

- Has the *Anglican Journal*'s mandate of editorial independence made a difference to the quality and nature of the content of the paper?
- Is it valued by readers?
- Is there any meaningful governance arrangement in place to ensure the editorial independence of the *Journal* in practice?
- Is editorial independence alone a sufficient journalistic standard for the Journal? For instance, what mechanisms are in place to monitor and maintain journalistic standards and responsibility, and an appropriate diversity and balance of views and voices?
- Are there ways in which the mandated editorial independence of the Journal has made it more difficult to achieve other policy goals of the Church and its communications strategy?
- Should the Anglican Church of Canada be subsidizing an “independent” publication?

What does the research tell us?

The five surveys conducted by the Joint Working Group invited both quantitative and qualitative (i.e. open-ended verbatim) responses. Here is a brief summary of some of the most relevant findings from the research, on the issue of editorial independence.

⁴ General Synod reports and minutes, 1995, 1998.

⁵ CoGS, 2011.

Quantitative Results

While the existence of a national communications vehicle for the Anglican Church of Canada, and a national forum for the exchange of Anglican views and voices, is highly valued and strongly desired across the church, there is less unanimity around the importance of editorial independence.

- ~70% of Anglican editors believe it is important.
- ~60% of General Synod members believe it is important.
- ~45% of Anglican bishops believe it is important.
- By a factor of roughly 2:1, a representative group of Anglicans would prefer the *Anglican Journal* to be “the official voice of the Anglican Church of Canada,” rather than “an independent, arm’s length observer of the Church.”

When asked about the relative importance of various roles of the *Anglican Journal*:

- 53% of Anglicans surveyed ranked “news about the Anglican Church of Canada” as #1 (and 84% put this in their top three choices), whereas “comment and opinion from independent journalists” was ranked as #1 by only 2% (top three for 10%).
- General Synod members feel somewhat more strongly about editorial independence. 69% of them think Job #1 for the Journal is “to convey news about the Anglican Church of Canada to Anglicans across the country” (88% put this in their top five choices), while 3% identify as their highest priority “to provide an independent voice of journalism and opinion” (23% include it in their top five).

Qualitative Results

- Many people fiercely defend the editorial independence of the *Journal*.
- Many others are unaware of the *Journal*’s independent status, and assume it is the official voice of the Church (as the diocesan papers with which it is distributed are).
- Still others think it should be the voice of the Church, especially since the Church funds it.
- A number of respondents expressed concern about real or perceived editorial slant or bias, and believe the Journal needs a more diverse range of voices and views. This question of diversity is somewhat different from the matter of editorial independence, and may go more to the heart of some people’s concerns.

The Joint Working Group also commissioned an independent assessment by a highly respected Canadian journalist and journalism professor, who is, as well, a long-time and deeply involved member of the Anglican Church of Canada. After reviewing all editions of the *Anglican Journal* over a twelve-month period, he concluded:

“At least 90% of the *Journal*’s content could appear without change in an official church organ. I do not find editorial independence to be a factor of significance in the *Journal*’s editorial direction.”

It should also be noted that in a verbal report to the Joint Working Group, the author of the report praised the editor and staff of the *Journal* for doing “a remarkable job” in the face of many challenges, including “a vague mandate, an unclear definition of the target audience, a cautious church, technological change, and limited resources.”

A Potential New Approach

Based on our investigations, a case could be made that:

- The much-vaunted “editorial independence” of the *Journal* is more of an inspiring slogan than a living reality. It has apparently not had a measurable positive impact on the content and quality of the paper; no meaningful evaluation or enforcement provisions underlie it.
- At the same time, an exclusive emphasis on the principle of “editorial independence” has crowded out other important mandate considerations, and has likely made it harder to manage and implement an effective and efficient communications strategy for the Anglican Church of Canada.

We do not want to throw out the baby with the bathwater. It ought to be possible to give an independent voice on the *Journal*’s editorial pages its rightful place, while putting in place a clear, robust editorial mandate and a comprehensive, actionable set of journalistic guidelines, coupled with a simple, effective mechanism for measuring and enforcing them.

The guidelines would balance journalistic freedom with journalistic responsibility. The governance process would promote accountability and transparency, and protect the editor from both internal and external criticism and pressure, ensuring that judgements about the content of the paper are based on objective assessments against agreed-upon standards, not subjective whims. At the same time, the standards should be enforced by an editorial board, not by the editor, who is, in fact, held to account against these standards.

Recommendations

1. Revise the editorial mandate of the *Anglican Journal*, perhaps along the following lines:

“A national publication of interest to the members of the Anglican Church of Canada, designed to connect and reflect the Church to internal and external audiences, providing a forum for the full range of voices and views across the Church.”

This is a preliminary draft proposal, to be finalized before the final meeting of CoGS for this triennium, based on input received at this meeting, and further refinement by the Joint Working Group.

2. Promulgate clear journalistic guidelines, designed to give concrete definition to this (or some other) mandate, and ways of measuring the extent to which it is being carried out.

A preliminary list of the elements for such a set of guidelines is provided in the next section of this chapter. Again, it is proposed that, if this recommendation is accepted by CoGS at the present meeting, the Joint Working Group be instructed to present a full draft text of the guidelines to the next meeting of CoGS, so that it can be ratified or varied and brought forward to General Synod.

3. Revise and clarify structural, management and governance arrangements to ensure the mandate and guidelines are consistently adhered to and lived out. (This is the subject of the next chapter of this report.)

Elements of Journalistic Guidelines

Our model in proposing these guidelines is based on the kind of published journalistic standards common in respected and reputable journalistic organizations. Examples include the Atkinson Principles at the *Toronto Star*, and the Journalistic Principles of CBC News, among others. The guidelines must be clear, measurable and actionable. Ideally, they should be applicable or adaptable to all communications products of the Anglican Church of Canada, not just the *Anglican Journal*. Evaluation should take place over time, across all platforms.

The Joint Working Group has not yet had an opportunity to draft a full set of proposed guidelines. However, at a recent meeting of members of the Anglican Journal and Communications and Information Resources Coordinating Committees, the following elements were identified for inclusion:

- Predicated on journalistic responsibility, accountability and transparency
- Strong commitment to, and respect for, widest possible diversity of voices and views
- Depth of engagement; more than just superficial reportage or “stenography”
- Journalism that is able to ask tough questions and seek honest answers
- Fact-based, fact-checked
- Promotes unity, not uniformity
- A church that is able to be self-reflective and self-critical
- Nurtures healthy, constructive, respectful dialogue and debate
- Independence in editorials, with right of reply
- Courageous; a “prophetic voice”
- Ability to identify and showcase voices that speak truth to power
- Privileges the oppressed and marginalized
- Connects and reflects the church to itself and the world
- Speaks to the world and its issues from the perspective of the Anglican Church of Canada
- Embodies the theology of the ACC, e.g. Five Marks of Mission
- Incorporates / reflects ACC’s Communications vision and principles
- Draws on other journalistic codes, inside and outside the churches

Suggested Motion #4:

That this Council of General Synod instruct the Joint Working Group to complete work on an editorial mandate and journalistic guidelines, along the lines proposed in the present report, and taking into consideration feedback from this meeting, and that this be done before the March meeting of the Council.⁶

⁶ Rationale: If a proposed mandate and guidelines are ready by March, CoGS would be able to consider them and if approved, they could then be ratified by CoGS and recommended for adoption by General Synod.

ISSUE #3: MANDATE AND STRUCTURE OF COORDINATING COMMITTEES

Introduction

On the principle that “form follows function,” the Joint Working Group reached conclusions on the substantive issues first, and then asked itself: **What governance structures and arrangements might best facilitate them?**

As noted in the previous chapter, if the proposed new editorial mandate and journalistic guidelines (or any variation on them) are to be meaningful, then they will require a regular, robust, practicable governance structure and process.

At the same time, we believe changes to the current governance structure of the communications function of the Anglican Church of Canada are overdue. The present bifurcated arrangement with two parallel committees does not promote an integrated strategic approach to communications. Moreover, the two existing committees are not carrying out their respective mandates; nor can they reasonably be expected to do so; nor, we would contend, should they do so, since they are at once insufficiently strategic and too operational.

Current Situation (as per Appendix B of the Canons)⁷

- There are two separate committees, which are supposed to maintain liaison through common members. In practice, when confronted with the current issue, it became necessary to create a Joint Working Group.
- The *Anglican Journal* Coordinating Committee is identified as the publisher of the *Anglican Journal*, and charged with the responsibility to “monitor, defend and safeguard the editorial independence of the *Anglican Journal*” (among other things).
- The Communications and Information Resources Coordinating Committee is supposed to develop and oversee communications policy, provide policy guidelines, develop budgets, and “oversee the work of corporate communications, information services and resource production” (among other things).

Brief Historical Context

Until 1995, the *Canadian Churchman* / *Anglican Journal* was overseen by a separate Board of Trustees, which acted as its publisher. In 1995, it was made clear that General Synod was the publisher of the *Journal*, and the former *AJ* Advisory Board became a subcommittee of the Information Resources Committee.⁸ Integration was pursued at both the governance and management levels. The operational arrangements were set out as follows:

⁷ Approved / adopted by CoGS November 2011, March 2013.

⁸ All of the members of the Journal Subcommittee were members of CIRC, with the addition of one representative of the Anglican Editors Association.

“The editor makes all decisions on editorial content, acting in accordance with priorities and policies established by the Information Resources Committee, in consultation with the *Anglican Journal* Subcommittee, and approved by the Council of General Synod.”

- The editor “is accountable to the Primate for performance and responsible to the Publisher for implementation of policy.”

In succeeding years, integration was pursued at the operational level, as well. In 2001, the Information Resources Committee reported to General Synod:

“In the restructuring imposed by staff reductions late last year, the web staff were combined with *Anglican Journal* editorial staff into a News and Information group, an attempt to use the limited staff resources more efficiently. The *Journal*’s mandate as an independent editorial voice was unaffected.”

Between 2003 and 2011, the separately incorporated *Anglican Journal* once again had its own board, which acted as publisher. The board was expected to “liaise” with the Information Resources Committee. This newly re-bifurcated structure continued after the *Journal* was de-incorporated, and is effectively enshrined in the current Appendix B.

The 2013 Anglican Church Communications Review made several key recommendations about both the governance and management of the communications function of the national church, including the *Journal*. These included:

- A more proactive, hands-on role for the Communications and Information Resources Coordinating Committee CIRC.
- Creation of a new, integrated communications strategy for the entire department, with metrics to measure progress towards achieving goals.
- Elimination of departmental silos, in favour of “organic unity.”
- Creation of a “single news channel.”
- Review of format and frequency of the *Journal*.

Since then, there has been some, though far less than full, implementation of these recommendations. The governance structure remains bifurcated, and the management structure is a work in progress. The new Communications Strategy currently coming before CoGS once again proposes an integrated approach.

Recommendations

1. Revise Appendix B to re-combine the *Anglican Journal* and Communications and Information Resources Coordinating Committees into a single Communications Advisory Committee. Ensure representative membership, including all key stakeholder groups, and individuals with relevant expertise. Create a “rolling” membership structure, so that there is continuity across triennia.
2. Rewrite the mandate and responsibilities of the new committee, along the following lines:

- The scope of its activity encompasses the entire communications portfolio of the Anglican Church of Canada, current and future. In this regard, it mirrors and supports the integrated staff structure and single news channel contemplated by the Communications Strategy.
 - The committee's role is strategic and advisory, not operational or managerial. It provides advice to management, and makes recommendations to CoGS.
 - Communications strategy (including resource allocation) is developed by management, reviewed and approved by the committee, and implemented by management. The committee conducts an annual review of the department's performance, based on an evaluation of outcomes against agreed goals and metrics, and reports this to CoGS.
 - The committee has input into the job description and selection criteria for key positions, including the Executive Director of the department and the Editor of the *Anglican Journal*, and may be invited to participate in the selection and annual performance review processes for these positions.
 - The committee exercises oversight of the content of the *Anglican Journal* and all other communications products of the Anglican Church of Canada, on the advice of the Editorial Review Board (see below), and reports annually to CoGS thereon. In exercising this responsibility, it is guided by appropriate standards, e.g.:
 - with respect to journalism, the new editorial mandate and journalistic guidelines recommended in this report, as well as other applicable journalistic ethics, standards and policies;
 - with respect to public communications, standards such as those of the International Association of Business Communicators and the Canadian Public Relations Society.
 - Discharging these responsibilities requires at least annual face-to-face engagement between the committee and departmental management, as well as regular contact between meetings, and logistical support from the Communications Department.
3. Clarify that the publisher of the *Anglican Journal* – and of all communications products of the Anglican Church of Canada – is General Synod, not the committee. CoGS exercises this role between Synods, on the advice of the committee and the Editorial Review Board.
 4. Create an Editorial Review Board with a mandate to assess all communications products of the Anglican Church of Canada against applicable and clearly stated editorial mandates, guidelines and objectives. The Board's principal focus is the church's journalistic products, including the *Anglican Journal* and the single online news channel (among others which may be developed), in regard to which it is responsible for applying and interpreting the church's published journalistic guidelines, and proposing amendments to them as required from time to time.

Some specific suggestions about how the Editorial Review Board goes about its work are offered below. Not all of these may need to be enshrined in the terms of reference, but they may be useful as the new approach is being designed and implemented.

- **Methodology:** The Board evaluates publications (print or digital) both retrospectively and prospectively, and offers general advice and input on editorial direction. A template is used to

evaluate content against editorial mandate and journalistic guidelines. Results are shared among all members. The Board holds quarterly conference calls and an annual face-to-face meeting.⁹ It requires logistical support from the Communications Department to discharge its responsibilities.

- **Reporting:** The Board provides input regularly and directly, in a timely fashion, to editorial leadership and departmental management. It reports a summary of its findings annually (or as needed in the event of a major issue) to the Communications Advisory Committee and CoGS. General Synod receives a triennial summary report.
- **Membership:** The Editorial Review Board needs a mix of people with journalistic expertise and experience in church affairs. Geographic and other forms of “representativeness” should be considered. There should be some (but not complete) overlapping membership between the Editorial Review Board and the Communications Advisory Committee. The Board should be chaired by a member of the Committee. It would be desirable to include a diocesan editor on the Board. Continuity on the Board should be ensured through “rolling” membership across triennia.

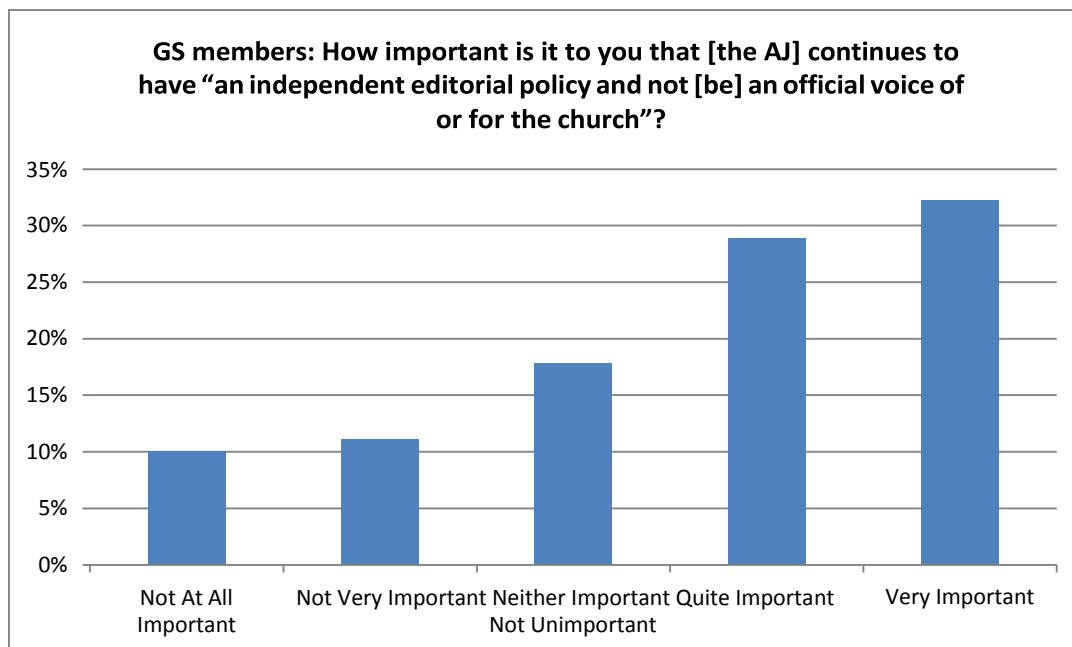
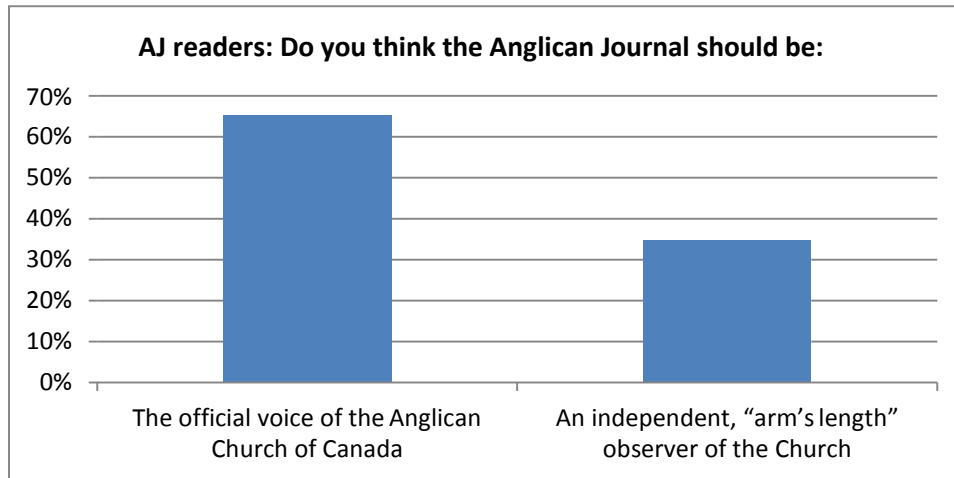
Suggested Motion #5:

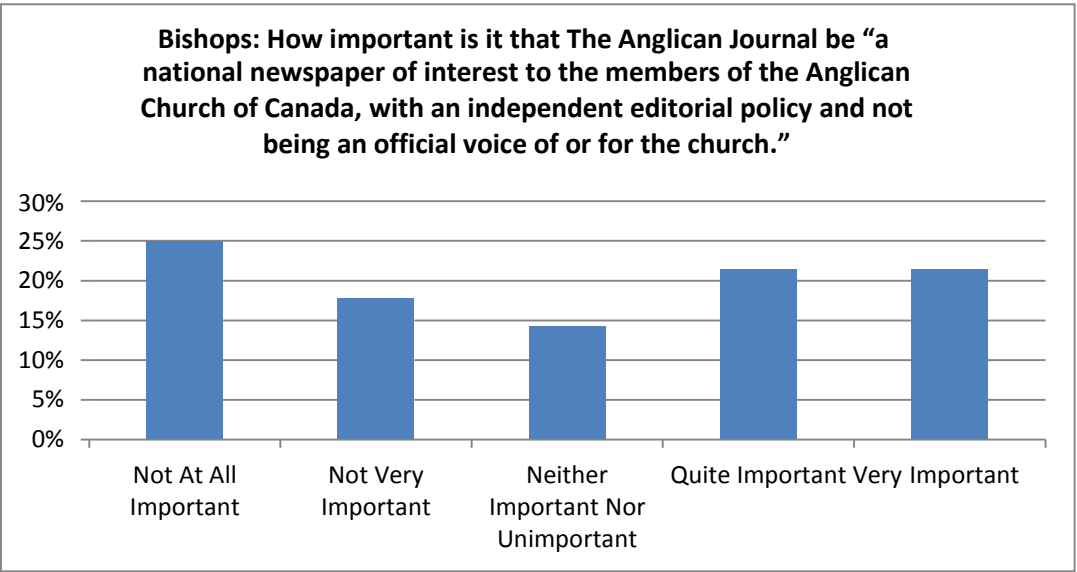
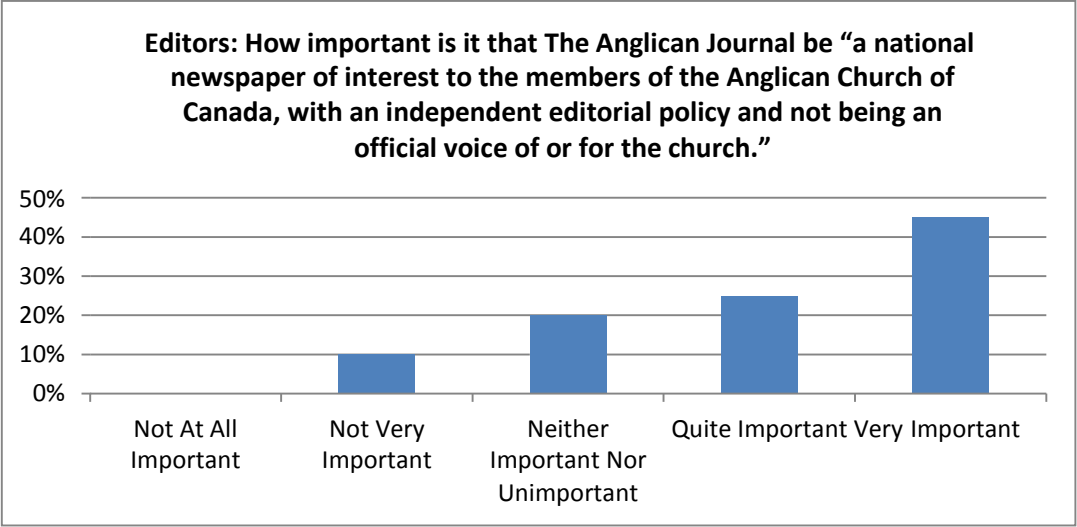
That this Council of General Synod ask the Governance Working Group to prepare an amendment to Appendix B of the Canons to be brought to General Synod to give effect to the recommendations of the Joint Working Group on Print Publications with regard to the governance of the communications function of the church.

⁹ It could prove helpful for the Editorial Review Board and the Communications Advisory Committee to schedule their respective annual meetings to overlap.

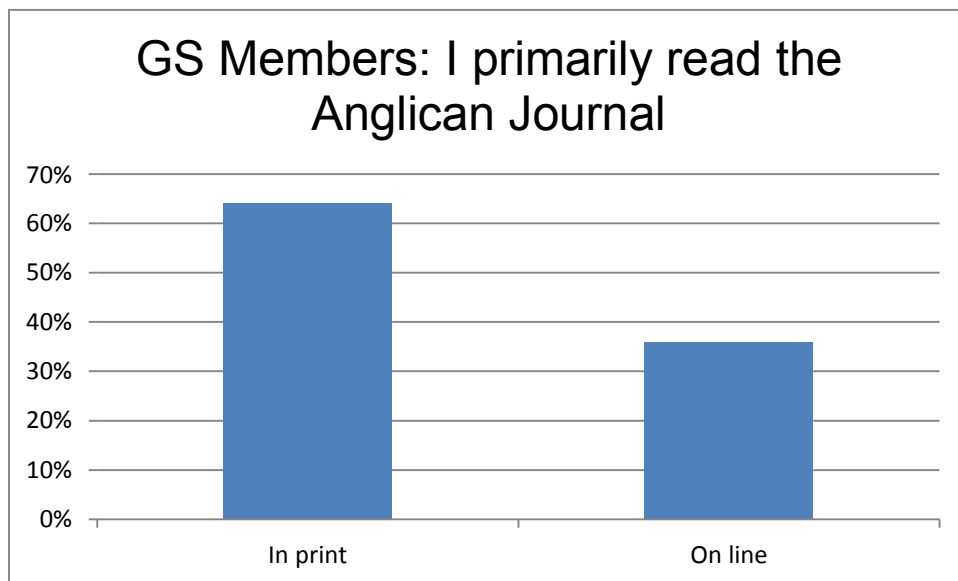
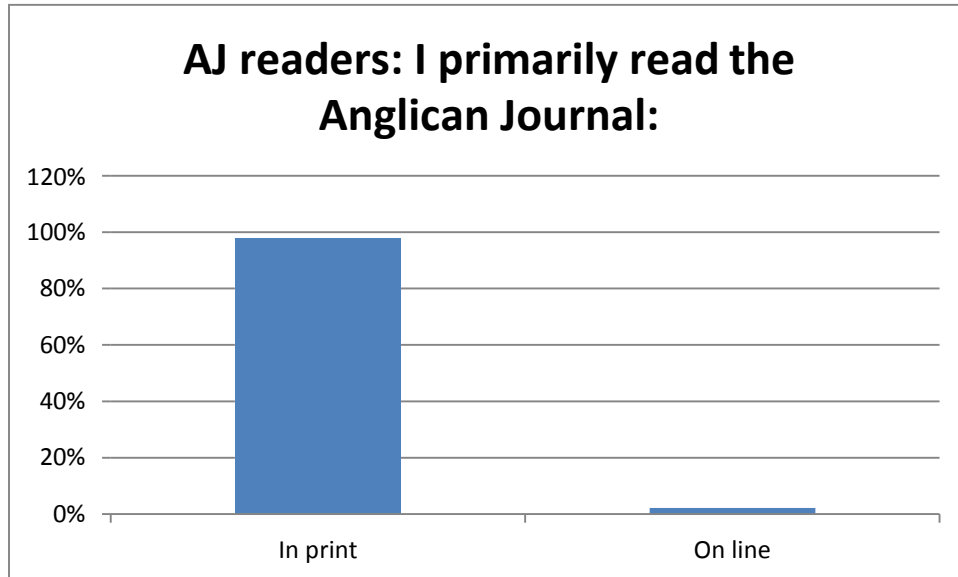
Background Data for Joint committee meeting

1) Mandate



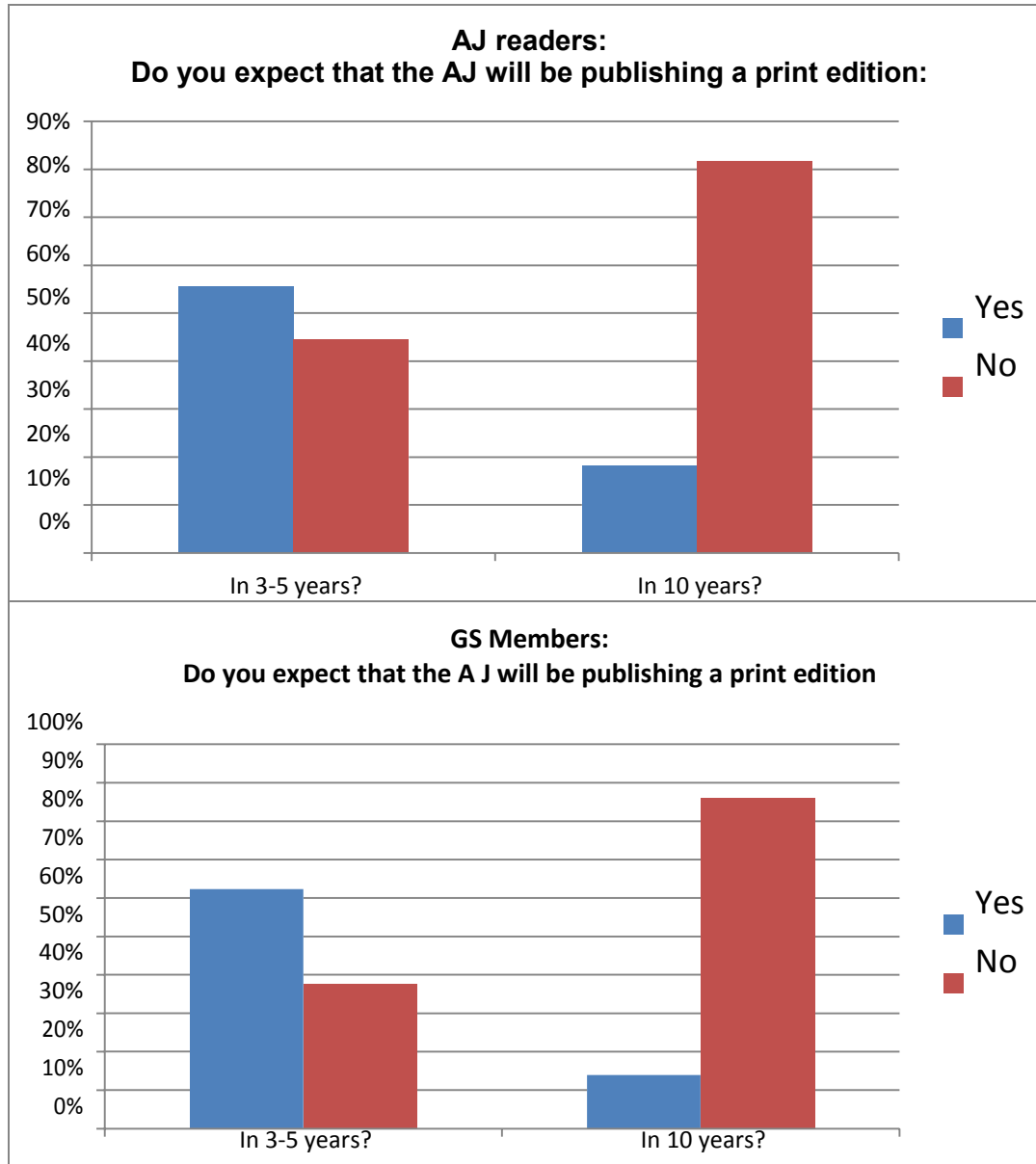


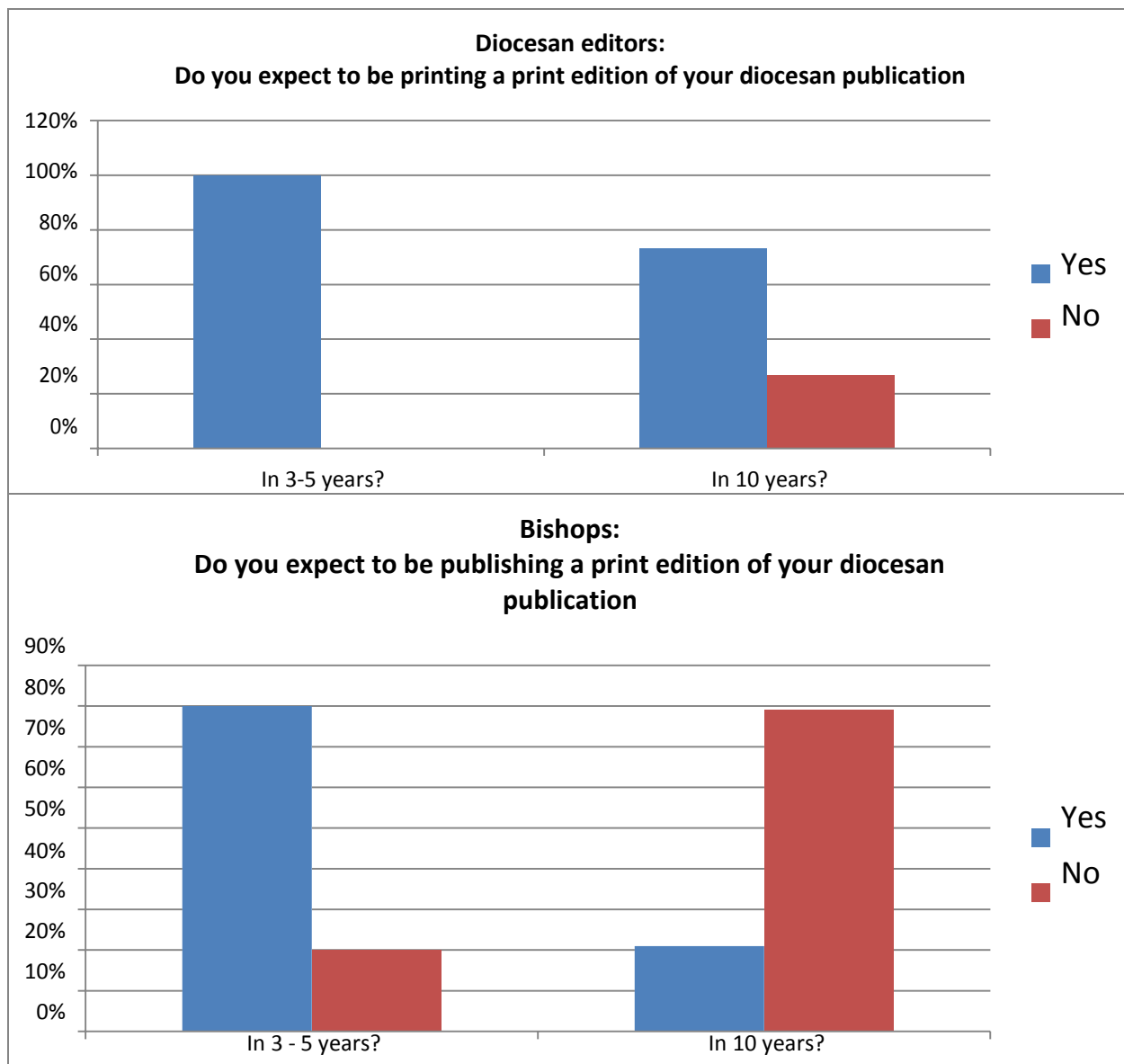
2) Print future
i) How is the AJ read?



2) Print future

ii) Expectation of how the Anglican Journal will be read





2) Print future

iii) Willingness to read AJ in other formats and desire to read AJ in print now?

AJ Readers: Please show your agreement with the following:	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
The Anglican Journal should be distributed in print, free of charge, to all Canadian Anglicans.	6%	18%	32%	29%	15%
I would be willing to purchase a yearly print subscription to the Anglican Journal.	15%	27%	22%	28%	8%
I would prefer not to receive the Anglican Journal in print format.	32%	25%	19%	16%	9%
If the Anglican Journal were not available in print format, I would access its content on-line.	23%	23%	20%	23%	11%

GS members: Please indicate your level of agreement with each of the following statements:	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
It is important to me that the Anglican Journal and a diocesan publication are distributed in print, together, free of charge, to all Canadian Anglicans.	2%	14%	28%	30%	26%
If it were possible, I would opt not to receive the Anglican Journal in print format.	19%	31%	20%	15%	15%
If the Anglican Journal were not available to me in print format, I would access its content on-line.	7%	7%	13%	39%	35%

Diocesan editors:	Not At All Important	Not Very Important	Neither Important Nor Unimportant	Quite Important	Very Important
How important is it to you personally that your diocesan publication and the Anglican Journal continue to be mailed together to all Anglicans in your diocese, free of charge?	0	10%	0	25%	65%

3) Content

AJ readers: What do you want from the Anglican Journal? - All	1	1 to 3
News about the Anglican Church of Canada	53%	84%
News about the worldwide Anglican Communion	8%	52%
A sense of belonging to one Canadian Anglican family	15%	56%
Comment and opinion from Anglican leaders	5%	44%
Comment and opinion from independent journalists	2%	10%
Spiritual, devotional and theological reflection	12%	32%

GS members: What is the Purpose of the AJ	1	1 to 5
To convey news about the Anglican Church of Canada to Anglicans across the country	69%	88%
To offer independent, unaligned commentary on church affairs	6%	26%
To be a vehicle for spiritual, devotional and theological reflection	4%	32%
To share news from parishes and dioceses across the country with each other	4%	71%
To give all Canadian Anglicans a sense of belonging to one family	3%	69%
To provide an independent voice of journalism and opinion	3%	23%
To bring news about the worldwide Anglican Communion to Canadian Anglicans	2%	66%
To project the profile of the Anglican Church to the wider community	2%	37%
To cover topical political and social issues from a distinctively Anglican perspective	1%	40%

Appendix B: Financial Analysis

Part 1. Current Data and Recent Trends

(This work was done over several sessions using, to the best of our ability, and what was available, current financial figures from the Anglican Journal, and current and historical data available for both Journal and Diocesan paper circulation.)

The first thing we did was to try to give a slightly historical picture of the revenues and major costs of the Anglican Journal. The following table gives us a broad picture of revenue sources.

Revenue Sources

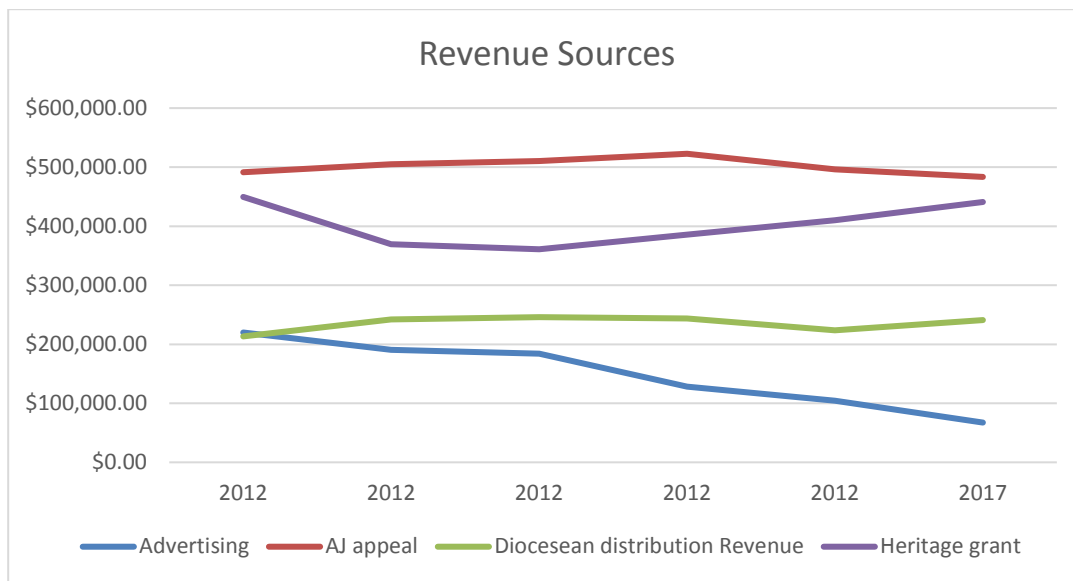
	2011	2012	2013	2014	2015	2016	2017
Advertising**	\$253,596	\$219,901	\$190,781	\$184,240	\$128,022	\$104,442	67350
AJ appeal	\$265,012	\$491,388	\$505,161	\$510,321	\$522,657	\$496,414	483447
Diocesan Distribution Revenue*	\$734,554	\$213,301	\$242,057	\$245,917	\$243,916	\$223,719	240744
Heritage grant**	\$0.00	\$449,559	\$369,441	\$360,899	\$385,447	\$409,866	441077
Other***							
Total	1,436,867	1,629,695	1,532,206	1,562,749	1,543,779	1,361,902	1,356,523

*This is the total amount charged to dioceses for the shared costs of distributing their papers.

**In 2011 the Diocesan distribution revenue and Heritage grant were not reported separately.

***Including the following items: Sundry, graphic design revenue, internal advertising revenue, calendar income

****Advertising income was calculated as net of income vs expenses for advertising sales.

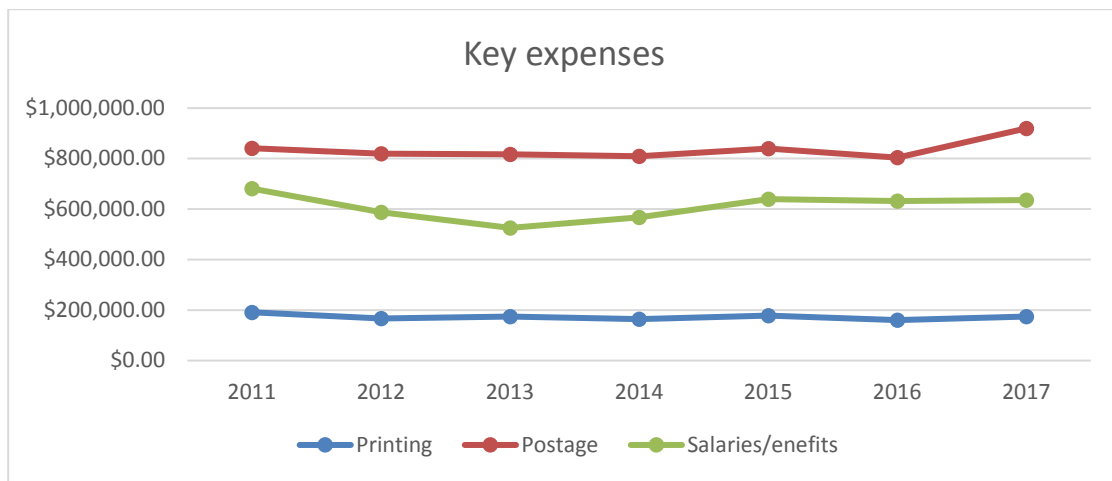


Here we can see that the revenue sources show no dramatic changes over the past six years. However, there is a steady drop in revenue from advertising, which is consistent with the experience of other print publications. The Anglican appeal numbers show an increase from 2011 to 2012, demonstrating the positive impact of direct mailing, which has continued. It is interesting to note here that the direct mailing goes out to the circulation list, which is a different list than is used for other appeals put out by the National office.

Expenses

Expenses	2011	2012	2013	2014	2015	2016	2017
Printing	191,347	167,244	174,508	164,353	178,345	160,425	174,710
Postage	841,381	819,561	817,011	809,774	840,167	803,830	919,594
Salaries/benefits	681,095.00	587,811.00	525,622	567,026	\$638,984	631,339	636,220
Other*							
Total	2,021,194	2,132,096	2,006,930	1,993,334	2,092,379	1,959,379	2,065,697

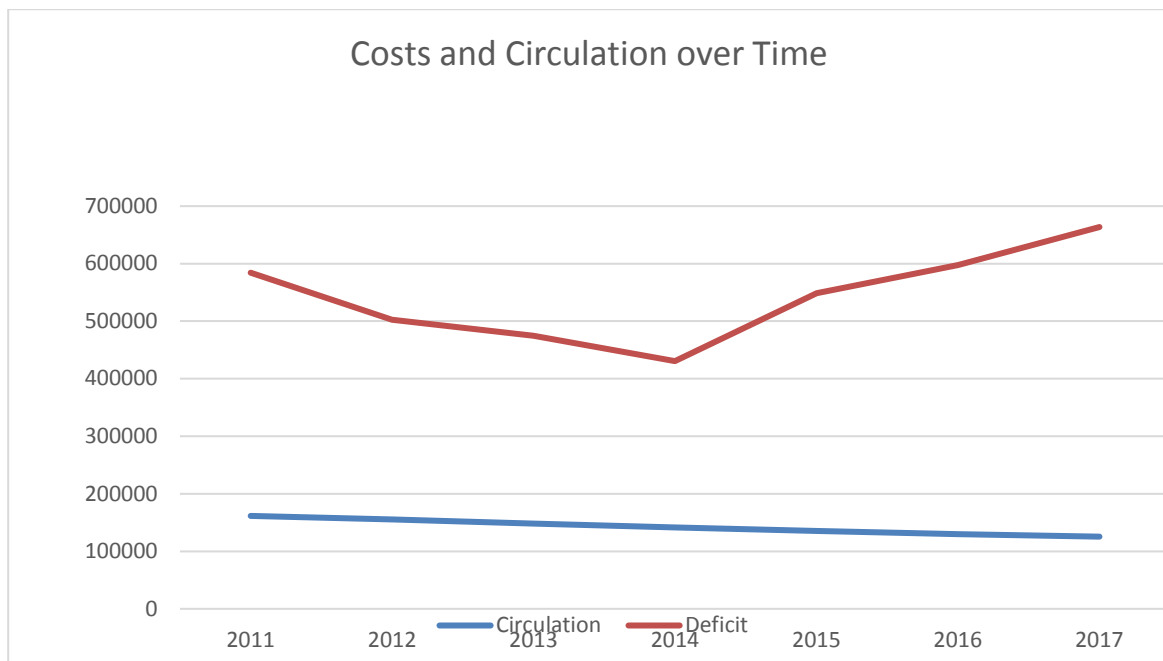
*other includes a wide variety of items, the most important being software support, graphic design expenses, donations expense, postage courier,



In this chart and graph, we map out major expenses of the Anglican Journal over the same time. The Journal staff have done a good job of keeping expenses under control, especially ones that they can control. During the period of 2012-2014 salaries were down, due to the lack of a full-time editor. In 2017 postage costs went up considerably after a long period of little growth - something that the journal staff have no control over. Unfortunately, when one takes into consideration the large drop in circulation during that time, the postage cost per subscription is very much on the rise, and this gives a very different picture of the overall future financial health of the Journal with its current distribution model.

Circulation and costs

	2011	2012	2013	2014	2015	2016	2017
Circulation	161516	155383	148405	141619	135490	129955	125472
Deficit	584326	502401	474724	430585	548600	597477	663,665
Cost/subscription*	3.62	3.23	3.2	3.04	4.05	4.6	5.28



Here the cost per subscription is not the overall cost, but rather the “cost” in terms of the actual overall deficit of the Journal. In other words, this is what the Anglican Journal costs the National church budget, per subscriber, after all the revenues have been accounted for including advertising, diocesan contributions, AJ appeal, Heritage grants, and the revenue from the very few subscribers.

Circulation numbers continue to decline, down from 161,516 in 2011 to 125,472 in 2017 (22.3%).

Part 2: Business Modelling (or what might happen if?)

With all this information we began to try to do some modelling to understand how the loss of diocesan papers affects the overall financial viability of the national paper. At first glance you might suspect that the loss of revenue due to the dioceses no longer sharing our mailing costs might begin to cripple the Journal’s ability to be sustainable. All of the various scenarios that we played with are appended to this document. In each scenario, we set out to unpack what would happen if more and more dioceses withdrew from publishing their paper, and went online exclusively. We also played with what would happen if some dioceses (like Rupert’s Land), chose to no longer *have even the national paper* delivered to the Anglicans in their diocese.

For each scenario we used consistent assumptions. They are as follows:

- Printing costs do not increase/subscription, if numbers decline. (in other words we do not receive a benefit because of the size of our print run)
- The mailing cost is the same whether or not a diocesan paper is inside. (putting a diocesan paper inside does not increase our mailing costs)
- If diocesan papers are no longer published, the Anglican Appeal can continue to be collected in that diocese and will remain proportionally the same (supported by the Calgary experience).
- If the AJ stops publishing in a particular diocese, the appeal goes to zero. (A conservative guess)
- If Diocesan papers are no longer published, the National Church needs no longer to share its appeal with the non-publishing diocese.
- We assumed that the Heritage grant would be reduced in proportion only to the drop in circulation of the Anglican Journal, not the diocesan papers.
- Salaries would not be changed even if the Anglican Journal ceased publishing across the whole church. In other words, it would be hard to cut writers, layout, and editor if we still want a good paper, even if it is only web based. (though none of this comes up the way we created the scenarios)

Scenario 1

Here we set up the Status Quo. In this situation, three diocesan papers no longer publish their papers, Calgary, The Territory of the People (TOP), and Rupert's Land. Each column represents real figures, including circulation, Diocesan Expense sharing and Appeal returns. Here we come up with a base amount of \$88,321.00 that the paper "cost". This figure bears no relation to the figures provided by the financial statements because it only accounts for a few lines of the statement, printing, mailing, appeal etc. It does not include salary costs. It is useful *only* for comparative purposes, i.e. comparing the status quo with future scenarios.

But there are some interesting observations that can still be made. For example, the Diocese of Toronto does not *cost*, but rather provides *revenue*. This is because of a very successful Anglican Appeal in that very large diocese of which the Anglican Journal gets a good portion. This is also true to a lesser extent for Kootenay and British Columbia, again because of their larger contribution to the AJ Appeal relative to their printing and distribution costs.

Here we also see that Newfoundland "costs" the National church a great deal, and this is because they do not contribute to the Anglican Appeal, due to their having their own diocesan level appeal to support Anglican Life. It should not have surprised us that the effect would be so large, because this paper has the second largest circulation in the country, the printing and distribution costs are quite high. Newfoundland does contribute their portion of distribution costs, billed by head office, and in 2017 contributed back a small gift from their own appeal, (\$2000). One wonders if this anomaly might not be addressed in the final report, due to the findings of this analysis.

Scenario 2

Here we tested the model by a small tweak, asking ourselves what would happen if another small paper chose to no longer publish. We chose the Quebec Gazette because it is small. We did not choose it because it has indicated in any way that it plans to stop publishing. We are simply trying out the model.

Conclusion: In this case the costs to the AJ go up slightly. Although the AJ appeal is now going entirely to the national paper, the postage cost remains the same, and the diocese itself no longer helps with the postage. (Distribution revenues)

Scenario 3

In scenario three we grew bolder, and tested out what might happen if two much larger dioceses (Huron and Niagara) stopped publishing. Again, not because they are discussing this but to see what might happen if...

What we concluded from this possibility is that in this case, the cost to the AJ overall are *reduced* overall by about 6%. This is because they both have substantial AJ appeals, and because the Journal would no longer need to share that appeal revenue. This more than compensates for the relatively larger burden of postage which is no longer able to be shared.

Scenario 4

Here we are coming to the crux of the issue, asking ourselves what would happen if the diocese of Rupert's Land chose not to allow distribution of the Anglican Journal. This surprisingly shows that the AJ has *fewer costs*, as the printing and postage costs are reduced by more than the Anglican Appeal and the heritage grant previously brought in. If the Anglican Appeal were to still go out, or still be collected from new *paid* subscribers, the benefit would be even greater. It leads us to conclude that this would not be a disaster, though it might be prudent for everyone concerned to set up a viable paid subscription service before this move is made, so that Anglicans in Rupert's Land have the real possibility of receiving their own paid subscription should they want one.

Scenario 5

Scenario tests what might happen if another, even larger diocese chooses to do the same, in other words, is Rupert's Land an anomaly? This time we again chose Huron, just to see, not because we have heard rumors, in fact, quite the opposite. Here we find that because Huron has a relatively successful AJ Appeal, there is no gain, but rather a loss. Another part of the loss, is that the heritage grant would decrease significantly, since so many papers are sent out to Huron.

Scenario 6

In this scenario we pressed further and tested the scenario that several dioceses (Ontario, Calgary, Territory of the People and Rupert's Land) refused to allow the Anglican Journal to be distributed in their area, and discovered again that this would show only a slight cost to the paper. This means that there is relatively little "cost" to the Anglican Journal should print distribution stop in several dioceses. Of course, the cost/ subscription would increase. We believe that this confirms that during a transition period, from the status quo to limited print distribution, there would not be catastrophic costs, even if this period were eased in in a piecemeal fashion.

Scenario 7

In this final scenario we test what would happen if all papers stopped publishing in Newfoundland. Here we do see a reduced cost to the Journal budget, because despite the loss of heritage grant money, there is now a larger reduction in costs of mailing and printing. We would need more data in order to predict what would happen if only the diocesan paper stopped publishing, and an Anglican Journal appeal was introduced in that diocese.

Part 3: Overall conclusions

Current Data & Recent Trends

1. The principal sources of revenue for the *Anglican Journal* are the annual *Anglican Journal Appeal*, the distribution grant from the Department of Canadian Heritage, and diocesan contributions towards distribution costs. Advertising, which only a few years ago represented a quarter of a million dollars per year in revenue, has fallen to under \$70 thousand.

The Heritage grant and the Appeal are both key sensitivities to the future viability of the business model, at almost half a million dollars each. The Heritage grant is clearly contingent on continued print publication, and to some extent on other government policies not in the journal's control. Government policy in this area is evolving rapidly; we can anticipate change whatever we do or don't do.

While not quite as successful as in former years, the *Journal Appeal* is still a major funding source, and any changes to it should be considered carefully. Ideally, this revenue should not be seen as subsidizing print distribution exclusively, but it should be supporting editorial content as well. However, it remains to be seen whether people would be as generous to an on-line *Journal* as to a hard copy one, especially with a direct mailing appeal. We assume that if the diocesan paper ceases to exist, but the Journal continues to be distributed in that diocese, the *Journal Appeal* should be largely unaffected. Some dioceses generate more through the Appeal than they cost in distribution, while other dioceses do not even mount an Appeal; in those cases, the distribution subsidy probably ought to be increased.

2. The main expenses for the *Anglican Journal* are: printing, postage, and staff salaries and benefits (including editorial and production). Overall, expenses have remained relatively flat over the past several years, although the postage bill did rise sharply in 2017, to close to a million dollars. If mailing costs continue to increase year-over-year, this could soon become a major factor in the future viability of the print distribution of Anglican publications in general. Paper costs have also risen substantially in the publishing industry overall in recent years. The Church has so far been somewhat sheltered from these impacts, and we recently had news that this trend will continue through the next contract renewal, but it is another variable to keep an eye on.
3. Taking into account both revenues and expenses, the net annual cost of the *Journal* (the excess of expenses over revenues) has risen between 2012 and 2017 from ~\$500 thousand to ~\$660 thousand. Moreover, since circulation has declined in the same period from ~155 thousand to ~130 thousand, the net cost per subscriber for ten issues per year has risen from \$3.23 to \$5.28: a 65% increase, but remaining a comparative bargain!
4. In 2017, the net cost of distribution (calculated as the cost of printing and postage minus the Heritage grant and diocesan contributions to distribution) was ~\$410,000. Research indicates that it is at least possible that up to 25% of the people currently receiving the *Anglican Journal* in print would prefer not to. If this is true, and if they could be identified and removed from the circulation lists, we ought to be able to reduce costs by ~\$100,000.¹⁰

An important consideration in this regard is to ensure that there continues to exist a database of all Anglicans in Canada, whether or not they choose to subscribe to the *Anglican Journal* and/or their diocesan newspaper (if any). Research and anecdotal evidence suggest that both the global database and the subscription list need to be much more easily and frequently updatable than they are at present; work is underway on this at the present time, and should include simple way for subscribers to update their information themselves.

Business Modelling: Scenarios for the Future of Diocesan Publications

1. We tested a few scenarios for the continued distribution of the *Anglican Journal*, even in dioceses that stop printing their own newspaper. It appears that over the short term, in a steady state scenario (e.g. the three-year transition period currently being contemplated), it might be possible to keep distributing the Journal everywhere where it is currently distributed, without major financial impacts. This would depend particularly on postage and printing costs (per copy) remaining relatively flat. We assumed that in such cases, the diocesan contribution to distribution costs would go to zero, but the *Journal* Appeal would continue at current levels and would not need to be shared with the dioceses; we also assumed that the Heritage grant would continue unchanged.

¹⁰ This is assuming that the *Anglican Journal* Appeal would not be affected, since one presumes that these people do not currently contribute to the Appeal. We have also assumed for the purposes of this calculation that circulation-dependent revenues (Heritage grant and diocesan contributions) would go down proportionately with related expenses (printing and mailing).

The continuation of both the Appeal and the Heritage grant are crucial to these scenarios. It might even be prudent to put some resources into a renewed AJ Appeal.

2. The other possibility is that the *Journal* might cease to be distributed in some dioceses where local papers are cancelled (the so-called Rupert's Land scenario). Here, it seems to depend largely on which dioceses might take such action. In Rupert's Land itself, for example, the financial impact of not publishing on the Journal is actually slightly positive: cost avoidance of postage is greater than the presumed lost income from the Appeal and the Heritage grant. However, if other, larger dioceses were to opt out, there could be a significant negative financial impact on the Journal, since the value of the *Journal* Appeal, and the Heritage grant for that diocese would go to zero in that scenario, and this loss may not be compensated by the overall reduced printing and mailing costs.

Newfoundland is a special case in these scenarios, because of the absence of the *Journal* Appeal there. The cancellation of *Anglican Life* would presumably have a positive financial impact there, since we assume that a successful Journal appeal could be launched in that event. We considered trying to predict how much an appeal might bring to the Journal, should one be permitted, and decided that forecasting that would be difficult. We would hope that the Newfoundland situation might be regularized in some way before any such scenarios come to pass.

3. **Bottom Line:** The comments under Points #1 and #2 above, like everything in this document, are limited to financial implications. The Joint Working Group believes, based on all its research and consultations, that there are strong arguments in principle for continuing to distribute the *Anglican Journal*, in print, for an interim transition period, even in dioceses where the local paper stops being printed, if diocesan leadership is agreeable with this course of action.

Our preliminary financial analysis indicates that there is no obvious major negative financial impact to following this course of action – assuming that the National Church is able and willing to continue funding the Journal to the levels of the recent past.

Moreover, we believe that while stopping distribution of the *Journal* in one or two smaller dioceses could be done without major financial impact, once we started down this path we could find ourselves in a position where consistent application of the policy in larger dioceses could be financially challenging or even ruinous. In effect, the future viability of the *Journal* could be held hostage to unpredictable future decisions of individual dioceses.

In summary, the financial analysis supports our preliminary recommendations as based on research and consultation.

Appendix C: Business Modelling Scenarios

Follows.

Please see separate Excel file for full worksheets in .xls format.

Appendix D: Summary of History of ACC Communications Governance

Source	Year	Official Paper of the Anglican Church of Canada?	Editorially Independent?	Publisher	Editorial guidelines	Highlights
The Validity of a Church-Related Newspaper," a speech by Hugh McCullum, shortly after becoming editor of Canadian Churchman.	1968				<p>"A religious paper should be both truthful and relevant, truthful even when it hurts. Not only to deserve the name of newspaper, but also to give the Church the service that only a genuine newspaper can give, a religious paper should be able to report honestly, objectively and critically on the life of the Church."</p> <p>"Bishops . . . have not been willing to grasp the lesson . . . that honest reporting, and objective criticism of their own policies and programs, will serve the Church better than the techniques of public relations."</p> <p>"There are those who [compare] the Church press to the house organs put out by labour unions and business organizations and other special interest groups. I think the comparison fails because the church does not exist within society as a mere pressure group. . . . Of all societies within societies, the Church should be distinguished for the purity of the techniques it adopts. If it is to enter the field of journalism, it should adopt the highest journalistic ideals, rather than the bastardized journalism that may be appropriate or inevitable in other institutions."</p>	
NEC meeting minutes	1977	National Newspaper	Encouraged to express its own mind in editorials	The Board of Trustees is the publisher.	Council endorses Statement of Editorial Policy and Terms of Reference of Canadian Churchman: "Canadian Churchman is the national	The editor is "the chief officer of Canadian Churchman, decisive employment, control of staff, and carrying out the Board's principles."

Source	Year	Official Paper of the Anglican Church of Canada?	Editorially Independent?	Publisher	Editorial guidelines	Highlights
					newspaper of the Anglican Church of Canada, but it is - -present its news and features responsibly, without fear or favour, but with taste and a human touch	
Canadian Churchman Board of Trustees Report	1986	"National newspaper" of the Anglican Church of Canada	<p>"Church sponsored paper with an independent editorial policy"</p> <p>In editorials: "encouraged to state its own mind in editorials"</p>	<p>Board of Trustees responsible to the NEC and the General Synod</p> <p>Comprised of two bishops, four clergy, four lay people all elected by General Synod.</p> <p>Ex-officio: Primate, Prolocutor, General Secretary, Treasurer, Executive Director of Program, Editor of The Living Message.</p> <p>Annual editor performance</p>	<ul style="list-style-type: none"> • Inform the Canadian Anglican Community about the church's affairs, problems, progress; • Stimulate the interest and courage of church people by a vigorous editorial presentation of our faith with its relevance to people, their needs and problems; • Inform its readership about the activities and directions of other denominations • Observe and report on Canadian and world matters 	<ul style="list-style-type: none"> • New terms of reference • Includes statement of editorial policy, obligation to readers, accountability to staff, responsibilities of the board • Board is responsible for overall planning, ensures editorial freedom, gives direction to the editor on content • The Chair forms a small advisory group within the board to be available to the

Source	Year	Official Paper of the Anglican Church of Canada?	Editorially Independent?	Publisher	Editorial guidelines	Highlights
				appraisal by the Primate and Chair.	<ul style="list-style-type: none"> • Its content will be weighted towards minorities and the oppressed, who have no voice • If the editorial is opposed to official church policy – the policy or summary must be included with the editorial 	<p>editor. Accountable to the Board.</p> <ul style="list-style-type: none"> • Circulation: 273,000 • Three-person circulation staff • Mailed with diocesan papers (19 total): • model established in 1958: national policy to make the paper available to every identifiable financial contributor in the church. • Ad revenue decreasing: currently \$199,000+ • Canadian Church Calendar: Canadian Churchman, ABC, and United Church joint initiative
Anglican Journal/ Journal Episcopal Board of Trustees Report	1989	National Newspaper			"That the National Executive Council review the performance of the Anglican Journal . . . in order to strengthen the	<ul style="list-style-type: none"> • Described as a year of change • Name changed: asked for by Ottawa Synod to

Source	Year	Official Paper of the Anglican Church of Canada?	Editorially Independent?	Publisher	Editorial guidelines	Highlights
					communication of policies and activities of the Anglican Church of Canada to its membership . . . while maintaining the traditional editorial freedom of our national Church paper."	<p>acknowledge inclusive language</p> <ul style="list-style-type: none"> • Bilingual name to reflect the country's linguistic diversity • Redesigned: design was set in 1974 • New terms of reference • New editorial policy and accountability statements for the Board • Editorial content that dissented from editorial policy • Resignation of editor in protest • Ad manager retired • Cost per subscription FOR THE CHURCH: \$1.96 in 1986, now \$2.41 per subscription in 1988. • 1988: net advertising revenue: \$261,900.

Source	Year	Official Paper of the Anglican Church of Canada?	Editorially Independent?	Publisher	Editorial guidelines	Highlights
						<ul style="list-style-type: none"> Anglican Magazine and The Living Word also in circulation
Terms of Reference	1989	National newspaper, not the official paper	Church-sponsored paper with independent editorial policy: encouraged to state its own mind in its editorials and report its news and features to the best of its abilities	<p>Board of Trustees</p> <p>Comprised of two bishops, four clergy, four lay people all elected by General Synod.</p> <p>Ex-officio: Primate, Prolocutor, General Secretary, Treasurer, Executive Director of Program, Editor of The Living Message.</p> <p>Annual editor performance appraisal by the Primate and Chair.</p>	<p>Obligation to:</p> <ul style="list-style-type: none"> -inform the Canadian Anglican community about the church's affairs, problems, affairs, and progress. -stimulate interest and courage of church people -coverage weighted toward the marginalized and the oppressed 	-Board of Trustees responsible to the NEC (CoGS equivalent of the day).
Letter from the Primate to NEC, HoB, Officers of the General Synod	1990					<ul style="list-style-type: none"> -Budget Crisis -end of funding of "Anglicans in Mission" -reduction in costs to national meetings, committees

Source	Year	Official Paper of the Anglican Church of Canada?	Editorially Independent?	Publisher	Editorial guidelines	Highlights
1991 Apportionment Budget	1991					<ul style="list-style-type: none"> -Reduction in overall operations (7.5% to most areas) -5.08% reduction to the Anglican Journal -Increase focus on video, decrease focus on print, media relations, mailings -Anglican Magazine subscription rate increase -restricts AJ staff travel -reduces pages from 20 to 16 of each issue
Board of Trustees report to NEC	1995	National paper. Unchanged from previous report.	Independence editorially continue as presently defined.	<p>Board of Trustees. Reports to NEC.</p> <p>New structure: 14-person Board. Eight elected members from the General Synod (2 from each order).</p> <p>Up to six members appointed by the Primate.</p> <p>Ex-officio: Primate, General Secretary, Prolocutor, Executive Director</p>		<ul style="list-style-type: none"> -vision work in response to the Church's strategic planning process -describe AJ as "Anglican community builder and window into the world" -indicates a 38% reduction in funding to the paper from the 1993 level -Beginning of the AJ Appeal. Request from the Board to the NEC with the approval of dioceses and in consultation in the future. -1995: request for funds in the paper (envelope) to be shared 50-50 with dioceses.

Source	Year	Official Paper of the Anglican Church of Canada?	Editorially Independent?	Publisher	Editorial guidelines	Highlights
				<p>of Program, Director of Communications.</p> <p>Change number of meetings from six to five per triennium.</p> <p>Structured “with a sense of partnership” with all communications vehicles of the Church.</p> <p>Board encouraged to continue to find ways to decrease overall expenses.</p>		<p>-\$107K net revenue to the Journal</p> <p>-implementation of list rental (selling of personal data) net revenue to the Journal approx.. \$8,000</p> <p>-Asked to include “non-profit supplements” for General Synod committees and ministries. Board in agreement: one page per issue identified to the reader as a supplement. Content created and supplied by the communications department. “InterMission” page launched January 1995.</p> <p>-~260,000 subscribers</p>
Information Resources Committee Report	1998	National newspaper but not the official voice	<p>Editorially Independent</p> <p>Must focus on (from CoGS): significant activities in the ACC, activities</p>	The Information Resources Committee (as mandated by the General Synod) with the acknowledgement that the General	Mandate to oversee the communications work of the national Church including the Anglican Journal, ABC, Archives, library. Coordinate all communications work. Advisory groups for ABC,	First time Anglican Journal becomes integrated into the national communications policy and strategy.

Source	Year	Official Paper of the Anglican Church of Canada?	Editorially Independent?	Publisher	Editorial guidelines	Highlights
			<p>related to the General Synod and its committees, the Anglican Communion, on the activities of other Christian and faith communities.</p> <p>Important that the voices of the powerless and oppressed are expressed.</p> <p>Committee to receive feedback from readers, evaluate content, review reports and policies.</p>	<p>Synod is the overall publisher</p> <p>17 members total, each a member of an advisory board (Anglican Journal, Merchandising and distribution, Resource Production, Information Services)</p> <p>Committee: exercises strategic oversight and policy, while the AJ Advisory board supports</p> <p>Staff: implementation e.g. media relations now in a staff function instead of in the committee</p>	<p>Journal and central comms report to and are part of the comms Information Resources Committee.</p> <p>New structure, new mandate for all committees and national governance structures.</p> <p>Began analysis of key audiences.</p> <p>Expansion of <i>Ministry Matters</i></p> <p>Anglican Video to focus on prayer and healing</p> <p>New staff structure to reflect new committee structure: more separated into groups</p> <p>Other work: evaluation of ABC, identified declining advertising revenue for AJ</p> <p>Identified need to evaluate mission in comms activities.</p>	

Source	Year	Official Paper of the Anglican Church of Canada?	Editorially Independent?	Publisher	Editorial guidelines	Highlights
					Identified fear that the committee structure (five members per committee) is “too thin” for its mandate.	
Information Resources Committee report to General Synod 2001	2001					<p>Committee adopts principles from the World Association for Christian Communication. Communication creates community; communication is participatory; communication liberates, communication supports and develops cultures; communication is prophetic.</p> <p>Sam Carriere named new editor of the Journal. Continues as editor of Ministry Matters (in-house publication).</p>
"Thoughts on the Editorial Independence of the Anglican Journal," by Vianney (Sam) Carriere, writing as Director,	2002	<p>"The editorial independence of the Anglican Journal is predicated on the belief that there is value and purpose to the church in having a national publication, accessible to the greatest number of constituents possible, that stands back from the church to examine critically what it does and does not do and how it does or does not do it."</p> <p>". . . editorial independence is an imperfect concept . . ."</p> <p>"Though independent, the Anglican Journal is as much a community newspaper as anything."</p>				

Source	Year	Official Paper of the Anglican Church of Canada?	Editorially Independent?	Publisher	Editorial guidelines	Highlights
Communications & Information Resources.		<p>"Editorial independence is clearly not an unfettered license for an editor to publish what he/she wishes, with no accountability whatsoever."</p> <p>"It means . . . that the editor is solely responsible for determining the editorial content of the newspaper. (Editorial content can be loosely defined as all content that is not advertising.) A wise editor will exercise this considerable latitude with some discretion, and all seek advice, counsel and input from a wide array of members of the Anglican community. Likewise, members of the community and, for that matter, of General Synod staff, are quite free to make requests of the editor and to make suggestions as emphatically as they wish."</p> <p>"If the church, as a community, becomes dissatisfied enough with the direction the newspaper is taking, their primary recourse is not to overrule the editor, but rather to seek the appointment of another editor."</p> <p>Editorial independence means "that the editor of the Journal, assuming an acceptable level of competence, is allowed co-function without interference within the terms of his/her job description, and within normally acceptable standards as a member of a community."</p> <p>It also means "that Journal staff, although members of the Church House community, stand apart from that community when they act in their capacity as journalists/reporters."</p> <p>And "that the newspaper does not engage in public relations or overtly promotional activities behalf of the church."</p>				
Anglican Journal Board report **Anglican Journal now	2004	National paper but not the official voice	Editorially independent	"Was the publication of the General Synod"		Diocesan papers are inserted into the Journal (instead of being mailed together in the same bag)

Source	Year	Official Paper of the Anglican Church of Canada?	Editorially Independent?	Publisher	Editorial guidelines	Highlights
separately incorporated**				Anglican Journal Board named as publisher in its separate incorporation. Separate from the standing committees of the General Synod.		<p>in order to qualify for the Heritage Canada Grant.</p> <p>Must account for the budgets of the diocesan papers and circulation in order to qualify for the Heritage Canada Grant.</p> <p>Report describes the Journal as a “unifying” force in the church.</p> <p>First mention of the Anglican Editors Association in reports. “Annual gathering of national and diocesan editors to share resources and story ideas” as well as “build relationships”.</p> <p>Sam Carriere now Director, Communications. Member of the Board of Directors.</p> <p>Leanne Larmondin named editor.</p> <p>Shares oversight of <i>Ministry Matters</i> with the</p>

Source	Year	Official Paper of the Anglican Church of Canada?	Editorially Independent?	Publisher	Editorial guidelines	Highlights
						Information Resources Committee. First time the Anglican Journal has a booth at General Synod 2004.
Thanks for the memories," Paul Fehley's final editorial as the interim managing editor of The Journal, while also working in the Primate's office.	2014	-Fehleley says that he regrets the decision not to continue that arrangement of serving as both the Editor of the Journal and the Principal Secretary to the Primate. "The Journal's mandate is not to be the official voice of the Anglican Church, but a place of diversity that needs to be independent and reflect the variety of Anglican opinions across this country and within the Anglican Communion."				

Appendix E: Faith-based Publications and News Services

Publication	Church publisher or Church Affiliation	Editorial Policy	Official or unofficial voice?	How policy is exercised?	Distribution Model	Relationship to comms strategy?
<i>The Christian Courier</i>	<ul style="list-style-type: none">NoneRoots in Calvinist and Reform movements	Independent	unofficial	Unknown	Subscription model. \$65/year. Individuals.	Not associated with a church communications strategy
<i>Canadian Mennonite Magazine</i>	<ul style="list-style-type: none">Separately incorporatedMennonite Church Canada (MCC) including MCEC, MCM, MCS, MCA, MCBC regional churches (like dioceses)	Independent	Unofficial Mennonite Church Canada has six (6) official publications and additional blogs and digital spaces. (<i>Equipping PrayerNet Intotemak WoW International Report CommonWord Curator Canvass</i>) <i>Canadian Mennonite Magazine</i> is described as a “related” publication along with the <i>Mennonite Historian</i> (http://www.mennonitehistorian.ca)	<i>Canadian Mennonite</i> is owned and operated by Canadian Mennonite Publishing Service, Inc. formed in 1971 to publish a magazine. The current board of directors is appointed by Mennonite Church Canada and the area church partners. Three members elected by CMPS. Governed by separate by-laws. Firm governance structure. (http://canadianmennonite.org/sites/default/files/webfm/companydocuments/Bylaws_Mar_31_2014b.pdf) Membership to the corporation: Church members and individual members. All members are part of the corporation and (can) attend annual general meetings. Individual dues are \$25/year. Editor is CEO of the corporation and responsible to the board of directors.	Subscription model. Print: 2 Year - Canada \$88 — US \$131 — International \$177 1 Year - Canada \$46 — US \$68 — International \$91 Digital: 2 Year - \$88 1 Year - \$46 E-news updates: Free	Grant Klaussen – web and multimedia person 371 ext. gklasseen@mennonitechurch.ca Not associated with a church communications strategy. No Director of Communications currently in place at MCC.
<i>Canadian Lutheran</i>	Lutheran Church - Canada	In-house comms tactic	Official	Managed in-house by comms team.	Free	Fully integrated digital publication

<i>Publication</i>	Church publisher or Church Affiliation	Editorial Policy	Official or unofficial voice?	How policy is exercised?	Distribution Model	Relationship to comms strategy?
Canada Lutheran		Editor is Communications Manager for Lutheran Church–Canada with regional editors for congregational news				
	Evangelical Lutheran Church in Canada	In-house comms tactic	Official Trina Gallop Canada Lutheran Editorial Director and Director of Communications and Stewardship for the ELCIC	Managed in-house by comms team.	<p>Eight issues per year</p> <p>6,000 subscribers</p> <p>Congregational Subscription Plan: \$17.25/year +tax (Organized by CL reps http://www.elcic.ca/clweb/documents/CL_Rep_Info_WEB.pdf)</p> <p>Individual 1 year - \$29 2-years - \$50 3 years - \$71.50</p> <p>International: \$54.35 US</p>	<p>34-page full colour magazine format</p> <p>Dove-tailed with <i>Communique</i> the official ELCIC digital newsletter</p> <p>Used for long-form storytelling, word from the National Bishop and major issues to the church.</p> <p>Only select articles appear online</p>
The Banner	Christian Reformed Church (North America)	In-house comms tactic	Official	The Banner is central to strategies surrounding evangelism and faith formation for the Church in Canada.	Free	<i>The Banner</i> is part of the Christian Reformed Church’s Faith Formation and published for the church across North America.

<i>Publication</i>	Church publisher or Church Affiliation	Editorial Policy	Official or unofficial voice?	How policy is exercised?	Distribution Model	Relationship to comms strategy?
Salvationist	(CRCNA)			<p>“Published monthly by the Christian Reformed Church in North America. The Banner magazine shows how the Christian faith in its Reformed expression makes sense for today's world. We hope you'll find our articles—from news to features to reviews—lively, informative, inspiring, and challenging.</p> <p>We believe that Jesus Christ calls us all to gratefully follow him in every area of life. That gives our daily living eternal significance and purpose. Whether we're addressing subjects like parenting, movies, politics, church ministries, or the society we live in, The Banner explores all such issues from the perspective of the good news that in Christ God is reconciling the world to himself. All who believe in Jesus are empowered by God's Spirit to serve as ambassadors of that reconciliation.”</p>	Able to start, stop or edit subscriber details online.	<p>“As a community of believers, we seek to introduce people to Jesus Christ and to nurture their faith through all ages and stages of life.”</p> <p>The Banner is listed in the following context:</p> <p>Faith Formation Ministries: Catechism for all ages and faith formation for children. Resources for small groups, Bible studies etc.</p> <p>Calvin College: post secondary Christian education and home to Calvin seminary</p> <p>Coffee Break: Small group Bible discovery for evangelism and discipleship</p> <p>Faith Alive Christian Resources: Sunday school curriculum, Bible studies, hymnals and worship materials and other related products</p> <p>The Banner: messages and stories of faith and evangelism</p>
	The Salvation Army Canada	<p>In-house comms tactic</p> <p>One of four print publications by the Salvation Army Canada:</p>	Official	<p>One editorial team in house that creates/manages/publishes four print magazines, manages the Salvationist social media accounts.</p> <p>Faith and Friends is the magazine used for evangelism and outreach.</p>	<p>Paid Subscription.</p> <p>Circulation: 12,500</p> <p>Frequency: 12 times a year</p> <p>Salvationist.ca Website</p> <p>Users per month: 14,000</p>	<p>“Salvationist” is the term used for members of the Salvation Army. Includes all officers, senior soldiers, junior soldiers and adherents.</p> <p>The Salvationist magazine is a core communications tactic. Serves evangelism, outreach, formation, objectives among others.</p>

<i>Publication</i>	Church publisher or Church Affiliation	Editorial Policy	Official or unofficial voice?	How policy is exercised?	Distribution Model	Relationship to comms strategy?
				<p>The Salvationist is church-focused (Army focused) content for members.</p> <p>“Salvationist and salvationist.ca inform readers about the mission and ministry of The Salvation Army in Canada and Bermuda, and around the world.”</p>	<p>Visits per month: 20,000</p> <p>Page views per month: 36,000</p> <p>Free online digital magazine for back issues.</p> <p>Salvationist (includes Faith and Friends): \$30 Canadian; \$36 US; \$41 International</p> <p>Faith and Friends: \$17 Canadian; \$22 US; \$24 International</p> <p>Foi & Vie (FRENCH): \$25 Canadian; \$30 US; \$34 International</p> <p>Just Kids: \$12 Canadian; \$15 US; \$17 International</p>	<p>Monthly bulletin inserts and parish PowerPoint presentations accompany the print publications.</p> <p>Connecting to the publishing arm of the Salvation Army: “Triumph Publishing”.</p>
<i>Catholic Register</i>	<p>A Catholic paper but not a newspaper of the Catholic Church, a diocese or archdiocese, or of CCCB.</p> <p>Roots in 1893, but also a history of amalgamation with other newspapers.</p>	Independent	Unofficial	See Appendix A: Notes from Conversation with Mr. Neil MacCarthy, Director of Communication, RC Archdiocese of Toronto	<p>Paid subscription. Weekly newspaper with 47 issues/year.</p> <p>Canadian Circulation: 36,000</p> <p>Subscription plus Canada Post delivery:</p> <p>Regular: \$52.71</p> <p>Student/Senior:47.35</p> <p>US: \$150</p> <p>International: \$250</p>	See Appendix A: Notes from Conversation with Mr. Neil MacCarthy, Director of Communication, RC Archdiocese of Toronto

<i>Publication</i>	Church publisher or Church Affiliation	Editorial Policy	Official or unofficial voice?	How policy is exercised?	Distribution Model	Relationship to comms strategy?
					Digital edition only: \$24.99	
<i>Episcopal News Service</i>	The Episcopal Church	<p>Episcopal News Service is the officially sponsored online news source of the Episcopal Church</p> <p>The Rev. Mary Frances Schjonberg</p> <p>Interim Managing Editor</p> <p>Publisher: The Domestic and Foreign Missionary Society of the Protestant Episcopal Church in the United States of America</p>	Official	<p>ENS: “Offers in-depth reporting and analysis of local, regional, national and international news for Episcopalians and others interested in the church’s mission and ministry.”</p> <p>Sponsored content is accepted and identified.</p> <p>Accepts submissions without payment.</p> <p>Guidelines exist for:</p> <ul style="list-style-type: none"> • Submissions • Advertising • Terms of Service • Copyright • Trademark 	<p>Digital only.</p> <p>Free.</p> <p>RSS, newsletter, email</p>	<p>Central comms tactic and the major communications tool of TEC.</p> <p>TEC divested of all official print publications within the last 5 years.</p>
<i>Anglican Communion News Service</i>	The Anglican Communion Office	<p>Official news service of the Anglican Communion Office</p> <p>Gavin Drake</p> <p>Editor, ACNS</p>	Official	<p>Editorial Team</p> <p>Director for Communications: Adrian Butcher</p> <p>Editor: Gavin Drake</p> <p>IT manager: Michael Ade</p> <p>Editorial Guidelines</p>	<p>Digital only.</p> <p>Evening summary of daily posts.</p> <p>Occasional breaking communiques.</p>	Central to comms strategy of the ACO and the ABC.

<i>Publication</i>	Church publisher or Church Affiliation	Editorial Policy	Official or unofficial voice?	How policy is exercised?	Distribution Model	Relationship to comms strategy?
		<p>Under the oversight of Adrian Butcher, ACO Director of Communications</p> <p>Governance oversight/advisory capacity including (in the past)</p> <p>the Anglican Communion Communications Working Group (2012)</p>		<p>“Effective sharing of information has been described as the “lifeblood that enables the body of Christ to function effectively”[1]. It is this belief that good communication is vital for effective Communion life that lies at the heart of the Anglican Communion News Service (ACNS).”</p> <p>Editorial Values</p> <ul style="list-style-type: none"> • Service • Reflecting Christ in Communion • Avoiding Harm and Offence <p>“We balance our duty to act as a communication channel of the whole Anglican Communion with our responsibility to protect the vulnerable from harm and avoid unjustifiable offence. While we endeavour to publish any relevant content sent by Member Churches, we reserve the right not to post anything that would put people at risk or that would reduce ACNS to a vehicle for maliciously criticising individuals, dioceses, Provinces or the Instruments of Communion.”</p>		
<i>UC Observer</i>	United Church of Canada	Independent	Unofficial	The UC Observer received a grant from the United Church but is otherwise separate from the Church in its structure including office space.	<p>Circulation: 86,000</p> <p>Paid subscriptions, with bundle and individual addressees.</p> <p>11 monthly issues (magazine format).</p> <p>\$30/year: within Canada</p>	Comms purchases advertising when deemed appropriate as do other departments of the United Church of Canada.

<i>Publication</i>	Church publisher or Church Affiliation	Editorial Policy	Official or unofficial voice?	How policy is exercised?	Distribution Model	Relationship to comms strategy?
					\$40/year: outside Canada Discount subscriptions for parish members who order through their rep.	
<i>Western Catholic Reporter</i>	Roman Catholic Archdiocese of Edmonton	Independent	Unofficial	Folded in Fall 2016	Folded in Fall 2016	Folded in Fall 2016
<i>Quid Novum</i>	Roman Catholic Archdiocese of Edmonton	Official weekly news bulletin of the Archdiocese of Edmonton	Official	In house publication	Strictly digital Folded print publication in 2016.	Central to the comms strategy of the RC Archdiocese.
<i>Catholic News Service (CNS)</i>	U.S. Conference of Catholic Bishops (USCCB)	Officially independent yet accountable to the USCCB for content and message. “Mission is to report fully, fairly and freely on the involvement of the church in the world today. CNS staff members and stringers are professional journalists who adhere to ethical practices and	Unofficial	CNS is one way in which the USCCB shares its message. There are several other platforms and/or tactics: <ul style="list-style-type: none"> • Daily Readings Podcasts • Faithful Citizenship Messages • Catholic Social Teaching Podcasts • Novena for Faithful Citizenship • Audio Workshops form the “Preaching the Mystery of Faith” • Audio Stations of the Cross • USCCB media Blog • Entre Amigos: Spanish blog • Forums on Life Issues and Marriage • “To Go Forth” Blogs focusing on injustice and faith • Public Affairs and media relations • News releases (approx. 5-10 per week) • Official Facebook, Twitter and Instagram channels 	Web-based only. Subscription model. Affiliated Catholic news outlets can pay to become a “partner” with their choice from among available packages. Premium packages include columns, cartoons, illustrations, news in both English and Spanish, photos and videos.	“The United States Conference of Catholic Bishops' website is intended to make the Church's teachings accessible, in multiple media forms: text, images, audio, video -- and social media” CNS has both a stand-alone website and is integrated into the US CCB website. Links its mandate to the teachings of Pope Francis: "I would like to encourage everyone to engage in constructive forms of communication that reject prejudice towards others and foster a culture of encounter, helping all of us to view the world around us with realism and trust." — Pope Francis, Message for World Communications Day 2017

<i>Publication</i>	Church publisher or Church Affiliation	Editorial Policy	Official or unofficial voice?	How policy is exercised?	Distribution Model	Relationship to comms strategy?
<i>The Prairie Messenger</i>		standards of the trade.		<ul style="list-style-type: none"> Video channels for both CNS and USCCB 		24+ dedicated CNS staff members, headquartered in Washington with New York and Rome Bureaus
	<p>Published by the Benedictine community of St. Peter's Abbey in Muenster, Saskatchewan</p> <p>Roman Catholic Archdiocese of Saskatoon</p>	Independent	Unofficial	<p>Published by the Benedictine community of St. Peter's Abbey in Muenster, Saskatchewan</p> <ul style="list-style-type: none"> Working relationship with the Communications Office of the Archdiocese Not “in-house” <p>Ceases publication May 2018</p>	<p>Subscribers: fewer than 4,000</p> <p>Weekly newspaper</p> <p>\$1/issue</p> <p>Paper will cease publication in May 2018</p> <p>https://saskatoonrcdiocese.com/news/prairie-messenger-will-close-next-year</p> <p>Archdiocese: “The main issue is finances. The community decided it could not carry a debt that has ballooned to more than \$200,000 a year.”</p>	<p>Stand-alone print publication not integrated into the comms strategy of the Archdiocese.</p> <p>Archdiocese publishes a digital diocesan newsletter 2 times per year in addition to event bulletins and the Annual Report.</p> <p>Communications Office tactics/activities include:</p> <ul style="list-style-type: none"> publicize diocese events, issues and initiatives, both within parish communities and in the community-at-large inform the faithful about diocesan undertakings, ministries and programs build community by profiling people and stories from across the diocese evangelize through stories of faith in action, of faith-filled people, of different groups working for justice, etc.both within the diocese and the community at large assist adult faith formation and catechesis through columns, articles and coverage of formation events, speakers, educational efforts, etc. record the events, activities, initiatives in the diocese as an ongoing archive of historical record

