

Diocese of Ontario 3 Year Financial Framework

Consultation Session

March 30, 2023



Today's Meeting

1. Communicate

**3 Year
Financial
Framework**

2. Discuss

**Challenges,
Opportunities
Priorities**

3. Provide Input

Key Elements





Diocese of Ontario 3 Year Financial Framework

**Planning is a Process and a
Mindset, not an Event.**

Past Process



Annual Budget Process with 1 year focus



Budget prepared after Consultation



Approved by Synod in Synod years
Approved by Synod Council in non-Synod years

Why Is Longer Planning Important



Change

Many elements changing in many ways over shorter timeframes

Legal Framework



Need

Old, new and emerging needs

Need for sooner longer term change



Focus & Attention

Scarce and Key resources

Attention

Investment

Financial Timeline & Focus

Year

01

02

03

Budget

- Tactical
- Objective Focus
- Management Focus

Planning Framework

- Strategic
- Bridge to Goals
- Governance & Leadership focus

What is Changing in Synod



Timing

Every two years

Spring



Missional

Mission Shaped
diocese

Every other year
event



Governance

Stakeholders

Leadership Change

Resources to achieve
goals

Proposed Process



Annual preparation of a 3 year
Financial Framework



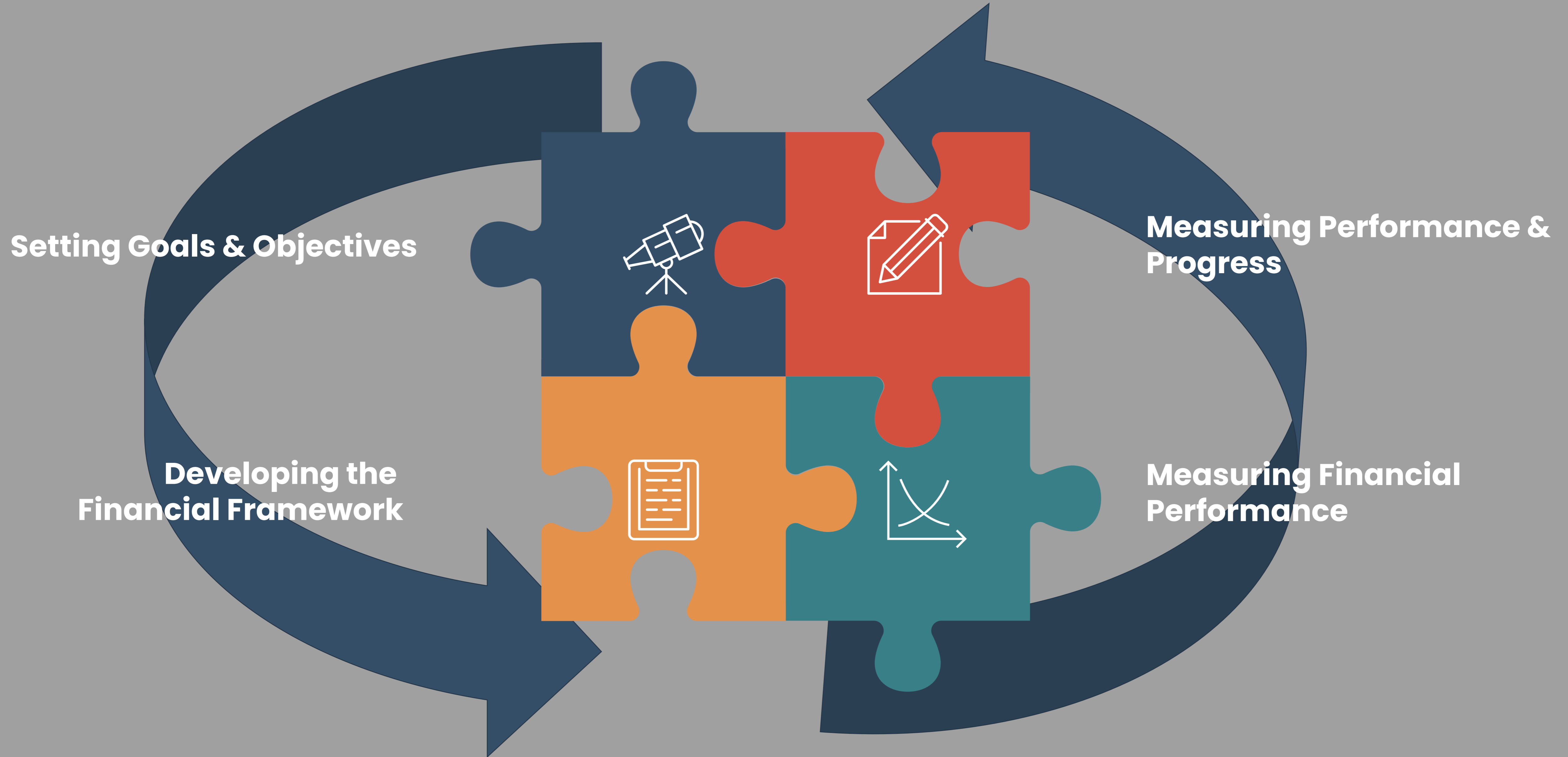
Prepared after Consultation on
Goals, Objectives and Investments



Synod Approves the 3 Year Framework
Synod Council approves the Annual Budget

Planning – All the Pieces

WRITE YOUR SUBTITLE HERE



3 Year Financial Framework

(Thousands of \$)

	2023 Current View	2024 Framework Forecast	2025 Framework Forecast	2026 Framework Forecast
TOTAL INCOME	1475	XXXX	XXXX	XXXX
Bishop's Office	223	XXXX	XXXX	XXXX
Bus/Finance/Admin	668	XXXX	XXXX	XXXX
Communications	100	XXXX	XXXX	XXXX
Governance	44	XXXX	XXXX	XXXX
Clergy Support & Dev	52	XXXX	XXXX	XXXX
Lay Support & Dev	6	XXXX	XXXX	XXXX
Parish Support & Dev	109	XXXX	XXXX	XXXX
Ministry Support & Dev	98	XXXX	XXXX	XXXX
Beyond our Borders	316	XXXX	XXXX	XXXX
TOTAL EXPENSES	1626	XXXX	XXXX	XXXX
SURPLUS/(DEFICIT)	(151)	XXXX	XXXX	XXXX

Annual Budget

Within the Framework approved by Synod

Aligned to Goals & Objectives

Of the Framework

“Line By Line”

Diocesan Consultations

Approved by Council in Oct/Nov

Diocese of Ontario
Statement of Revenues, Expenses, and Surplus(Deficit)
2023 Proposed (Unapproved) Budget
2022 October YTD/November Forecast

	Current YTD	Budget YTD	Forecast November View	Budget 2,022	2,021 Actuals	2,023 Proposed Budget
REVENUE						
CMM	1001600	1036667	1201920	\$1,244,000	\$1,274,622	1,150,000
Donations, Interest & Misc Fees	47634	91667	57161	\$110,000	\$115,842	75,000
Investment & Trust Fund Fees	185786	208333	222943	\$250,000	\$247,715	250,000
TOTAL REVENUE	1235020	1336667	1482024	\$1,604,000	\$1,638,179	1,475,000
EXPENSE						
Bishop's Office						
Bishop's Stipend	62918	62866	75502	\$75,439	\$74,618	78,522
Bishop's Housing	27419	27419	32903	\$32,903	\$32,449	34,219
Bishop's Benefits	23590	24617	28308	\$29,541	\$27,324	29,440
Bishop's EA Salary	38379	38706	46055	\$46,448	\$44,661	49,279
Bishop's EA Benefits	11796	11980	14155	\$14,376	\$13,957	14,721
Bishop's Travel	4211	4167	5053	\$5,000	\$3,000	7,000
Bishop's Discretionary Fund	0	4167	0	\$5,000	\$6,200	5,000
Bishop's Other Expenses	0	5000	0	\$6,000	\$5,612	5,000
Total Bishop's Office	168313	178922	201976	214,706	207,822	223,181
Business, Finance & Administration						
DEO Salary	88666	95851	106399	\$115,021	\$113,769	103,400
DEO Benefits	21357	23628	25628	\$28,354	\$26,323	26,653
Finance & Office Staff Salary	101679	145833	122014	\$175,000	\$188,191	170,000
Finance & Office Staff benefits	27997	41667	33596	\$50,000	\$50,684	45,000
Staff Travel	3229	6667	4000	\$8,000	\$3,814	10,000
Office Supplies	6618	2500	7941	\$3,000	\$14,828	3,000
Postage	593	833	712	\$1,000	\$1,967	1,000
Telephone & Internet	6000	4167	7500	\$5,000	\$12,927	8,000
Software, Services & Hardware	13500	12500	16000	\$15,000	\$24,822	15,000
Legal Fees	2117	16667	8000	\$20,000	\$21,891	15,000
Consulting	3297	8333	5000	\$10,000	\$6,439	10,000
Bank Interest & Fees	54924	41667	65908	\$50,000	\$50,094	65,000
Diocesan Centre Lease	101401	104167	121681	\$125,000	\$127,153	127,000
Caretaker	12765	8333	15317	\$10,000	\$15,845	12,000
Repairs & Maintenance	759	1667	910	\$2,000	\$1,363	2,000
Insurance	0	4583	5200	\$5,500	\$5,122	5,500
Amortization	29701	33333	35641	\$40,000	\$46,893	40,000
BF&A Staff Training	0	2500	0	\$3,000	\$2,099	3,000
HR & Related Diocesan	0	0	3000	\$0	\$827	0
Disused property costs	225	4167	2000	\$5,000	\$14,007	5,000
Archives	0	833	1000	\$1,000	\$6,111	1,000
Archdeacons & BAC	468	417	561	\$500	\$1,125	500
Total Business, Finance & Administration	475,294	560,312	588,011	672,375	735,293	668,053
Communications						
Communications Salary	59285	59284	71142	\$71,141	\$70,367	73,988
Communications Benefits	18749	19317	22499	\$23,180	\$21,682	23,399
Dialogue Mailing	1379	1667	1654	\$2,000	\$1,480	2,000
DIALOGUE Production	1285	1250	1542	\$1,500	\$2,665	1,500
Communications Travel	99	417	119	\$500	\$1,461	500
Journal Appeal	-1102	0	-1323	\$0	-\$1,918	-1,500
Dialogue Trf from Trust	0	0	0	\$0	-\$5,407	0
Total Communications	79695	81934	95634	98,321	90,330	99,886
Governance						
Audit	27656	19167	33188	\$23,000	\$22,813	28,000
Synod Council	400	0	480	\$0	\$0	500
Synod Meetings Net	396	417	475	\$500	\$8,367	15,000
Total Governance	28452	19583	34142	23,500	31,180	43,500
Clergy Support & Development						
EFAP	479	10833	13000	\$13,000	\$13,458	13,000
OPCOTE	19800	14417	19800	\$17,300	\$17,300	17,300
Grants to Students	0	833	0	\$1,000	\$0	1,000
Student placements	0	3333	0	\$4,000	\$6,692	4,000
Ordination costs	33	833	39	\$1,000	\$0	1,000
Establishment grants	1200	1000	1440	\$1,200	\$0	1,200
Equipping clergy	600	417	720	\$500	\$0	500
Clergy conferences	6439	4167	7726	\$5,000	\$0	5,000
Clergy Meeting costs	1067	417	1281	\$500	\$0	500
Mentoring	0	417	0	\$500	\$0	500
Clergy Training Bishop MDR	0	2083	0	\$2,500	\$0	2,500
Clergy post grad	1200	0	1440	\$0	\$0	0
Sabbatical & Sabbath Support	0	2917	0	\$3,500	\$3,600	3,500
Deacons	115	625	200	\$750	\$351	750

Financial Reporting

Quarterly to Council with “Current View”

Mid Year to Diocese

Audited Financial Statements in March/April

Linkage to Goals & Objectives progress

Diocese of Ontario
 Statement of Revenues, Expenses, and Surplus(Deficit)
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Implementation

March

CONSULTATION

Goals
Objectives

Focus Critical Success
Factors

April

PRE-SYNOD

Communicate

Engage Information

May

SYNOD

Engage

Governance Approval

Implementation

March

CONSULTATION

Financial Priorities

Thursday March 30

Napanee
And
Online

April

CONSULTATION

Financial Preliminary

Thursday April 13

Gananoque
And
Online

May

PRE-SYNOD

Preparation for Synod
Communicate
Engage

May 2 (Roslin)
May 3 (Barriefield) *
May 4 (Oak Leaf)

3 Key Areas of Focus



Income



Spend



Creation &
Innovation

Income



Each church in the diocese contributes 20 per cent of its assessable income from 2 years prior to the diocese This is Common Ministry and Mission.

Diocesan Funds are invested in the diocese's Consolidated Investment Fund. The Diocese receives the same Rate of Return as churches do (currently 5%).

The diocese collects Fees in a number of areas to defray additional costs and to keep the rate of CMM down.

New Income, New Sources

Spending

3 Key Focus Areas

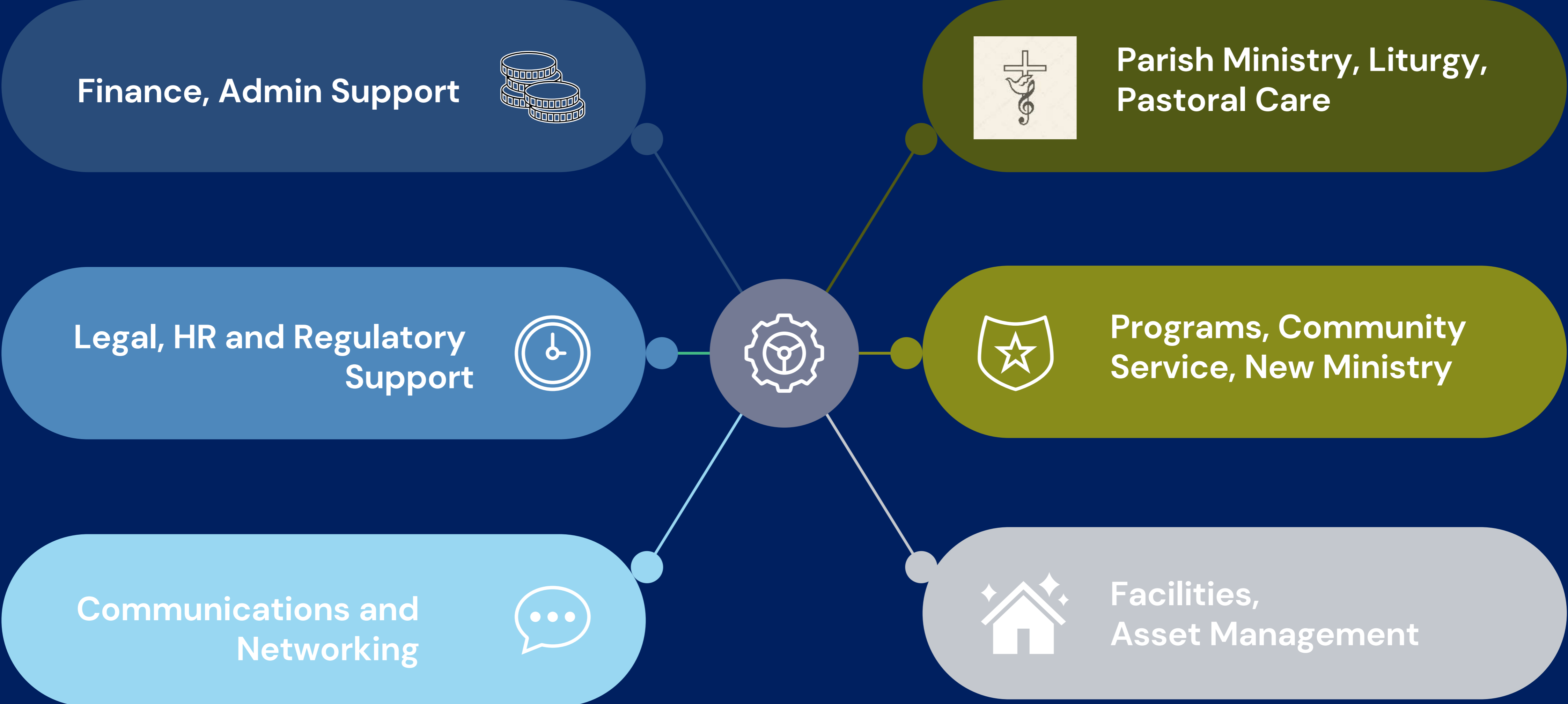
Churches

Shared Ministry

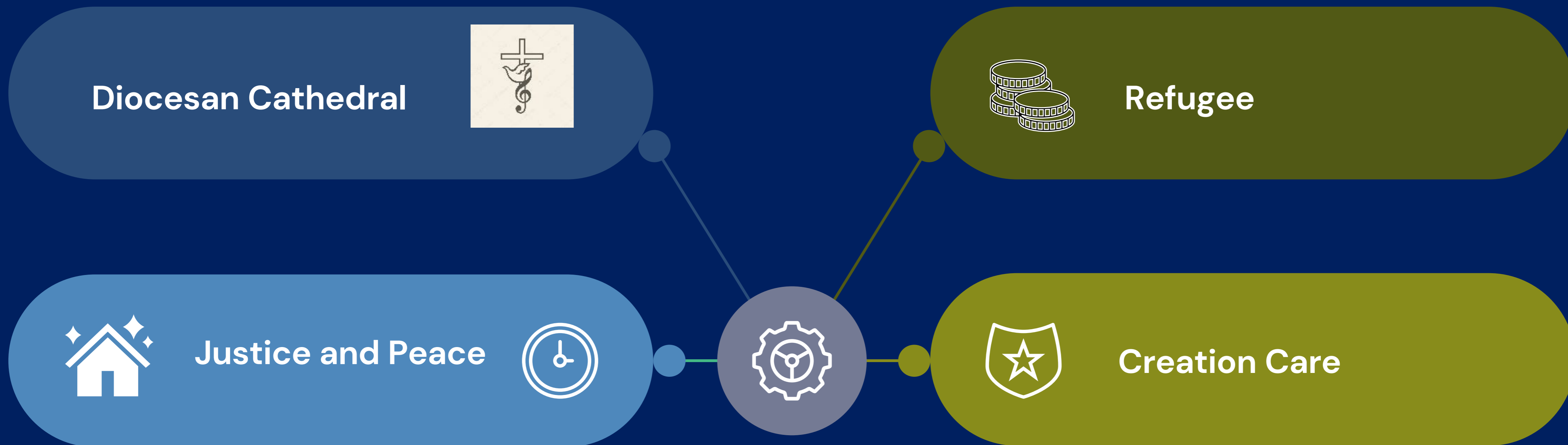
Beyond our Borders



Churches



Shared Diocesan Ministry



Beyond our Borders



Creation and Innovation



Working in Faith Working Together



Major “Global” Influences on Financial Life of the Diocese over the 2024-26

Economy (Inflation, Growth)	Top	High	Mid/Low	Not a Factor
Demographics	Top	High	Mid/Low	Not a Factor
Community Needs	Top	High	Mid/Low	Not a Factor
World Events (War, Pandemic)	Top	High	Mid/Low	Not a Factor
Government & Regulatory	Top	High	Mid/Low	Not a Factor

Individual Church Needs

Finance & Admin	Top	High	Mid/Low	Not Applicable
Legal, HR, Regulatory	Top	High	Mid/Low	Not Applicable
Communications & Networking	Top	High	Mid/Low	Not Applicable
Ministry, Liturgy And Pastoral Care	Top	High	Mid/Low	Not Applicable
Programs, Community Service, New Min	Top	High	Mid/Low	Not Applicable
Facilities & Property	Top	High	Mid/Low	Not Applicable

Shared Diocesan Ministry

Diocesan Cathedral	Top	High	Mid/Low	Not Applicable
Refugee	Top	High	Mid/Low	Not Applicable
Justice & Peace	Top	High	Mid/Low	Not Applicable
Creation Care	Top	High	Mid/Low	Not Applicable
Reconciliation	Top	High	Mid/Low	Not Applicable

Beyond Our Borders

National Church (GS)	Top	High	Mid/Low	Not Applicable
Ecclesiastical Province	Top	High	Mid/Low	Not Applicable
National Indigenous Ministries	Top	High	Mid/Low	Not Applicable

Next Steps

Form for Input is On Website - link to online or download a PDF

Summarize, Analyze, Contemplate

Next Meeting in 2 weeks (April 13)

Synod Council – April 25

Pre-Synod Meetings (May)

Synod (end May)



THANK
YOU

