

**NARRATIVE FINANCIAL PLAN FOR THE
ANGLICAN DIOCESE OF TORONTO
2012-2013**

October, 2011



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Treasurer & Director of Finance

Mission Statement for the Diocese of Toronto

To worship God and proclaim Jesus Christ in the power of the Holy Spirit and to embody – in word and action – God’s reconciling love, justice, compassion and liberation, through which knowledge of God’s reign is extended.

Summary of Vision and Priorities

This narrative financial plan has been prepared to assist readers in understanding how we carry out the collective stewardship of diocesan resources. It includes the actual results of 2009 and 2010, the approved budget for 2011 and proposed budgets for 2012 and 2013. This format varies from the financial plan contained in “Priorities and Plans 2011 – 2013”, which is what Synod will ultimately vote on. The version has been organized to reflect the purpose for which we spend our financial resources, so as better to show the relationship between our use of financial resources and how it translates into our priorities and plans.

The vision and priorities for the diocese can be found in “Priorities and Plans 2011 – 2013.” The financial plan for the years 2012 and 2013 was prepared under the oversight of Diocesan Council, according to the financial framework and priorities set out by the Bishop. It is the culmination of the work of groups focused on overall financial strategy, priority setting, and the fulfillment of the goals necessary to support the vision of the Diocese.

The Ministry of the Anglican Church—Diocese of Toronto

This budget supports the ministry of the Anglican Church of the Diocese of Toronto in and through 239 congregations in 203 parishes across 26,000 square kilometres. There are 90 cemeteries and 5 columbaria, operated and managed by our parishes.

Our leadership includes:	5	Bishops
	251	clergy
	248	retired clergy
	20	chaplains
	19	curates
	31	deacons
	475	churchwardens, and
	429	lay members of synod.

In 2010, on an average Sunday, 22,653 Anglicans came together in our churches to worship God and proclaim the good news of Jesus Christ.

We celebrated	47,502	worship services
	612	weddings
	451	confirmations, and
	1,162	baptisms.

We celebrated and remembered the life of 1,594 dearly departed.

2,164	youth members are active in 134 youth groups.
2,551	Anglican Church Women are active in 144 ACW groups.
4,226	young Anglicans are instructed in their faith in 187 church school programs.

In 2010, our 17 FaithWorks Ministry Partners provided help and hope to more than 25,000 of our most vulnerable sisters and brothers. Our Ministry Partners, including community ministries along with the Anglican Appeal, LOFT Community Services, and PWRDF, each are committed to long-term strategies that address poverty by serving the needs of the homeless and under-housed; vulnerable women, youth and children; prisoners and their families; those with terminal illness or special needs; as well as people living in the developing world. Now in its 16th year, FaithWorks has distributed more than \$18 million to address a wide range of needs throughout our Diocese, in Canada's North and around the world.

LEADERSHIP AND GOVERNANCE	Actual	Actual	Budget	Budget	Budget
	2009	2010	2011	2012	2013
<u>Episcopal Expense</u>					
<u>Diocesan Bishop</u> Providing for the Bishop of Toronto, the Archdeacon of York and the staff of the Bishop's office. This includes compensation, bishop's committees, travel, office and support costs.	499,785	496,135	511,074	538,642	550,833
<u>Area Bishops</u> Providing for the suffragan bishops of the Diocese and the staff of the Area Bishops' offices. This includes compensation, travel, office and support costs. The expenses related to the regional deans and their meetings are also included here, as well as leadership development. Regional deans receive a small honorarium and travel allowance. In 2011, it was determined that two Areas could not function with one shared assistant and appropriately support the Area and the Bishops. This function was split with a new assistant being hired.	874,305	891,362	899,563	995,701	1,023,759
<u>Elections and Retirement of Bishops</u> Providing for Bishops' retirements and holding of episcopal elections, installations and consecrations.	25,500	25,500	25,500	25,500	25,500
Total	1,399,590	1,412,997	1,436,137	1,559,843	1,600,092
<u>Developing and supporting clerical leaders</u>					
<u>New Clergy Formation and Development</u> The Diocese's mandate to provide clergy to parishes starts with providing grants to theological students, mentoring postulants and curates, providing grants to parishes for curacy placements, and providing training and development programs for newly ordained priests.	274,569	289,947	317,455	323,400	323,400
<u>Active Clergy Leadership Development</u> The Diocese is committed to the development and support of its clergy. This budget includes three main categories of costs: <ul style="list-style-type: none"> clergy training and mentoring, including professional development resources and clergy conferences assistance to clergy including grants and relocation assistance crisis intervention support This budget is now supported partially through funding from the surplus of the First York Rectors' Fund.	352,227	319,577	391,058	337,858	337,858

LEADERSHIP AND GOVERNANCE (continued)	Actual	Actual	Budget	Budget	Budget
	2009	2010	2011	2012	2013
<u>Retired Clergy Support</u> This includes clergy retirement allowance and retirement benefits.	308,889	325,203	225,000	269,000	269,000
Total	935,685	934,727	933,513	930,258	930,258
<u>Chief Administration Officer (CAO) Office</u> The Diocese is responsible for providing for the essential services and management of the Church's corporate organizations. The work is carried out under the leadership of the CAO and Secretary of Synod. The CAO reports to the Diocesan Bishop and has oversight for the Synod Office. This budget includes three main categories of costs: <ul style="list-style-type: none"> • staff positions in the Secretary of Synod's office; • convening sessions of synod and meetings of the Diocesan Council and Executive Board; • legal and litigation costs for the several diocesan corporations and reporting entities Staff in the Synod office serve the Diocese in three ways: providing support to the Bishop of Toronto and the College of Bishops for the leadership of the Diocese as may be required by the Bishop(s); carrying out administrative and corporate functions which are required by good governance and good management, and as may be required by the Synod, Diocesan Council or the Bishop(s); and providing services to parishes and other ministries carried out within the Diocese as may be required and supported by the priorities set by Diocesan Council and agreed at Synod. It is through the collective and mutually supportive effort of councils, boards, committees, the College of Bishops, staff and many volunteers that the priorities of the Diocese are brought to life and the needs of the diocese are fulfilled.	573,168	349,695	365,873	355,903	362,559
<u>Synod</u> Every two years, Regular sessions of synod are convened. The portion of the cost borne by the Diocese has been increased to more accurately reflect the true cost of holding these meetings and to relieve parishes of a greater portion of the costs.	1,158	13,979	70,000	5,000	80,000

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LEADERSHIP AND GOVERNANCE (continued)	Actual	Actual	Budget	Budget	Budget
	2009	2010	2011	2012	2013
<u>Administration</u> The Diocese is responsible for providing for the essential services and management of the Church's corporate organizations. The Treasurer and other staff in the Finance area support the leader leadership of the CAO and Secretary of Synod. This includes the payroll office which administers the payroll for all parish clergy. This budget includes five main categories of costs: <ul style="list-style-type: none"> • staff positions in the Finance area; • administering parish accounts, administering parish trusts, and managing the diocese's finances and investments; • information systems and technology for the functioning of the Synod office; • insurance, audit and other professional fees for the several diocesan corporations and reporting entities; • office services of the Synod office 2012 and 2013 budgets reflect the change in cash flow and the Diocese's cost of borrowing funds due to the large accounts receivable balance. The cost of IT support is adjusted to the actual cost of the support.	844,250	655,100	656,340	763,537	788,868
<u>Archives</u> The Archives group is responsible for maintaining the central files of the Diocese and the historic records of the Diocese and parishes. This work is carried out under the leadership of the Archivist. This budget provides for expenses related to the Archivist's position as well as staff expenses and the costs of operating and managing the archives facility. The increase for 2012 represents the cost of replacing an aging, partially functioning scanner. The Diocesan Archives provides safe, secure and controlled storage for non-current parish records including baptism, marriage and burial records, proof of status for legal purposes as well as genealogical purposes. Archives also holds the parish history files and frequently receives calls from parishioners seeking historical information for events such as special anniversaries. Staff respond to parish inquiries regarding records-keeping, storage and records retention issues. The Archives is open to the public for people to conduct their own research. More information is available on the website.	146,550	143,349	158,900	175,880	170,449
Total Leadership and Governance	3,900,401	3,509,847	3,620,763	3,790,421	3,932,226

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SUPPORT FOR THE WIDER CHURCH	Actual	Actual	Budget	Budget	Budget
	2009	2010	2011	2012	2013
<p><u>The Anglican Consultative Council</u> Supporting the global communion. This includes payment of a share of costs of the worldwide Anglican Communion group known as the Consultative Council.</p> <p>The Anglican Consultative Council, which came into being in 1969, is comprised of laity, clergy and bishops from across the Anglican Communion. It provides consultation and guidance on policy issues, such as world mission and ecumenism, for the Anglican Communion.</p>	11,492	11,492	11,492	11,492	11,492
<p><u>National Church - General Synod</u> Supporting the work of the Primate, General Synod, and its staff and committees. This includes our Diocese's contribution to the National Church departments, General Synod and the Primate's office. This does not include contributions to PWRDF and the Anglican Appeal, which were \$119,943 in 2010. The total budget for the National Church for 2011 was \$10 million, the Diocese of Toronto contributing 15% (2010, 15%).</p> <p>In addition to funding, the Diocese supports General Synod through the work of our Bishops, staff and volunteers for General Synod committees, working groups and the Council of General Synod. The General Synod members and Anglicans from the Diocese of Toronto participate in a wide range of initiatives by providing expertise in such areas as pensions, investments, communications, stewardship as well as matters of doctrine and worship. The Diocese has also undertaken to contribute a tithe of 10% of all contributions to the Ministry Allocation Fund. In 2010, this policy resulted in \$722,000 in additional contributions of to the Wider Church.</p>	1,601,996	1,502,309	1,494,579	1,489,579	1,489,579
<p><u>Provincial Synod</u> Supporting the work within our ecclesiastical province. This includes our Diocese's contribution to the Metropolitan's office and grants to the Ontario Provincial Commission on Theological Education (OPCOTE).</p> <p>It is through our provincial staff that this Diocese works with others in the province to advocate on legislative matters and to support OPCOTE.</p>	62,112	43,200	50,000	50,000	50,000
Total Support for the Wider Church	1,675,600	1,557,001	1,556,071	1,551,071	1,551,071

	Actual 2009	Actual 2010	Budget 2011	Budget 2012	Budget 2013
Diocesan Ministries Through FaithWorks grants, the Diocese supports the work at All Saints Church and Community Centre. In 2009, the Diocese also supported the work of Flemington Park Ministry through FaithWorks grants. Allocations for 2012 and 2013 have not been made. For the purpose of preparing the budget, the grant level has been assumed to be at the same level as in 2011.	574,458	300,000	315,000	315,000	315,000
Episcopal Area Budgets In addition to amounts budgeted for operating the Episcopal areas, each Area Bishop/Area Council is allocated an amount to be spent on Area ministry and initiatives. A portion is set aside for grants and the remainder is spent on various Area projects and events. This includes support for events and initiatives organized within the Episcopal areas. Detailed information about events in each area can be found on the area office websites.	368,369	442,805	450,000	430,000	430,000
Congregational Development <u>Congregational Development Staffing</u> The Diocese provides support and resources to congregations in the midst of change and growth. This work has been carried out under the leadership of the Director of Congregational Development. In addition, volunteers are recruited and active in various forums to respond to a congregation's need for assistance in a wide range of situations. This budget provides for the expense of the Director, consultants and staff support who work not only with congregational leaders but also the College and other Synod staff in addressing congregations' concerns. During 2010, the Bishop's Officer for Missions was hired. The cost of this position is now reflected in 2012 and 2013.	264,428	286,866	269,602	305,831	314,672

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	Actual	Actual	Budget	Budget	Budget
	2009	2010	2011	2012	2013
<u>Resourcing Congregations and Ministries</u> Through the work of Congregational Development, congregations have access to program resources, highly gifted volunteer and staff consultants who are trained and equipped in processes related to change and growth including visioning, conflict resolution, benchmarking, strategic planning, demographic and community needs assessment and leadership development. Included in this area is support for the Diocesan volunteer network, youth ministry, diversity initiatives, and the area resource fund. The Diocese is committed to continuing support of these ministries, but will be open to looking at ways that will be more flexible and adaptive to changing parish needs. This may have an impact on staffing, but not on the overall level of commitment. An Area Resource Fund available to the College of Bishops to allocate allows for the support of strategic parish initiatives. During 2010, the Missional Transformation project was introduced. The cost of this program is appropriately reflected in 2012 and 2013. A half-time position of a Missional Coach for clergy and parishes was added. Support for Fresh Expressions, Reconfiguration and Strategy and Parish Selection Committee are also reflected in the new budget. In 2013, an amount for a Congregational Development consultant is included.	146,210	202,745	184,393	226,500	257,000
Total Congregational Development	410,638	489,611	453,995	532,331	571,672

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	Actual	Actual	Budget	Budget	Budget
	2009	2010	2011	2012	2013
Human Resources					
<u>Human Resources Staffing</u> The human resources department is responsible for; hiring, performance management, compensation and benefits, leaves of absence, endings, professional development, clergy wellness, health and safety, screening, and Sexual Misconduct Policy including training lay and clerical leadership. This budget provides for the expense of the Director, consultants and staff support who work not only with congregational leaders but also the College and other Synod staff in addressing congregations' concerns.	48,500	63,496	60,494	71,064	76,802
<u>Parish Ministry: Policy Support</u> The Diocese's mandate to provide a safe supportive environment for all members of our communities led to the development of two policies: the Sexual Misconduct Policy and Responsible Ministry: Screening in Faith. This budget provides for expenses related to ongoing support of these policies, which is a key priority for the Diocese. Costs have decreased as we have already incurred the set-up costs necessary in the early stages of these programs. As per Diocesan Policy, the cost of mandatory Sexual Misconduct Training of clergy every 3 years is reflected in the 2012 and 2013 budgets.	36,339	29,790	34,645	52,245	42,245
Total Human Resources	84,839	93,286	95,139	123,309	119,047

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	Actual 2009	Actual 2010	Budget 2011	Budget 2012	Budget 2013
Stewardship Development The Diocese provides leadership and support in stewardship development through initiatives and programs focused on both parish stewardship and diocesan-wide initiatives. This work is carried out under the leadership of the Director of Stewardship Development. Volunteers are active in various forums to strengthen stewardship at all levels of the church. This budget provides for expenses related to the Director's position and support staff, and program development to provide more effective tools and support for congregations. In the fall of 2010, the \$50 million Our Faith – Our Hope campaign commenced. The needs identified for support include; Strengthening Local Parishes, Building the Church for Tomorrow, Revitalizing Our Inheritance and Giving to Others. Oversight is provided to the FaithWorks campaign which serves many local outreach ministries, the Bishop's Company events and priorities, the Anglican Diocese of Toronto Foundation activities and shared initiatives with other dioceses to strengthen stewardship across the Canadian Anglican Church. With an increase in work due to the Campaign, the department has increased by a ½ staff person. Further in 2013 it is anticipated that we will enter into a cost-shared position with the National Church for a planned giving consultant.	169,000	161,775	178,084	209,875	236,839
Chaplaincy The Diocese of Toronto has a mandate to promote and advocate for, Anglican chaplains throughout the Diocese. The Chaplaincy Committee supports about 20 chaplains, in a variety of capacities, within a wide range of facilities across the diocese. This budget provides for expenses related to the Coordinator's position, the Chaplaincy Committee's work as well as compensation for four of the chaplains who function in the Diocese.	290,199	285,304	301,160	305,662	316,088

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	Actual 2009	Actual 2010	Budget 2011	Budget 2012	Budget 2013
Communications A large diocese like Toronto needs strong communication networks. The issues and challenges of the Church today are demanding more and more "instant communication". How we respond is a critical factor in our vision. The Communications team, under the leadership of the Director, proclaims the good news of our faith and our work through <i>The Anglican</i> , the website (www.toronto.anglican.ca), and a variety of other media. The budget provides for expenses related to the position of Director, support staff, and project costs as well as funding for <i>The Anglican</i> , print media, particularly our advertisements, and the Diocese's website. As technology changes, so does the way that people communicate. Effective communication with younger Anglicans must include the use of new technology and trends if we wish to engage them in ministry. The Communications department must assess on an ongoing basis what is required for effective Diocesan and parish communication and devote financial resources to remain a relevant partner in communication. The increase in the proposed budget for 2012 and 2013 reflects the cost of print media advertisements which were previously paid for from the Social Justice and Advocacy budget or other sources.	303,433	252,310	270,541	362,933	369,097
Advocacy Supporting the work of outreach ministries, advocacy groups and those working to advance issues of social justice. The work is carried out under the leadership of the Social Justice and Advocacy Consultant. The Consultant works closely with the Bishop's office and with the Provincial Synod office on advocacy initiatives. In addition, volunteers are active in various forums to carry out work that addresses such urgent and important issues as homelessness, child poverty, and AIDS. This budget provides for the expenses related to the consultant's position, meeting costs for volunteers, an intern during 2012 to support the Justice Camp, an annual Outreach Conference and expenses related to supporting partner organizations. Through the annual FaithWorks Campaign \$1.23 million was distributed in 2010 to outreach ministries across the Diocese whose missions are to serve those in need.	104,739	151,013	152,271	146,434	121,561

	Actual	Actual	Budget	Budget	Budget
	2009	2010	2011	2012	2013
Facilities Costs The Diocesan Centre provides office space for the staff of the Synod office to carry out their work, houses the Archives and provides meeting space for boards, committees and parish meetings. The budget includes the costs of a custodian, utilities, maintenance, and insurance.	213,095	208,296	215,651	235,105	236,990
Property Support (Planning and Development) The Diocese is responsible for facilitating and coordinating real estate planning processes in the Diocese and for canonical oversight of all its land and buildings across the Diocese. This includes reviewing and making recommendations on all major building projects in parishes. This work is carried out by staff, and under the new governance model, under the oversight of the Executive Board. Much of this work is done in collaboration with a wide network of staff and volunteers. This budget provides for expenses related to staff, meeting costs for volunteers, project expenses including legal fees, as well as costs associated with interventions on parishes' behalf on real estate matters. The Diocese owns certain properties and the cost of maintaining those properties are provided in this budget as required (2012, \$87,201; 2013, \$91,561).	143,869	85,088	89,208	64,672	67,927

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	Actual	Actual	Budget	Budget	Budget
	2009	2010	2011	2012	2013
SUMMARY - use of financial resources (reconciliation of Narrative Financial Plan to the Priorities and Plans Financial Plan document)					
Leadership and Governance	3,900,401	3,509,847	3,620,763	3,790,421	3,932,226
Support for the Wider Church	1,675,600	1,557,001	1,556,071	1,551,071	1,551,071
Diocesan Ministries	574,458	300,000	315,000	315,000	315,000
Episcopal Area Budgets	368,369	442,805	450,000	430,000	430,000
Congregational Development	410,638	489,611	453,995	532,331	571,672
Human Resources	84,839	93,286	95,139	123,309	119,047
Stewardship Development	169,000	161,775	178,084	209,875	236,839
Chaplaincy	290,199	285,304	301,160	305,662	316,088
Communications	303,433	252,310	270,541	362,933	369,097
Advocacy	104,739	151,013	152,271	146,434	121,561
Facilities Costs	213,095	208,296	215,651	235,105	236,990
Property Support (Planning and Development)	143,869	85,088	89,208	64,672	67,927
Contingency	111,463	(6,438)	0	0	0
Capital Budget	137,198	125,002	110,000	85,000	85,000
Total Narrative Financial Plan	8,487,301	7,654,900	7,807,883	8,151,813	8,352,518
Less: Non operating expenses	(137,198)	(125,002)	(110,000)	(85,000)	(85,000)
Total Financial Plan Expenditures	8,350,103	7,529,898	7,697,883	8,066,813	8,267,518