

***“In their hearts humans plan their course,
but the LORD establishes their steps.”***

Proverbs 16:9



ANGLICAN DIOCESE OF OTTAWA

OTTAWA, ONTARIO, CANADA



Our Mission

***With God’s grace,
the mission of our
ministries and
parishes is to:***

- ***Enable people to know Jesus Christ***
- ***Live and share the Good News***
- ***Grow in faith, and***
- ***Serve God’s world***

Our Vision

***We are a vibrant
body of faithful
Christians working
to fulfill the mission
that God has given
us.***

A BUDGET NARRATIVE FOR 2017

The Scriptures remind us we are entrusted with the care of everything on this earth; we are the stewards of God’s resources. This can be seen as an onerous responsibility, and yet, when we affirm our Baptismal Covenant and share in the Eucharist it turns out to be our joy and vocation. How have we, in the Diocese of Ottawa, determined that we will work at this task together?

This budget narrative tells the story behind the numbers. It shows how the Diocese will receive and

spend resources for the next year and how your support through Parish Fair Share (PFS) will allow the Diocese to advance its mission and vision.

Think of this narrative as an example of our mission’s call to proclaim and celebrate the gospel of Jesus in worship and action by living and sharing the Good News.

The narrative is organized around the major ministry groupings, and reflects the mandate and work of each

of the standing Committees of Diocesan Council. For each it displays the anticipated revenues and projected expenditures, shows the contribution of PFS, and tells what each ministry does. Even though this is called the “operating budget”, it includes so much more than running costs and revenues. Contributions to programs and various ministries, and Ottawa’s share of General Synod’s apportionment, etc. would not normally, in other organizations, be classified as operating expenses.

A Time of Challenge and Success

A partner in the national and worldwide Anglican Communion, and in the universal church, our Diocese is committed to the fulfillment of the mission that God has given us.

Building on our journey of discernment commencing in 2005 and continuing with the implementation of the 2007–2012 Strategic Plan, Faithful Stewards ... New Directions, the Diocese has asserted that God is calling us to diversity of membership, wider participation in ministry and leadership, better stewardship of God’s

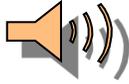
creation, and a resilient resolve in challenging injustices, combined with a strengthened resolution to address our future. With work on the priorities of the Embracing God’s Future Roadmap currently in progress, the Diocese has reverted back to a three-year budget for 2017–2019.

In 2015 the Operating Fund had a surplus of \$1.3 Million. This was primarily due to the Sale of All Saints Sandy Hill and Investment changes in Cathedral Hill Foundation. Without the impact of these transactions the Operating fund had a deficit of 109,000. For 2016 the

Diocese is expecting a similar deficit. The proposed 2017 budget is expected to be a break even budget.

We continue to be challenged by our cash flow. Unexpected and unplanned expenditures test us.





Revenues

- Trust fund transfers \$505,500
- PFS 659,500
- Other Income 80,500

Expenditures

- \$1,245,500

\$0.31 of every \$1.00 contributed by parishes will support this Episcopal ministry

Episcopal

This ministry, overseen by the Bishop’s Office, encompasses the overall responsibility of the Diocese through the Bishop, including matters related to personnel management such as clergy hiring, placement and development.

The Diocesan Archives comes under the jurisdiction of the Bishop’s Office and hence its activities are recorded here.

Costs here encompass Episcopal support to parishes that require financial assistance to help make ends meet, support to

clergy and divinity students, the clergy conference (net of contributions from parishes), moving costs for clergy and grants for establishing them in new parishes, archdeacons’ and regional deans’ meetings, ordination of postulants, and the initiative regarding government relations, this in partnership with General Synod. As well, it includes the costs of running the Episcopal Office, from looking after the expense of the New Year’s Day levee, to travel and remuneration for 6.50 FTE employees.

This complement includes the Bishop, the Executive

Archdeacon, the Director of Mission, the part-time Government Relations person, the Archivist, as well as 2 support staff.

Revenues in this ministry, beyond those from PFS, come from transfers from designated trusts in order to fund a multitude of initiatives and ministry related programs, as well as from dividend income, specific donations, clergy conference contributions, and fees charged by Archives to researchers and others.

Revenues

- Fees, trust funds & other income \$ 67,900
- PFS 176,400

Expenditures

- \$244,300

\$0.08 of every \$1.00 contributed by parishes will support Parish Ministry

Parish Ministry

This ministry reflects the components in Diocesan activity to strengthen and support individual parishes by engaging youth and young adults and also placing importance on being a dynamic, multi-generational church where people of all ages are engaged.

Activities that need funding include Stewardship Development initiatives, opportunities for learning, service and fellowship open to youth

and leaders across the Diocese, the Resource Centre; support for Youth Ministry through the Open Table ecumenical partnership, as well as costs related to the Anglican Fellowship of Prayer. The budgeted expenses in Parish Ministry include the net costs of running various courses such as Marriage Preparation, as well as workshops like the Congregational Resource Day. The staff complement is 1.75 Full-

Time Equivalentents (FTEs), which is comprised of the Stewardship Development Officer, and a full-time Learning Facilitator.

Revenues in this ministry, beyond those from Parish Fair Share (PFS), come from fees charged for courses and gatherings, as well as income from dedicated trust funds.



Revenues

- Trust fund & other income \$31,300
- PFS 136,900

Expenditures

\$168,200

\$0.06 of every \$1.00 contributed by parishes will support Governance & Communications

Governance & Communications

This ministry is responsible for developing and maintaining principles and processes for effective governance as well as overseeing activities` related to governance and communications. This includes, communication planning and strategy, Committee mandates and profiles, nominations and governance assessments.

Activities that require funding include planning

and running our Diocesan Synod as well as the meetings of the Council, both integral components of our governance structure. Additionally, funding is required for the communications needs of the diocese. *Crosstalk* is one of the major vehicle for informing people of what is happening throughout our far-reaching diocese.

The publication of

Crosstalk and other related initiatives, such as personnel connected to all the various aspects of communications, one of which is a full-time Synod office employee included in this budget.

Revenues in this ministry, beyond those of PFS are acquired through the generosity of donors to *Crosstalk* and through the advertising income from *Crosstalk*; while the Synod session is partially financed through the delegates' registration.

Revenues

- PFS \$43,700

Expenditures

- \$43,700

\$0.02 of every \$1.00 contributed by parishes will support this.

Other Outreach

The area includes the hospital ministry of the Diocese, local PWRDF events, the Refugees Working Group, as well as Environment Subcommittee and the environmental initiatives, which help "green" our churches and programs.

There are no Synod office employee costs included in this budget.

Community Ministries

The Community Ministries are five agencies that are wholly part of the Diocese of Ottawa, serving the most vulnerable in our midst. Cornerstone Housing for Women provides emergency shelter and long term supportive housing for women. Centre 454, St. Luke's Table and The Well are day programs offering safe places and supportive services for people struggling with issues such as homelessness,

addiction, mental illness and poverty. Ottawa Pastoral Counseling Centre offers a range of psychotherapy services on both a fees for service basis, and through its counseling Support Fund, on a sliding scale for those who otherwise do not have the means to access such services. Beyond PFS, four of the Community Ministries

(Centre 454, Cornerstone, St Luke's Table and The Well) receive substantial funding in the form of Government Grants. Other sources of revenue include donations from individuals, parishes, foundations, corporations, community groups and the CTF.

Revenues

- Grants \$3,700,000
- Donations 1,230,000
- Other 164,000
- PFS 386,100

Expenditures

- \$5,480,100

\$0.18 of every \$1.00 contributed by parishes will support our Community Ministries.

Wider Anglican Community

Revenues

- Fees, donations & other income \$18,800
- PFS 669,000

Expenditures

- \$687,800

\$0.31 of every \$1.00 contributed by parishes will support Governance & Communications

This ministry targets participation in the Canadian and worldwide Anglican community, beyond the geography of the Diocese of Ottawa. It encompasses our support to General Synod (the contribution is 26% of PFS received), to Provincial Synod, and to Ontario divinity colleges like Trinity College. Also there is an annualized provision to enable the Bishop to participate in the Lambeth Conference, and the costs for our diocesan representatives to participate at Provincial and General Synods. The \$622,500 contribution to

General Synod helps ministries that General Synod has committed to supporting.

General Synod also devotes resources to support programs and ministries such as the Anglican Council of Indigenous Peoples, theological education, ecumenical and interfaith dialogues, resources for congregational life and leadership, and the Anglican Communion Working Group, to name just a few.

There are no Synod office employee costs included in this ministry's budget.

Besides the PFS contribution, revenues come from two sources. One is the shared income through the Anglican Appeal. Of the amounts donated by parishioners to the Appeal, 50% is returned to the Diocese. The other source is income from specific trusts held in the Consolidated Trust Fund.

Diocesan Administration

This ministry encompasses the general internal administration of the Diocese through management and administration services not otherwise directly attributable to any other ministry. One could say that this area of ministry is akin to a parish's operating budget. Most of the work of the Synod office administrative staff (there are 5 FTEs) pertains to the needs of parishes, community ministries and diocesan committees. Therefore, the cost of administering the Central Pay & Benefits system, matters related to every aspect of insurance

coverage, the Consolidated Trust Fund (CTF), the Extension Fund, property and financial matters, which are all part of the entrusted mandate, is included here. Legal fees and the contribution to the Cathedral for the use of its space and facilities are also part of this budget, as are those related to the Synod office - taxes, utilities, repairs, maintenance, etc. Photocopiers, postage, couriers, telephones, supplies, paper and printing are all necessary expenses. The 5 staff equivalencies here are the Director of Financial

Ministry, an Accountant, an Accounting Assistant, a Receptionist, a part-time Payroll Coordinator (60%), and a part-time IT specialist (40%).

Revenues, beyond Parish Fair Share, consist of the following four main sources: fees for the administration of the CTF and Extension Fund, and for accounting services to Community Ministries, HST rebates on travel allowances paid, and dividends on specific trusts in the CTF.

Revenues

- Fees, donations & other income \$532,900
- PFS 26,600

Expenditures

\$559,500

\$0.01 of every \$1.00 contributed by parishes will support Diocesan Administration

The Parish Contribution – Parish Fair Share

Revenue:

- **Parish Fair Share**
\$2,105,100

Expenses

- **Parish write-offs**
\$65,000

- **\$.03 of every \$1.00**
contributed by
parishes will support
the parish write-offs.

Apart from these seven areas of ministry, the overall budget, of course, includes the Parish Fair Share (PFS) income component, which forms the basis of the work of the Diocese.

A second item is a cost item, being the write-off of parish debt, which unfortunately is a fact of life.

Parish Fair Share has been calculated with \$200,000 decrease over 2016. PFS was decreased by 8.67% per annum (from 2016) for the 2017 budget cycle in

an attempt provide relief at the parish level.

Mentioned in this document are the various numbers of personnel in each area of the Synod office. For interest's sake, here is the staff complement over the years:

1984...23.5 FTE's	
1994...14	2004...15
2014...15	2016...14

We in the Diocese of Ottawa have much to be thankful for. Over our 120-year history, God has provided us with the gifts and resources needed to be God's people in this part of God's world. As we embark on a new chapter in our history, we do so full of faith that God will continue to provide us with whatever is needed to meet the challenges and the opportunities that lie ahead!



The following pie chart summarizes the contribution parishes make through PFS in support of each of the ministries for every dollar given.

