

# Diocese of Ontario 3 Year Financial Framework

## Consultation Session 2 (Feedback)

April 13, 2023



# Today's Meeting

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**1. Communicate**

**What we  
Heard**

**2. Clarify**

**Approach  
Next Steps**

**3. Discuss**





# Working in Faith Working Together





“A GOAL without  
a PLAN is just  
a WISH”

www.inspirational-picture-quotes.com

“Start by doing  
what’s necessary,  
then what’s possible,  
and suddenly you are  
doing the impossible.”



~ St. Francis of Assisi



# Budget

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- Financial Tool that shows the Resources the Organization has available to Spend
- Specific to a focused time window (usually a year)
- Targets Short Term Objectives
- Factors in immediate resources, limitations and time





# Multi Year Financial Operating Plan

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- Financial Tool that shows the Resources the Organization has available to Spend
- Longer time window (usually 3 – 5 years)
- Targets Goals and Direction
- Larger flexibility in adjusting resources, limitations and time
- Greater opportunity to innovate and change
- Plans and Change Management



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# What is Changing in Synod



## Timing

Every two years

Spring



## Missional

Mission Shaped  
diocese

Every other year  
event



## Governance

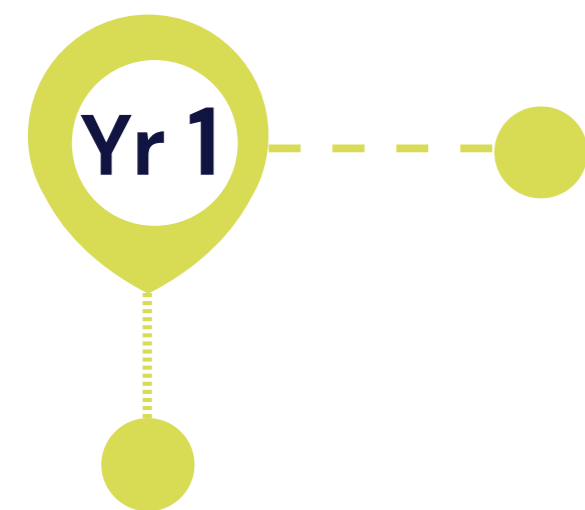
Stakeholders

Leadership Change

Resources to achieve  
goals

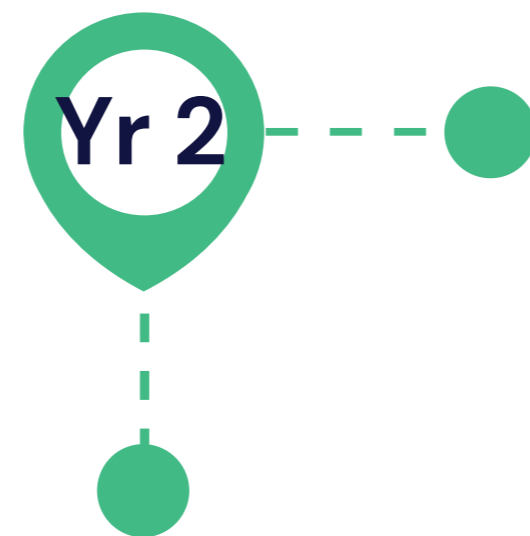
# Financial Planning & Governance

Process and Flow



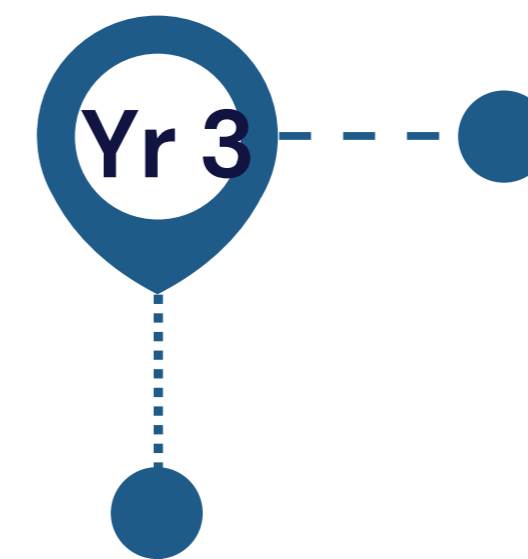
**Budget**

Approved by  
Synod Council



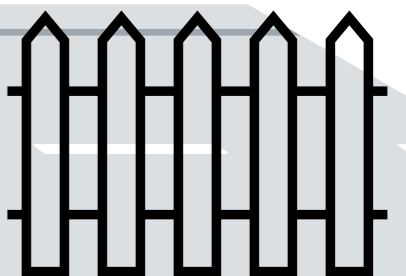
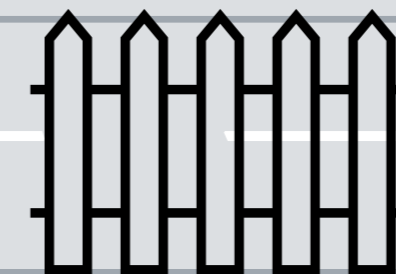
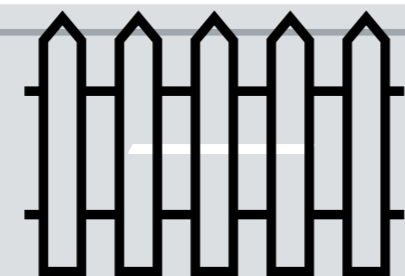
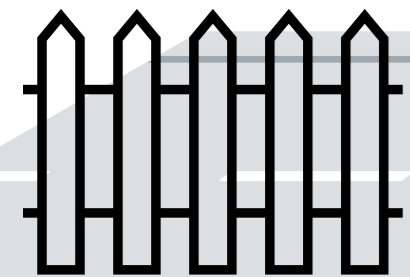
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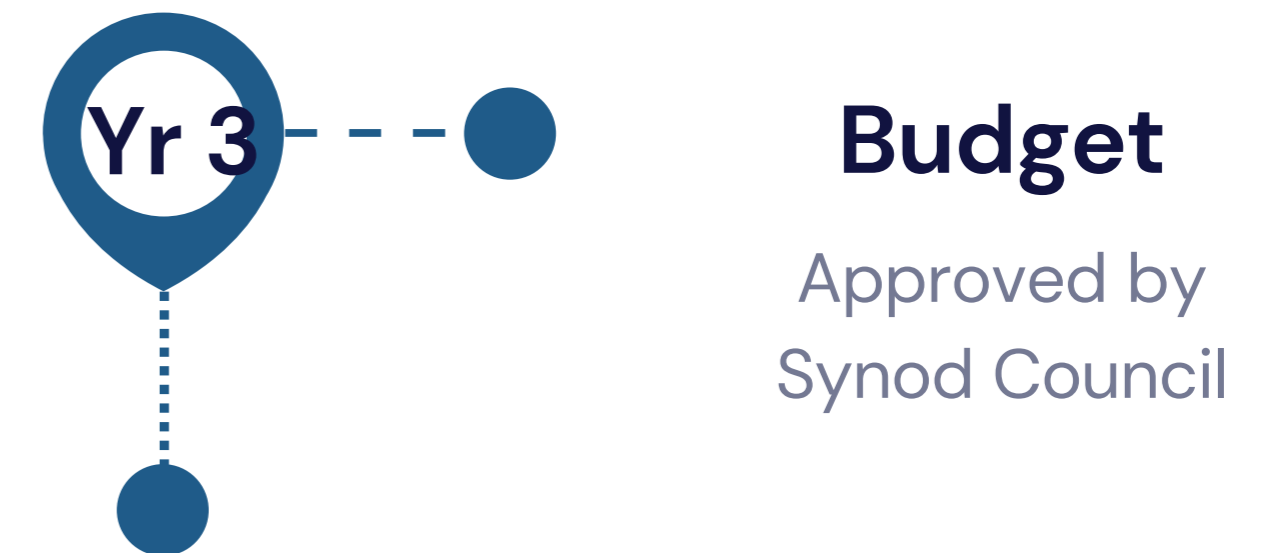
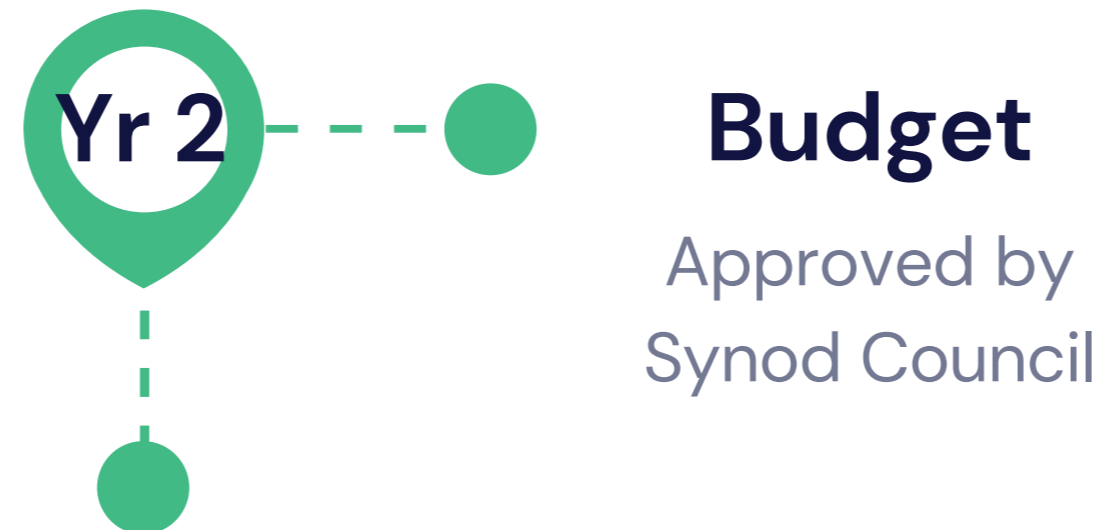
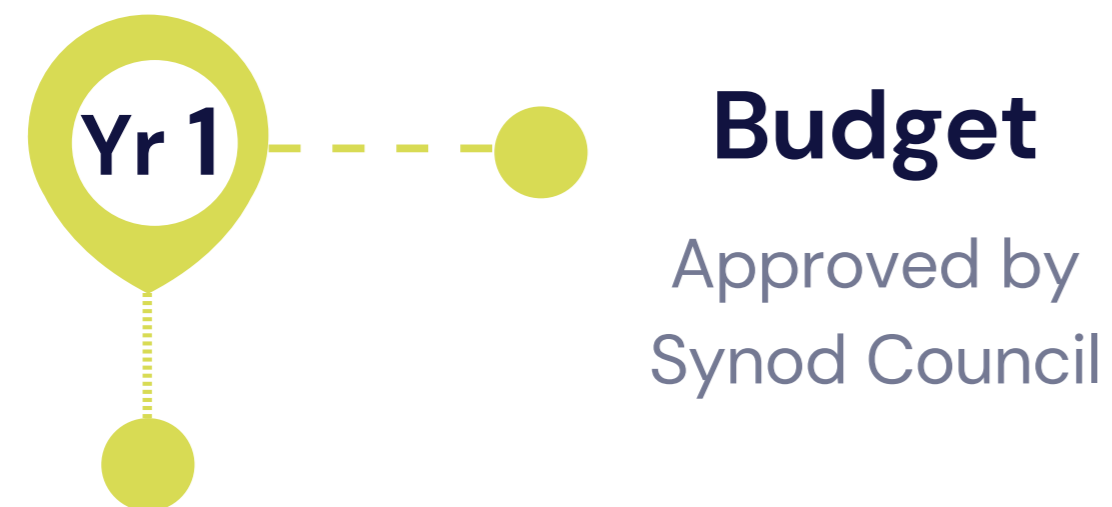
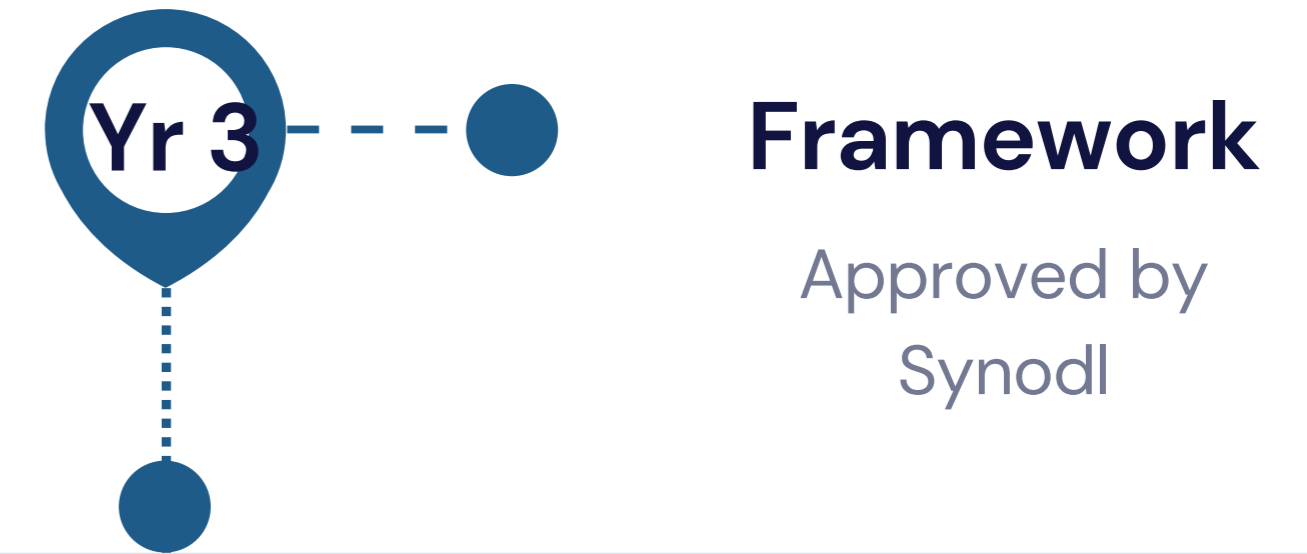
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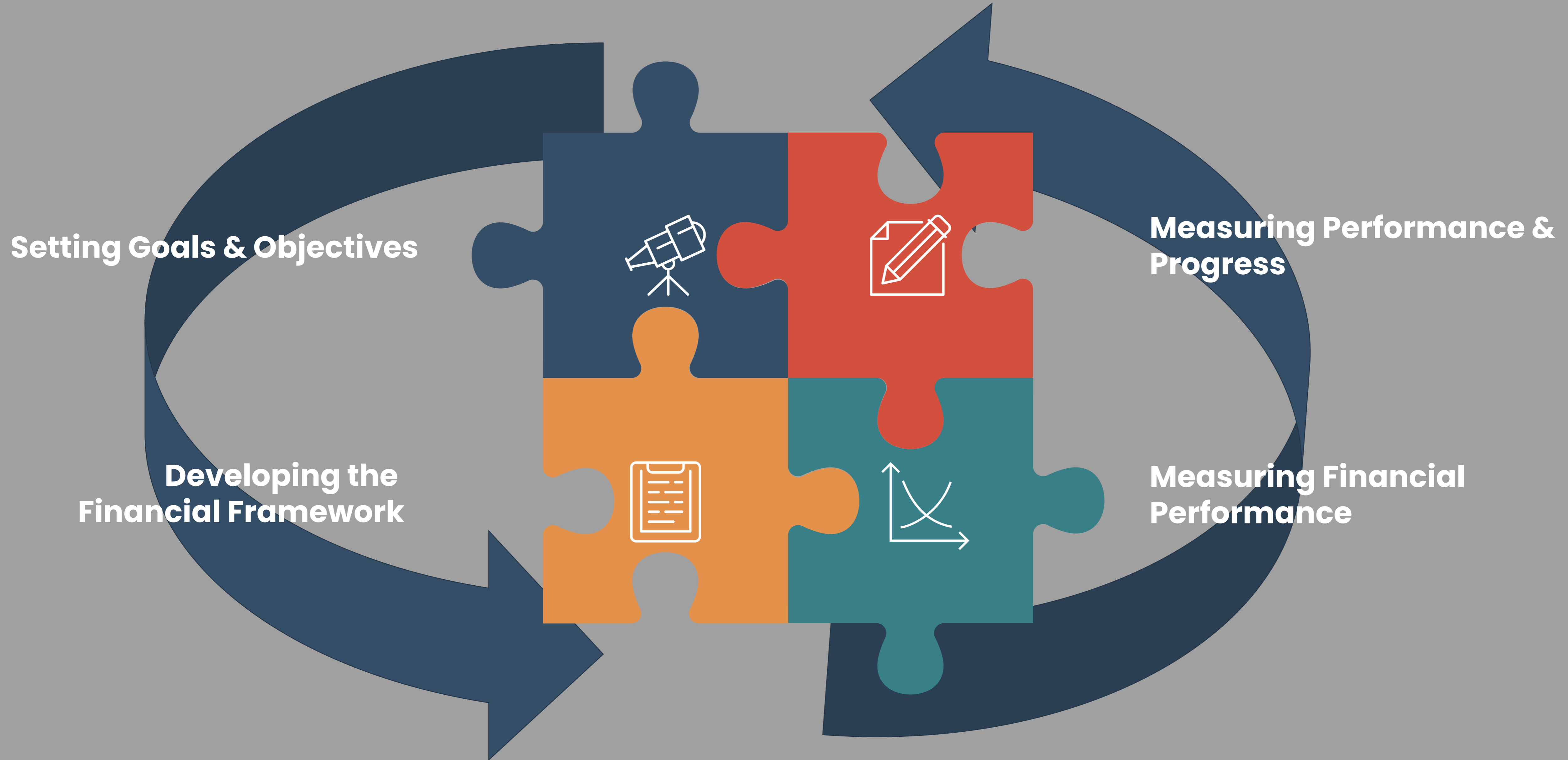
# Financial Planning & Governance

Process and Flow



# Planning – All the Pieces

WRITE YOUR SUBTITLE HERE



**Setting Goals & Objectives**

**Measuring Performance & Progress**

**Developing the Financial Framework**

**Measuring Financial Performance**



# Spending

3 Key Focus Areas

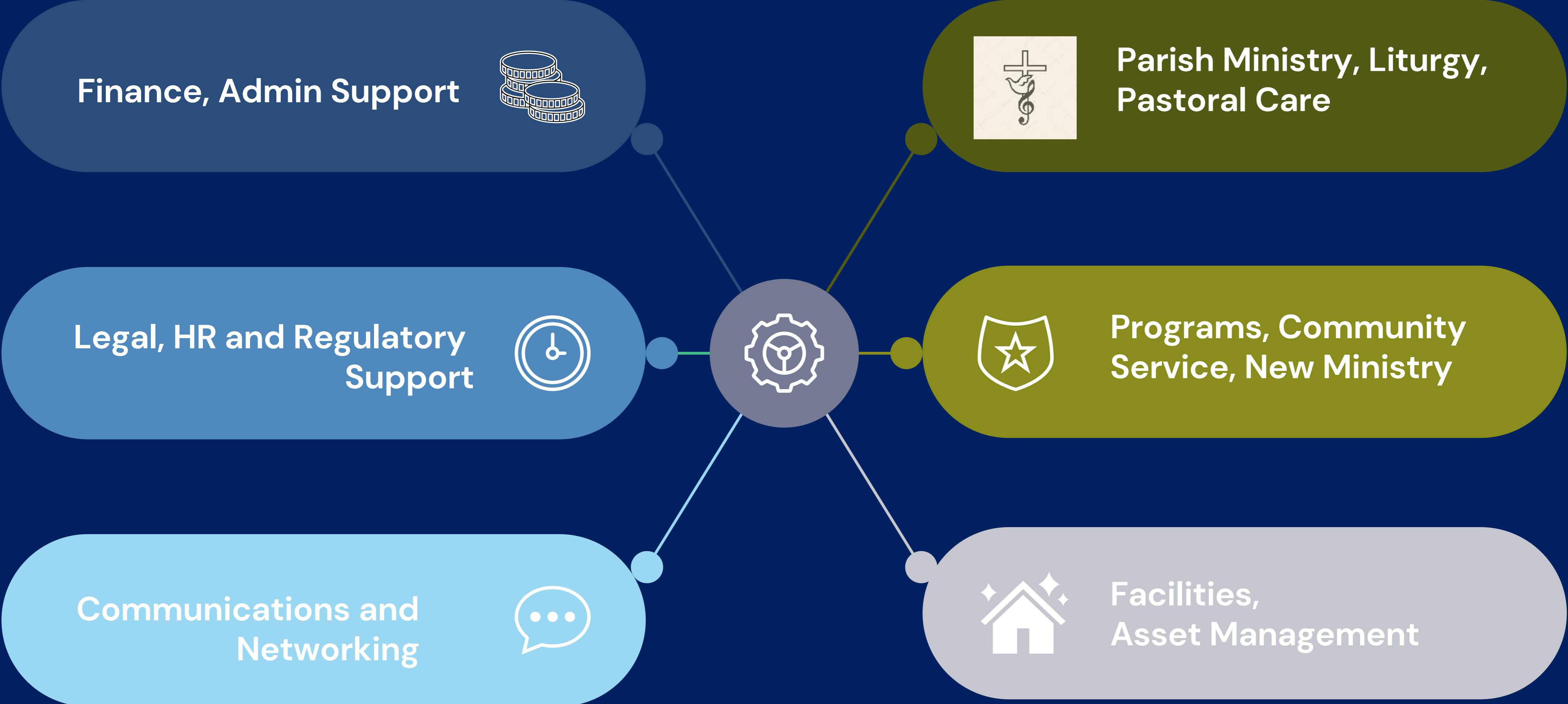
**Churches**

**Shared Ministry**

**Beyond our Borders**

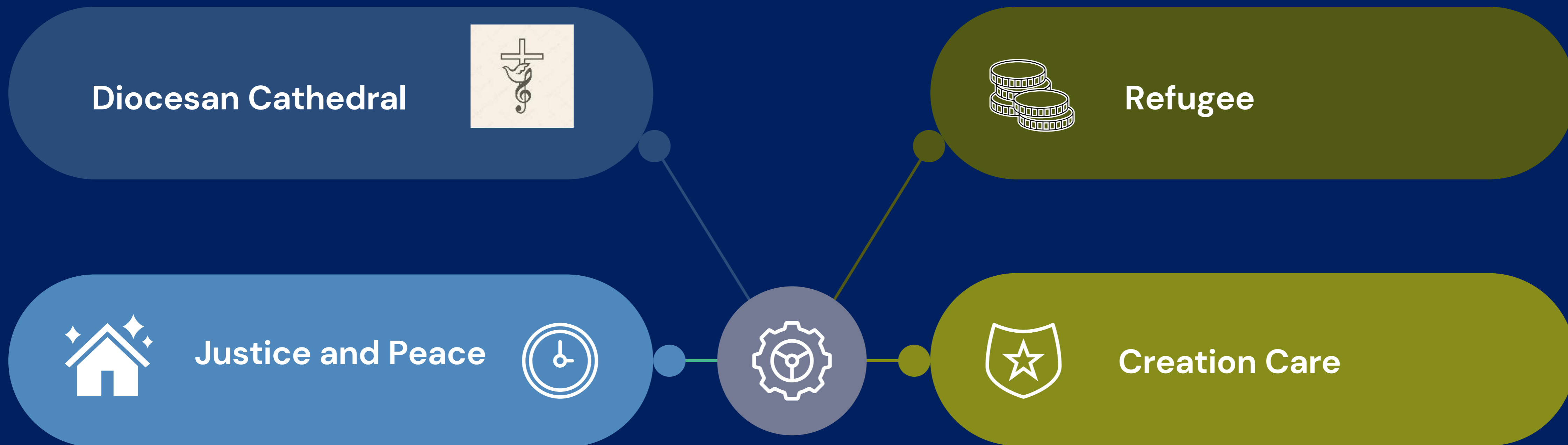


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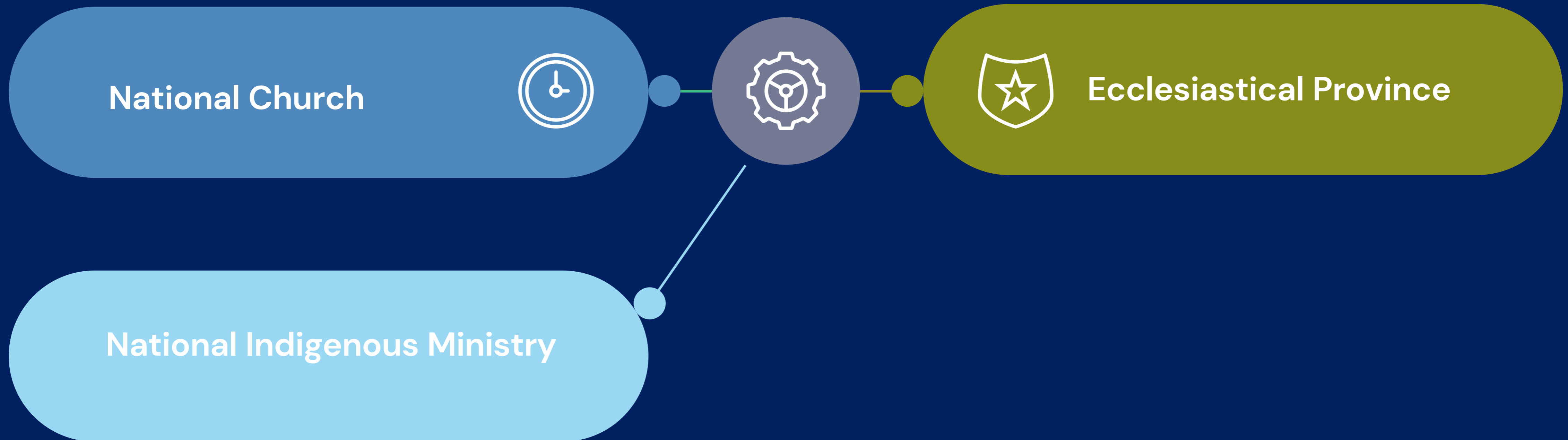




# Shared Diocesan Ministry



# Beyond our Borders





## Who Spoke (submissions)

In Person (Napanee)	7
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Online during Meeting	31
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Post Meeting	<u>12</u>
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Total Submissions	50
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# What did we hear:

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

Economy (Inflation, Growth)	2	(Close to 3)
Demographics	1	(Clear)
Community Needs	3	(Close to 2)
World Events (War, Pandemic)	4	
Government & Regulatory	5	



# What did we hear:

<u>Individual Church Needs</u>		
Finance & Admin	2	(Close to 1)
Legal, HR, Regulatory	6	
Communications & Networking	4	
Ministry, Liturgy And Pastoral Care	3	
Programs, Community Service, New Min	1	(Close to 2)
• Facilities & Property	5	





# What did we hear:

<u>Shared Diocesan Ministry</u>		
Diocesan Cathedral	5	
Refugee	3	(Close to 2)
Justice & Peace	4	
Creation Care	2	(Close to 3)
Reconciliation	1	(Clear)



# What did we hear:

<u>Beyond Our Borders</u>		
National Church (GS)	3	
Ecclesiastical Province	2	
National Indigenous Ministries	1	(Clear)



What did we  
hear:

Appreciation for the opportunity to be consulted.  
Concern on timing and change of leadership

More Outreach

Mission. Look Outwards not Inward

Shift from Buildings and Maintenance to Mission

Be supportive. Be collaborative. Be co-operative

Respectful conversations and actions

Shared Ministries      Shared Capabilities

Creativity, Imagination, Outside the Box Thinking

Look beyond. Look at How and When, not just What



What did we  
hear:

**Thankfulness for what we have**

**Urgency, need to move forward. Make hard decisions**

**Retiring Clergy**

**Focus on climate change. Support at the church level**

**More communications to and within churches**

**Recruiting new members**

**Evangelism**

**Focus on the traditional for the elderly. Be Happy as long as it lasts**



# 3 Year Financial Framework

## Other Diocesan Financial Resources

### Unrestricted Diocesan Capital Funds

### Restricted Diocesan Capital Funds

#### External Restrictions

- Trusts/Wills
- Grants
- Held for other groups

#### Internal Restrictions

- Canons (eg Clergy Trust, Kingston Rectory Fund)
- Operating Funds (eg Insurance Deductible)
- Bishop's Discretionary Fund
- New Ministry

# 3 Year Financial Framework

## Other Diocesan Financial Resources

Unrestricted Diocesan Capital Funds 20%

Restricted Diocesan Capital Funds

External Restrictions 15%

- Trusts/Wills
- Grants
- Held for other groups

Internal Restrictions 65%

- Canons (eg Clergy Trust, Kingston Rectory Fund)
- Operating Funds (eg Insurance Deductible)
- Bishop's Discretionary Fund
- New Ministry



# 3 Year Financial Framework

## Other Resources

Accounts Receivable (from Parishes)	\$700k
Viability Loans	\$60k
Capital Loans (to Parishes)	\$50k
Total Investment Fund (incl Cemetery)	\$23M
Parishes/Organizations	\$18M
Payables and Line of Credit	\$1.8M

# 3 Year Financial Framework - Operating

(Thousands of \$)

ONE SCENARIO FOR DISCUSSION ONLY

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

# 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
<b>REVENUE</b>						
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
<b>TOTAL REVENUE</b>	<b>1235020</b>	<b>1336667</b>	<b>1482024</b>	<b>\$1,604,000</b>	<b>\$1,638,179</b>	<b>1,475,000</b>
<b>EXPENSE</b>						
<b>Bishop's Office</b>						
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
<b>Total Bishop's Office</b>	<b>168313</b>	<b>178922</b>	<b>201976</b>	<b>214,706</b>	<b>207,822</b>	<b>223,181</b>
<b>Business, Finance &amp; Administration</b>						
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
<b>Total Business, Finance &amp; Administration</b>	<b>475,294</b>	<b>560,312</b>	<b>588,011</b>	<b>672,375</b>	<b>735,293</b>	<b>668,053</b>
<b>Communications</b>						
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
<b>Total Communications</b>	<b>79695</b>	<b>81934</b>	<b>95634</b>	<b>98,321</b>	<b>90,330</b>	<b>99,886</b>
<b>Governance</b>						
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
<b>Total Governance</b>	<b>28452</b>	<b>19583</b>	<b>34142</b>	<b>23,500</b>	<b>31,180</b>	<b>43,500</b>
<b>Clergy Support &amp; Development</b>						
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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# Schedule

March

## CONSULTATION

Thursday March 30

Napanee  
And  
Online

April

## CONSULTATION

Thursday April 13

Gananoque  
And  
Online

May

## PRE-SYNOD

Preparation for Synod  
Communicate  
Engage

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

## Next Steps

Synod Council – April 25

Pre-Synod Meetings (May)

Synod (end May)





THANK  
YOU

