



Archbishop’s Message



Archbishop Colin Johnson

My brothers and sisters in Christ:
The Parable of the Talents in Matthew 25 reminds us that we are accountable for how we use God’s bountiful gifts entrusted to us. Just as the servants in the parable were apportioned treasure – some more than others – so we too have been gifted with resources to carry out the work of the Master. We use these “talents” to invest in growing the Kingdom. All we do should focus us missionally as individuals, as parishes and as a diocese – increasing our capacity to respond as vibrant partners with God’s creative activity in the world. Some of it will be direct mission and some of it will provide the essential infrastructure through which mission is enabled.

I am delighted to be able to provide this special financial update in *The Anglican* – a “reckoning” to the people of the Diocese of Toronto – to serve as a narrative mid-term accounting between Synods. I think you will be as moved and delighted as I am by what we as a Church are doing with our resources – our gifts from God’s hand. I hope you find, as you read through the various activities of our diocesan departments that support our diocesan ministry, that we are truly engaged in Christ’s mission through Compassionate Service, Intelligent Faith and Godly Worship.

The four strategic areas of focus in the Diocese of Toronto are: Strengthening Local Parishes; Building the Church for Tomorrow; Revitalizing Our Inheritance; and Giving to Others. As a diocese, we celebrate the best of our tradition in providing both a framework and the tools needed to build our future in faith – a Church where God is worshipped, people are cared for and justice is proclaimed.

I encourage you to read the following pages with grateful hearts. We know that much is expected of us who have received much (Luke 12:48). I pray that we will continue to be faithful stewards of God’s goodness, through faithful ministry and the proclamation of Good News of life in Christ, to every corner of our diocese.

Yours faithfully,

The Most Rev. Colin Johnson
Archbishop of Toronto

REVENUE

\$8,217,826



Allotment (Income From Parishes)

Budget 2014	Forecast 2014	Budget 2015
\$5,746,161	\$5,781,000	\$5,711,354

As Christians, we are called to live open-handedly and generously, acknowledging that we are merely stewards of God’s creation and that all things come from God. In this spirit of gratitude, we give to our Church so that mission and ministry may be carried out at the local, area, diocesan, national and international levels. It is through this work that Anglicans can extend the knowledge and love of Jesus Christ to all.

In our diocese, parishes contribute to the work of the Church through their annual parish allotment. With these funds and other revenue, the diocese is able to provide leadership and support in many areas, including the episcopacy, clerical development, Synod, human resources, congregational development, stewardship, chaplaincy, communications, social justice and advocacy and property support. The work in these areas is described in these pages.



Other Revenue

Budget 2014	Forecast 2014	Budget 2015
\$2,471,665	\$2,431,000	\$2,398,987

In addition to Parish Allotment, the work of the diocese is supported by revenue from investments, endowments and donations, fees for administering investment funds, and transfers from funds such as FaithWorks and Our Faith-Our Hope for specific projects as determined by Diocesan Council.

Learn More

For detailed information about the Financial Budget and the Priorities and Plans of the diocese, visit the diocese’s website, www.toronto.anglican.ca and search under “Priorities and Plans.” For further questions, email finance@toronto.anglican.ca.

The mission of the Diocese of Toronto calls us “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.”

EXPENDITURES

\$7,948,039

All funds received from parish allotment and other sources of income are subsequently invested in the following categories: Leadership and Governance, Support for the Wider Church, Diocesan Departments and Ministries, and Episcopal Areas. Please read on for highlights about each of these important areas.



Episcopal Expenses and Episcopal Area Budgets

Budget 2014	Forecast 2014	Budget 2015
\$2,045,216	\$2,045,000	\$2,076,228

The Diocesan Bishop and Suffragan (Area) Bishops of our diocese have a multi-faceted ministry: to proclaim the faith through teaching, including preaching and by example; to make provision for pastoral care and the sacramental life of the church; to provide oversight of the mission of the church within the diocese; to defend the vulnerable in society; and to participate in the leadership of the whole church.

A core component of the diocesan budget is the support of episcopal ministry and associated staffing for the benefit of the whole diocesan family. There are 10.7 staff positions in this area, which includes the bishops and their assistants, and the area youth coordinators. The budget also includes support for the Bishop’s Committees, travel and office costs, the expenses of the regional deans and their meetings, and leadership development. Regional deans receive a small honorarium and travel allowance, as do the Ecumenical Officer and the Interfaith Officer.

Some of the important diocesan events of the year include the Pre-Lenten Day for clergy and lay workers, the Archbishop’s Levee at St. James Cathedral on Jan. 1, and the presentation of the Order of the Diocese of Toronto, also held at the levee.

In addition to amounts budgeted for operating the episcopal areas, each area bishop and their area council is allocated an amount to be spent on area ministry and initiatives. In 2014, these initiatives included ministry to youth, Christian education and formation, and new forms of communication.



Bishop Philip Poole baptizes an infant at St. Paul the Apostle, Rexdale. PHOTO BY MICHAEL HUDSON



Developing and Supporting Clerical Leadership

Budget 2014	Forecast 2014	Budget 2015
\$1,007,458	\$832,000	\$946,458

The diocese is committed to the development and support of its clergy. To do this, it provides training and mentoring, including professional development and conferences, assistance with grants and relocation, and support during a crisis. The diocese has a mandate to provide clergy to parishes, and it does that by 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. As well, the Postulancy Committee engages in the selection and formation of new vocations to the priesthood. There are 1.5 staff positions in this area. This comprises part of the staff time for both the Diocesan Bishop’s office and for the Human Resources staff.



CAO Office and Synod

Budget 2014	Forecast 2014	Budget 2015
\$358,011	\$340,200	\$428,502



The Rev. Canon Ted McCollum speaks to Synod about missional ministry at St. Paul, Beaverton. PHOTO BY MICHAEL HUDSON

The staff at the Diocesan Centre serve the diocese in four ways: by providing support to the Diocesan Bishop and Area Bishops for the leadership of the diocese; by carrying out administrative and corporate functions as may be required by Synod, Diocesan Council or the bishops; by overseeing corporate compliance and government reporting; and by providing services to parishes and other ministries. 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.

Much of the work of the Diocesan Centre is carried out under the leadership of the CAO (chief administrative officer) and Secretary of Synod. There are 2 staff positions in this area. The CAO reports to the Diocesan Bishop and has oversight of the Diocesan Centre.

One of the most important tasks of the CAO Office is to convene and support sessions of Synod, meetings of the Executive Board, the Trusts Committee and Diocesan Council. Regular Sessions of Synod are held every two years. Although there is no Synod meeting planned for 2014, there are plans to hold Synod forums in the spring of 2015 to discuss significant proposed changes to the Constitution and Canons that will effect Synod membership and mandatory retirement. The next Regular Session of Synod will be held in November 2015.

As a not-for-profit corporation, Synod is our corporate governing body made up of all the licensed clergy, lay members from all congregations, bishop’s and youth appointees, ex-officio members and the bishop. It is at Synod that members determine, at a high level, the priorities for Diocesan Council and its boards and committees, and refocuses the mission of the church throughout the diocese. Synod gatherings are a time of worship, inspiration and education, as well as a forum for affirming the direction of our ministry together.



The Rev. Lisa Newland, surrounded by parishioners, cuts the cake at her induction service at St. Matthew the Apostle, Oriole. PHOTO BY MICHAEL HUDSON

*“Glory to God, whose power, working in us, can
Glory to God from generation to generation, in the C
(Prayer after Communion, Book*



Diocesan Centre Operations

Budget 2014	Forecast 2014	Budget 2015
\$1,136,882	\$1,134,000	\$1,154,193

Diocesan Centre Operations, which includes Finance, Payroll, Office Services, Facilities and Archives, provides a number of essential services to the diocese and parishes, including the administration of the payroll for all parish clergy, the administration of parish accounts and trusts, the management of the diocese’s finances and investments, and management of the diocese’s Archives. In addition, it provides information systems and technology, custodial support and staffing for the maintenance of the Diocesan Centre, including its offices, meetings rooms and grounds. There are 7.7 staff positions in this area.

As well as overall support offered to diocesan staff and committees, the teams strive to strengthen local parishes by offering advice and support on financial and risk mitigation issues. In addition, the staff in Archives is responsible for maintaining the central files of the diocese and the archival records of the diocese and parishes. Archives are unique, original records that have a continuing and permanent value – for example, to fulfill legal requirements or for informational or evidential value. The Archives, located in the Diocesan Centre, is the official repository for the records of Synod, its officials, clergy, parishes and organizations. The facility provides safe, secure, and controlled storage for non-current parish records as well as historical records of the diocese and parishes. These records are available for personal review in the reading room during our open hours for the public, or by consulting the staff.



Support for the Wider Church

Budget 2014	Forecast 2014	Budget 2015
\$1,551,071	\$1,544,000	\$1,551,071

The diocese supports the work of the Primate, General Synod and its staff and committees. 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. They provide expertise in such areas as pensions, investments, communications, stewardship, and doctrine and worship. The diocese has also undertaken to contribute a tithe of 10% of all contributions to the Ministry Allocation Fund (MAF). Since tithing MAF receipts in 2009, the diocese has made tithes totaling \$1,014,231, in additional contributions to the wider church. The diocese also supports the work of Provincial Synod in the Ecclesiastical Province of Ontario. This includes our diocese’s contribution to the Metropolitan’s office and grants to the Ontario Provincial Commission on Theological Education.



Archbishop Colin Johnson with teachers and seminarians in Harare, Zimbabwe.



Human Resources

Budget 2014	Forecast 2014	Budget 2015
\$148,857	\$148,000	\$152,960

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 the Sexual Misconduct Policy, including training lay and clerical leadership. There are 1.25 staff positions in this area. The Human Resources team works not only with congregational leaders but also the College of Bishops and other Diocesan Centre staff in addressing congregations’ concerns. 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. The budget also provides for expenses related to ongoing support of these policies, including the salaries for the Canon Pastor and Assistant to the Canon Pastor. Additional work carried out by Human Resources includes workshops, one-on-one contact with parishes, the delivery of resources and information through the diocese’s website, working with the Postulancy Committee and screening new postulants.



Congregational Development

Budget 2014	Forecast 2014	Budget 2015
\$448,547	\$454,500	\$441,351



Reading from the lectern at St. George on Yonge, Toronto, during a commissioning service for a new ministry to Mandarin-speaking people. PHOTO BY MICHAEL HUDSON

The Congregational Development team provides support and resources to congregations in the midst of change and growth. In addition, volunteers are recruited and are active in various ways to respond to congregational needs. Staff and volunteers work not only with congregational leaders but also the College of Bishops and other Diocesan Centre staff in addressing parish concerns. There are 4.25 staff positions in this area.

Through the work of Congregational Development, congregations have access to people 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, which is available to the College of Bishops to support strategic parish initiatives.

Congregational Development is also active in NCD, Fresh Start, parish reconfiguration and parish selection committee facilitation. As well, Missional Transformation is a two-year program that helps parishes to learn to listen for missional opportunities in their neighbourhoods and to respond with experiments that seek to re-engage with their community in partnership with God.



Stewardship Development

Budget 2014	Forecast 2014	Budget 2015
\$174,124	\$174,000	\$177,488

The Stewardship Development team and volunteers are active in various ways to strengthen stewardship at all levels of the church. Key areas of work include the Our Faith-Our Hope campaign, the annual FaithWorks campaign, the Bishop’s Company and the Anglican Diocese of Toronto Foundation. In addition, Growing Healthy Stewards is a unique program designed to engage parishes in a consistent process of education and invitation into a deeper understanding of discipleship. The program operates under the premise that all parishes have the capacity to be healthy and joyful worshipping communities. The results of this program among the participating parishes have been very positive. They include: increased PAG participation, increased giving of pledges, the development of annual narrative budgets, regular preaching on stewardship education, a commitment to increase volunteer recognition, and the promotion of legacy giving. In addition to these activities, the Stewardship Development team shares in initiatives with other dioceses to strengthen stewardship in Anglican churches across Canada. There are 2 staff positions in this area, comprising part of the staff time for the Stewardship Development team.



Staff and volunteers from North House Shelter, North Durham, work on a community garden. North House is a FaithWorks partner. PHOTO BY MICHAEL HUDSON



Chaplaincy

Budget 2014	Forecast 2014	Budget 2015
\$307,077	\$307,000	\$316,015

The diocese has a mandate to promote and advocate for Anglican chaplains. The Chaplaincy Committee supports chaplains in a variety of capacities, within a wide range of facilities across the diocese. There are 3 staff positions in this area, which includes 4 chaplaincies supported by the diocese, and the coordinator of Chaplaincy Services. The budget also provides for training for non-parochial ministries, advocacy regarding emergency response and resiliency planning, the support of parish nursing, lay pastoral visiting ministries and the work of the HIV Network.



The Rev. Judith Alltree, executive director and chaplain of the Mission to Seafarers in Southern Ontario, stands with Andre Hamel on the bridge of a lake freighter in Toronto harbour. PHOTO BY MICHAEL HUDSON



Communications

Budget 2014	Forecast 2014	Budget 2015
\$278,753	\$278,000	\$283,154

The Communications department proclaims the good news of our faith and supports the work of the clergy and laity through *The Anglican*, the website, social media and media relations. In 2014, the Communications team and volunteers began a number of important initiatives to equip clergy and laity for mission and ministry in the digital age: they optimized the website for mobile devices, led workshops on social media and websites, and launched the Parish Website Pilot Project, which equips strategic parishes with engaging, easy-to-use websites and effective social media strategies. There are 2 staff positions in this area.



Social Justice and Advocacy

Budget 2014	Forecast 2014	Budget 2015
\$431,944	\$432,000	\$434,762

The Social Justice and Advocacy department supports the work of outreach ministries, advocacy groups and those working to advance issues of social justice. The Social Justice and Advocacy Consultant works closely with the Bishop’s Office and with the Provincial Synod Office on advocacy initiatives. In addition, volunteers are active in carrying out work that addresses such urgent and important issues as homelessness, child poverty, and HIV/AIDS. The Social Justice and Advocacy Consultant works with a part-time Parish Outreach Facilitator in the York-Credit Valley episcopal area. Together with volunteers, they support the outreach and advocacy efforts of the diocese and parishes by developing workshops and training, providing resources and working with several volunteer committees to develop capacity around specific key issues. Another significant area of work is the annual Outreach Networking Conference. By supporting outreach ministries throughout the diocese and encouraging Anglicans to respond to inequality in our world, advocacy efforts directly address the diocesan priority to give to others. There is 1 staff position in this area. This budget includes the ministry of All Saints, Sherbourne Street.



Clergy and parishioners of St. Anne, Toronto, advocate for a better world. PHOTO BY MICHAEL HUDSON



Property Support

Budget 2014	Forecast 2014	Budget 2015
\$60,099	\$89,000	\$63,159

Diocesan Council (on the recommendations of both the Trusts Committee and Executive Board) is responsible for the overall real estate planning processes, as well as for canonical and statutory oversight of all diocesan lands (including cemeteries) and buildings. This work is carried out on a day-to-day basis by staff in the Property Support department, in consultation with a variety of qualified professionals. There are 1.5 staff positions in this area. This broad scope of property and legal work also includes supporting parishes that undertake capital improvement projects, and with their real property matters. The department also works closely with the diocese’s treasurer & director of Finance, Marsh Canada Ltd. and Ecclesiastical Insurance in the management of the diocese’s insurance portfolio. The Property Support team also handles sales of surplus property, in addition to managing vacant land and a number of disestablished churches that are not surplus.

The mandate of the Property Support department, in relation to the diocese’s priorities, is to protect and maintain the value of real property assets and diocesan rights and interests, realize income from diocesan properties where possible, ensure good diocesan and parochial stewardship, and maximize proceeds of sale from surplus property. This is done in order to enable current and future parish and diocesan ministry.