



THE ANGLICAN DIOCESE OF TORONTO:
PRIORITIES AND PLANS 2015-2017

Report to the Incorporated Synod from the Archbishop

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 Archbishop of Toronto

This document should be read in conjunction with the Financial Budget 2016-2017.

Mission Statement	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.
Values	The Diocese of Toronto serves Christ’s mission through: <i>Compassionate Service, Intelligent Faith, and Godly Worship</i> This is a continuation of our work of building communities of hope and compassion through investment in building healthy parishes, with strong leadership, appropriate infrastructure and responsive engagement with the neighbourhood.
Vision	All that we do should enable us, as a diocese, and as parishes and other ministries within the diocese, to be missionally focused – increasing our capacity to respond as vibrant partners of God’s activity in the world.
Strategic Areas of Focus	Building on the momentum of the Our Faith-Our Hope campaign, the four strategic areas of focus in the Diocese of Toronto to carry out the Priorities and Plans 2016-2018 are: <ol style="list-style-type: none"> 1. Strengthening Local Parishes 2. Building the Church for Tomorrow 3. Revitalizing Our Inheritance 4. Giving to Others

Anglicans have a particular charism within the Christian Church. We are:

- Formed by scripture
 - Shaped by worship
 - Ordered for communion
 - Directed to God’s mission
- (The Anglican Way: Signposts on a Common Journey, Anglican Communion Office)*

This is foundational to who we are as Anglican Christians and underlies our mission, values and vision.

In our tradition, the diocese and the parish are in an essential partnership, neither sufficient without the other. The parish has particular responsibility for a specific ministry within a defined geographic area of the diocese, with the diocese responsible for the overall mission strategy and allocation of the resources of the whole church for the provision of ministry of word and sacrament, pastoral care, and evangelism within the whole diocese. Each parish shares in the ministry of their "siblings" and is inextricably invested in the welfare of the whole family.

All money that flows to the Diocese from the parishes is meant to support and sustain the mission of Christ.

This is how I see these principles being developed in the 2016-18 budget.

The Episcopate:

The ministry of the Bishop is an essential aspect of Anglican expression of church. Bishops have a multi-faceted role but three in particular: apostolic, episcopal, pontifical. In the tradition of the apostles, the bishops proclaim the faith through teaching, including preaching and by example, and by making provision for pastoral care and the sacramental life of the church. In his or her episcopal role, the bishop exercises oversight in governance, strategic planning and oversight of the mission of the church within the diocese, and the defence of the vulnerable in society. The pontifical role is that of bridge-building: participation in the leadership the whole church, linking parishes and parishioners to each other, ecumenical relationships and representing the local church to the wider church and vice versa. (*Ordination of a Bishop, BAS, pp. 636f.*)

A core component of the diocesan budget is the support of episcopal ministry and associated staffing complement for the benefit of the whole diocesan family.

Revenue:

The operating budget is funded from a number of sources:

- parish allotment,
- investment income (some designated to specific programmes, some discretionary),
- transfers from other funds for specific projects
 - funds determined by bodies external to the budget working group (e.g., FaithWorks, Anglican Diocese of Toronto Foundation,
 - grants determined by the Diocesan Council (e.g., Ministry Allocation Fund (MAF),
- and other lease income.

All of these need to be considered in the preparation of the budget.

The parish allotment is established as a percentage of assessable base, which is total parish income minus defined deductions.

Calculation of **assessable base** is determined by Canon 4, and is inflexible, except by a change in the canon. The **assessment rate**, on the other hand, is set annually by Synod or on the recommendation of the Diocesan Council. It is important to consider the rate in combination with the assessable base, not in isolation. (A lower rate can produce greater allotment revenues on a larger assessment, for example, than a higher rate on a small base.) An increase or decrease of the rate is

often highly emotionally charged even though it may not have much net effect. The change in calculation of assessable base in Canon 4 revisions a few years ago reflected a policy decision to reward investment by a parish in ministry, leadership and outreach over property rentals.

The total income of parishes in the diocese has generally been increasing over the last fifteen years while the real dollar amount raised for diocesan ministry by allotment has decreased from fifteen years ago.

Projections:

I expect that the total income will level off and likely decrease within the next five years because of fewer parishes and fewer parishioners. This may be addressed in at least four ways (or a combination of them): reduction in spending, discipling new parishioners, renewed emphasis on stewardship giving, or seeking out strategic new revenue streams such as rentals or development of properties. The quick fix of resorting to the first remedy might actually adversely affect the others by reducing the capacity to act.

Stewardship:

I have placed this department in the revenue section, although obviously it requires expenditures to function. It is charged with the fiduciary responsibility of collecting and receipting gifts raised through the OFOH campaign, FaithWorks and Bishop's Company, administration of the FaithWorks campaign and the Anglican Diocese of Toronto Foundation. It is also responsible for development of educational resources for FaithWorks, parish-based stewardship programmes and coaching of parish clergy and volunteers in stewardship practices. It needs to increase its capacity to focus on legacy giving and major gifts solicitation and donor support. This requires a strategic and long term investment in stewardship to increase the revenue available to parishes and the diocese for ministry. This is in line with all churches and not-for-profit agencies today. The Anglican Diocese of Toronto Foundation is funding, in collaboration with General Synod, a full-time position in Toronto to develop major gifts and legacy giving.

Strategic Planning:

We have engaged in a number of linked strategies:

- investment in building health in parishes (Episcopal, Congregational Development and Stewardship coaching and grants);
- closing unsustainable parishes and reallocating resources to growth;
- planting new congregations, fresh expressions experiments, and rebooting parishes in key areas;
- collecting and analyzing data on historical and projected trends in every parish.
- revising benchmarks and best practices for ministry;
- educating clergy and laity in both the threats and opportunities ahead.

We need to set aside both time and financial resources to take this strategic planning to the next level, specifically to establish new models for providing and funding ministry, identify and recruit appropriate personnel, and rethink the use of our properties to fulfill rather than encumber our mission.

Just as a major financial campaign requires professional assistance to reach its goals, I believe that we will need to budget for the assistance of a well-qualified external facilitator to move us through this planning process over the next three years.

Expenditures:

Diocesan support of parishes to assist them in strengthening their capacity to minister effectively in a rapidly changing context is offered in three major ways:

1. Provision and support of leadership (episcopal, clergy and lay)
2. Direct financial grants for strategic projects or transitional support
3. Professional and skilled volunteer coaching

Small and large parishes, rural and urban, single and multi-staffed congregations receive this support.

The Area Bishops, Congregational Development and Stewardship Development teams are key assets in strengthening mission. The following are critical elements of that support:

- Building congregational strength and leadership (using Congregational Development programmes, staff and volunteers in Natural Church Development coaching, Missional Transformation Programme, Fresh Start, stewardship coaching)
- Support for retooling clergy and lay leaders for the 21st Century (Missional Transformation programme; mentoring, evaluation, coaching; Parish Selection Committee coaching; professional development; Curacy training; Retraining and Relocation grants)
- Training and support for lay leadership (Area Ministry Days, Churchwardens' Training, Volunteer Training)
- Recruitment, training and support of high quality volunteers to work with congregations in strategic planning, conflict resolution, transition, stewardship (Congregational Development)
- Financial support for strategic parishes and growing parishes (Area Grants, MAF, OFOH)
- Recruitment and selection of clergy (Postulancy Committee, theological education grants)
- Curacies: training for all newly ordained in an apprenticeship with an experienced priest and ongoing professional development (Momentum, Fresh Start, curacy grants)
- Professional support for the process of amalgamation and closure of parishes at the end of their life cycle (Congregational Development)
- Resourcing Fresh Expressions of ministry, at least part-time Canon Missioner
- Planting new churches/ministries in key locations or to targeted groups
- Recruitment and financial and pastoral support of missioners (who function in highly stressful situations without the usual structures)

The Strategic and Sustainable Ministry policy is a critical instrument to determine how these resources are allocated. (<http://www.toronto.anglican.ca/parish-administration/policies-guidelines/>)

There has already been substantial realignment of work and staff to respond to these priorities.

This constitutes core operating budget requirements, supplemented by major grants determined externally to the operating budget:

- Anglican Diocese of Toronto Foundation (episcopal endowment),
- York Rectors' Fund (for some curacies and retirements for some clergy),

- MAF grants (for new capital projects, church plants and congregational growth, REACH grants for smaller initiatives and STRETCH grants for successful experiments that need to go to the second stage after a REACH grant),
- OFOH grants (for church planting and leadership development),
- and Area Grants (for area-identified congregational support, youth work and training events.)

Comments on certain budget areas:

Staffing priorities:

As a justice principle, no staff should be paid at a rate less than a "living wage." We should not normally hire permanent or semi-permanent staff less than 1/2 time which excludes their participation in benefits and pension programmes available to other staff. The Directors have voluntarily not had a raise, except for cost of living increases, for several years, in order to keep costs down and support merit and seniority increments for more junior staff. This must be addressed going forward and should not continue as it distorts the salary grids and has consequences for future pension income.

The new strategic plan will address the complement of diocesan staff, including the number of area bishops, as we look ahead five years and further. Very significant pieces of work have already been shifted to well trained volunteers but this needs both the support and oversight of staff to recruit, train, coordinate and assign volunteers. All departments are using considerable volunteer resources. In comparison to organizations of similar size and complexity, our staff size is realistic.

Congregational Development is crucial to the mission of the diocese in six areas:

- volunteer development and deployment
- parish interventions in crisis
- supporting parishes in restructuring and realignment or palliation
- coaching for healthy parishes and leaders
- missional training and support
- interpretation and analysis of parish and diocesan data and trends in light of current best practices.

The call both by bishops and by parishes on the services offered by this department are increasing not decreasing, and this will continue to be the case in a period of rapid and substantial change in the church.

An Increased Need for Curacy Grants:

I believe that we need additional funding in the next budget cycle for Curacy grants: the cost of a curate is increasing and training parishes are asking for larger grants to accept a curate. These two year "apprentice" or "residency" situations are critical in the development of quality parish priests. This is especially needed now because so many applicants for ordination are relatively new to the Anglican tradition. Curates also bring new energy to the parish in which they serve and keep the supervising priests current!

Area Grants (small increase)

It is an important principle that the Areas should have some input (and control) in the allocation of grants that reflect the priorities and sensitivities of their area. Each of the four areas, while strongly identifying with and supportive of the mission of the diocese as a whole, has developed a distinct culture - downtown Toronto does not have the same balance of interests as rural Haliburton or Essa

township, for instance. This budget figure allows for a small but significant portion of the diocesan budget to be determined regionally by Area Councils to respond to the particular concerns of the Area.

Communications:

Proclamation of the Good News is a core function of the Church. Our audience is both internal (the clergy and parishioners, with key sub-sets – e.g., diocesan governance leaders, etc.) and external (general public, potential members, agencies, government, other church bodies.) This requires staff to produce and deliver stories, oversee public relations strategy, etc. and infrastructure to deliver the message. A communications strategy has been developed with external partners and will need to be implemented. *The Anglican*, our diocesan newspaper in print form will continue to communicate to our core parishioners at least for the time of this budget cycle but increasingly web and social media will be the platforms that will develop. We increasingly use You Tube and other video forms to both evangelize and communicate. The two member staff team and additional investment in technology and training are minimal requirements. Part (or most) of the technology investment could come from the Our Faith, Our Hope funds but will need to be part of the operating budget in the longer term (and perhaps also in the short term.)

Advocacy and Social Justice/Social Service ministries (static funding):

This is a critical area of our work, relating to Compassionate Service, and is part of the missional focus of the church's engagement to make a difference in Christ's name.

This happens at three levels

1. parish direct engagement (supported financially by direct parish funding and the parish share of FaithWorks),
2. FaithWorks ministries that provide front-line service (funded by the FaithWorks campaign), and
3. advocacy/education (funded from diocesan operating budget).

When communicating about our diocesan commitment to Social Justice all three responses need to be included.

The position of Social Justice Advocacy consultant has been central to our ability to produce educational information for parish bulletins, support of ad hoc working groups, develop policy position papers for the bishops' engagement with government, organise well-attended workshops, train laity for local political advocacy. I think it is well situated in the Communications Department and is reasonably staffed at the current level.

Chaplaincy:

Chaplaincy provides coordination and support for diaconal ministries, and school, hospital and prison chaplains, who often function at the margins of the church and deal with highly vulnerable people. In some ways this is front line Fresh Expressions of the church. Most of the chaplains are paid externally, some are in diocesan employment - all are in ministries licensed by the Bishop. The part-time chaplaincy co-coordinator also represents the diocese (and often the ecclesiastical Province) in relations with the government, institutions and other faiths regarding policy and advocacy of the church's interests. Chaplaincy is undergoing considerable restructuring so this position will have to be considered in light of these changes as they develop.

Structural support: (This is ongoing, necessary work for the fiduciary and corporate functioning of the diocese, funded from diocesan operating budget)

- Record/archival management
- Property management
- Financial management
- HR policy management
- Administration/corporate governance

Some restructuring of responsibilities may be appropriate over the next couple of years.

Multicultural or Inter-cultural Ministry is an important initiative in a region like the GTA. It is minimally funded in the current budget. Grants for ministries, which are unable to be self-supporting and will be for a number of years, are currently cobbled together from a number of sources (i.e., Bishop's Company grants, trust funds, area grants, one-time donations, etc.) These need to be coherently and sustainably funded within the budget framework. A newly formed Bishop's Working Group has been formed and is developing a policy framework for the diocese. Funding for an anti-racism training event will be required in the next budget.

Support of the wider church:

The diocese of Toronto is substantially larger than any other Canadian diocese, with significantly larger financial and personnel resources and capacity to act. The Canadian church, and the diocese of Toronto in particular, are in a unique position within the Anglican Communion - a "middle power", through immigration and demographics able to bridge to many parts of the world, with a strength in collaborative decision making, and highly educated, experienced and well-connected people. This is a particular gift we can offer to the wider church and it is extensively utilized, (and it garners us many benefits in return.)

a. General Synod (increase)

Apportionment is our (voluntary) fair share of the work of the national church, established by formula. That formula is under review but currently our contributions are well below the formula. The General Synod serves the church to connect the diocese and its parishes to Canadian Anglicans, the Anglican Communion and ecumenical partnerships, establishes doctrinal, liturgical and ministry norms for the Anglican Church of Canada, and coordinates the mission work of the church in Canada and abroad. In this budget we have increased our apportionment by \$30,000, \$15,000 in each of two years.

b. Provincial Synod (static funding) assessment is not by formula but by an agreement with the Provincial Executive Council. Provincial Synod governs the ministry of bishops, appellate discipline of clergy, coordination of the common work of the province's dioceses, and relations with the civil government. The Executive Council also establishes the rate for our requested contribution to the Province's theological colleges (Trinity, Wycliffe, Huron and St. Paul's Ottawa) given through OPCOTE (Ontario Provincial Council on Theological Education, a body established by Provincial Synod) which apportions the amounts from the 7 dioceses of the province to the colleges. Compared to other denominations, our level of contribution to theological training is paltry.

We need to note that, in addition, the diocese of Toronto makes large contributions "in kind" through the work of diocesan staff on behalf of the larger church, because of our location in the

provincial capital and because of the expertise of our staff, particularly in the areas of administration, property, HR, stewardship, programme resourcing and training, chaplaincy and social justice advocacy. People across the country (indeed around the world) use the resources we publish on our website. The bishops also contribute international leadership in a number of critical areas: theological education, evangelism, dialogue networks, inter-church theological consultations, Indaba processes, missional transformation. All of our bishops are participants (often as chair) of national committees.

Because Toronto is a major transportation hub, houses the offices of the Anglican Church of Canada, and is the major theological education centre in Canada, (and because of the international reputation of the Diocese of Toronto as a leading centre of innovation and excellence in ministry) there is a regular stream of international visitors to the diocese. Protocol and cultural expectations require appropriate hospitality and gift exchanges in a way that would not be required to the same degree, for instance, in the Dioceses of Niagara or Huron. The diocesan operating budget makes provision for hospitality and travel in addition (but as part of) our commitment to the wider engagement with the Church nationally and internationally. The amount now allocated is adequate to meet our current involvements.

We also make financial contributions through OFOH (we are committed by our case statement to allocate 10% of the OFOH diocesan net receipts for work in the church in the north and nationally and internationally) and more discretionary gifts allocated by policy of the Diocesan Council from a tithe of additions to MAF.

Summary:

Both the parishes and the diocese are essential loci of missional ministry. Neither can be starved of resources at the expense of the other and an appropriate balance of needs, which is dynamic and changing, must be agreed to.

All that we do should enable us, as a diocese, and as parishes and other ministries within the diocese, to be missionally focused – increasing our capacity to respond as vibrant partners of God’s activity in the world.