

“As each has received a gift, use it to serve one another, as good stewards of God's varied grace.” 1 Peter 4:10



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 2013–2015

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 three years and how your support through Parish Fair Share (PFS) will allow the Diocese to advance our 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 five 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.

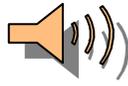
In 2011 the Operations Fund, for all intents and purposes, broke even. For 2012 a loss of \$293K is likely. However, over the next three years, the plan is to balance expenditures with revenues. Nevertheless, we continue to be challenged by our cash flow.

Unexpected and unplanned expenditures test us. Expected revenues sometimes don't materialize.

For the next five years, it is

hoped that through the generosity of those in our midst, the \$6 million diocesan portion of the \$12 million GIFT goal will be attained. This will allow these funds to be used to strengthen congregations, focus ministry outward, empower leaders and connect with the wider church. As well, part will be used to cover the expenses associated with GIFT.

The GIFT campaign is not included in this narrative as it is a separate fund from the Operating Fund, and has its own budget.



Figures are illustrative, using the data from the first year (2013) of the 3 year budget cycle....

2013

Revenues

- Trust fund transfers \$305,900
- PFS 738,800
- Other Income 130,800

Expenditures

- \$1,175,500

\$0.33 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, clergy and

divinity students, the clergy conference (net of contributions from parishes), moving costs for clergy and grants for establishing them in new parishes, archdeacon and regional dean meetings, ordination of postulants, and the Bishop’s new initiative regarding government relations, this in partnership with General Synod. An amount has been set aside for supplementing the costs of the re-establishment of St. Alban the Martyr Church in Ottawa. 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 seven employees.

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, and fees charged by Archives to researchers and others.

2013

Revenues

- Fees, trust funds & other income \$ 68,400
- PFS 229,500

Expenditures

- \$297,900

\$0.10 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.

Activities that need funding include support grants to parishes that require financial assistance to help make ends meet, as well as other supports, such as the Stewardship Development initiatives, oversight of the Youth Ministry and the Baptismal Ministry Formation programs, the Resource

Centre; funding for the chaplaincies at both Algonquin College and Carleton University, 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, Youth and Young Adult programs, as well as workshops like the Congregational Resource Day. The staff complement is 2.8 Full-Time Equivalents (FTEs).

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.

2013

Revenues

- Fees, donations & other income \$ 31,200
- PFS 115,000

Expenditures

- \$146,200

\$0.05 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 and overseeing activities related to governance and communications, such as communication planning/strategy, nominations, governance assessments and Committee mandates/profiles.

Activities that require funding are related to the communications needs of the diocese. *Crosstalk* is one major vehicle for informing people of what has, is and will happen throughout our far-reaching diocese. The publication needs to be funded. So too do all the other initiatives, such as the website, which constantly has to be updated; advertising in newspapers; and a

communications person to coordinate the promotional efforts. There is one part-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 advertising income from *Crosstalk*.

2013

Revenues

- PFS \$47,000

Expenditures

- \$47,000

\$0.02 of every \$1.00 contributed by parishes will support this Risk & Audit ministry

Risk and Audit

The ministry is related to the oversight of financial and business risk assessments, and accounting and financial reporting policies and practices of the Diocese and parishes. This oversight includes assessment and management of all areas of potential risk, including non-financial

dimensions of risk such as strategic risk, operational risk, reporting and disclosure risk and reputational risk. Another potential area of risk is concern over the environment and its stewardship. A group has been formed to guide the diocese through this significant issue.

The two activities that require funding are related to the annual financial audit, and the environmental initiative – “Creation Matters”. There are no Synod office employee costs included in this budget.

The only form of funding for this ministry is through Parish Fair Share (PFS).

Community Ministries and Other Outreach

These ministries focus on helping the less fortunate and those with specific needs within the geographic area of the Diocese. Community Ministries consist of ASSC/Centre 454, Cornerstone/Le Piliier, The Well/La Source, and the Ottawa Pastoral Centre. Also included in this category are the Temple Pastures Retreat and Conference Centre plus the hospital

ministry of the Diocese.

Beyond PFS, the three major community ministries rely primarily on government grants as their major source of funding. Specific donations and trust fund income make up the other revenue sources. Temple Pastures generates usage income, while OPC charges fees for service.

2013

Revenues

- Grants \$3,556,800
- Donations 1,076,000
- Other 70,900
- PFS 321,400

Expenditures

- \$5,025,100

\$0.14 of every \$1.00 contributed by parishes will support our Community Ministries.

2013**Revenues**

- Trust fund & other income \$ 13,800
- PFS 643,000

Expenditures

\$656,800

\$0.29 of every \$1.00 contributed by parishes will support the Wider Anglican Community, which includes the annual General Synod assessment

Wider Anglican Community

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 \$598,300 contribution to

General Synod helps ministries that General Synod has committed to supporting. The total cost of these commitments in 2012 is \$12.2 million of which nearly \$2.3 million is for the Council of the North, the financially assisted grouping of nine dioceses, the Anglican Parishes of the Central Interior and the Archdeaconry of Labrador that constitutes 85% of the geography of Canada and 15% of its population. 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 5½ of them) 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 running of the annual Synod gathering (net of contributions from parishes) are also part of this budget, as are those related to 71 Bronson Avenue - taxes, utilities, repairs, maintenance, etc. and the payments to the Cathedral for the use of its premises. Photocopiers, postage, couriers, telephones, supplies, paper and printing are all necessary expenses.

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.

2013**Revenues**

- Fees, donations & other income \$494,700
- PFS 90,900

Expenditures

\$585,600

\$0.04 of every \$1.00 contributed by parishes will support Diocesan Administration

2013

Revenue:

- Parish Fair Share \$2,215,600
- 2nd Century Fund 30,000

Expenditures

- Parish write-offs 60,000

\$0.03 of every \$1.00 contributed by parishes will support the parish write-offs

The Parish Contribution – Parish Fair Share

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

The first item is a revenue item and is the transfer of an amount of \$30,000 for the next three years from the Second Century Fund, the trust created to enable the diocese to fund ministry initiatives. The second is

a cost item, being a write-off of parish debt of \$60,000 per year, which unfortunately is a fact of life.

Parish Fair Share has been calculated with a 2% increase over 2012 and for the subsequent years. This is in line with the estimate of CPI and will allow the diocese to keep up with inflationary pressures. PFS was held constant over the three years of the 2010-2012 budget.

We in the Diocese of Ottawa have much to be thankful for. Over our 116 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.

