

THE SYNOD OF THE DIOCESE OF NIAGARA
BUDGETED STATEMENT OF OPERATIONS - SUMMARY
For the year ending December 31, 2027

	2025 Full Year Actuals	2026 Full Year Budget	2027 Full Year Budget
REVENUES:			
DIOCESAN MISSION & MINISTRIES	2,669,102	2,921,650	3,100,000
DIOCESAN MISSION & MINISTRIES - REBATES	(5,250)	(5,000)	(5,000)
INTEREST ON TRUST FUNDS	6,750	10,000	5,500
INVESTMENT GAIN (LOSS)	705,581	0	0
INVESTMENT FUND ADMINISTRATION TRANSFER	127,811	129,792	135,000
INSURANCE FUND ADMINISTRATION TRANSFER	30,160	31,366	32,500
ADMINISTRATION FEE ACMF NIAGARA	30,160	31,366	32,500
RESTRICTED GIFTS & BEQUESTS, PROPERTY SALES	4,061,367	0	0
SPECIAL APPEALS	(267)	25,000	5,000
SUNDRY	120,986	70,000	50,000
GRANTS	0	35,000	70,000
TOTAL REVENUES	7,746,400	3,249,175	3,425,500
EXPENDITURES:			
BEYOND NIAGARA, EPISCOPAL & GOVERNANCE - SCHEDULE 1	1,179,313	1,251,365	1,394,635
ADMINISTRATIVE EXPENSES - SCHEDULE 2	1,545,167	1,594,255	1,728,220
MINISTRY EXPENSES - SCHEDULE 3	587,600	731,427	769,611
EDUCATION AND FORMATION EXPENSES - SCHEDULE 4	100,341	211,261	225,746
DESIGNATED DIOCESAN MISSIONS - SCHEDULE 5	140,846	134,121	86,840
DIOCESAN HELD PROPERTIES - SCHEDULE 6	49,215	16,434	99,793
TOTAL EXPENDITURES	3,602,482	3,938,863	4,304,845
OPERATING SURPLUS / (DEFICIT) BEFORE DEPRECIATION	4,143,919	(689,688)	(879,345)
DEPRECIATION	412,650	0	0
OPERATING SURPLUS / (DEFICIT) BEFORE CONTRIBUTIONS FROM ACMF	3,731,269	(689,688)	(879,345)
CONTRIBUTIONS FROM THE ACMF			
Survive & Thrive Outreach Fund (ACMF 6000012)	40,000	45,000	45,000
Synod Endowment Fund (ACMF 5006959)	10,000	10,000	37,500
Leadership & Training Fund (ACMF 6000011)	75,292	114,200	132,146
Theological Education Funds (part of ACMF 5006959)	0	17,500	20,000
Diocesan Housing Fund (ACMF 5006993)	60,000	75,000	75,000
TOTAL CONTRIBUTIONS FROM ACMF	185,292	261,700	309,646
OPERATING SURPLUS / (DEFICIT)	3,916,561	(427,988)	(569,699)
CASH TRANSFERS FROM (TO) RESERVE FUNDS			
Missional Innovation Grants Fund (5006961)	41,500	70,000	70,000
General Admin Fund (5006962)	80,000	80,000	50,000
Synod General Investment Fund (5006960)	100,000	100,000	100,000
Church Planters Fund (Synod 5006966)	58,333	57,600	41,341
Differentiated Curacies Reserve Fund (5006969)	13,898	65,000	95,000
Stephen Hopkins Leadership Fund (5006965)	5,335	20,289	10,000
Transfer from Capital Reserve Fund (5006970)	46,500	25,000	225,000
Transfer from Property Renewal Reserve Fund (5006967)	16,290	25,000	25,000
Transfer from (to) Cathedral Place Building Fund	0	45,000	0
Transfer from (to) Canon D Ricketts Bursary Fund (5006964)	0	500	500
Transfer from Legal Reserve Fund	225,000	0	0
TOTAL CASH TRANSFERS FROM (TO) RESERVE FUNDS	586,856	488,389	616,841
CASH SURPLUS (DEFICIT) BEFORE OTHER ITEMS	4,503,416	60,401	47,142
CASH FLOWS FROM (TO) CAPITAL ITEMS			
Capital Expenses - Sch 7	(197,808)	(132,500)	(242,500)
CASH SURPLUS (DEFICIT) AFTER CAPITAL ITEMS	4,305,608	(72,099)	(195,358)
CASH FLOWS FROM (TO) MORTGAGES			
Mortgage payments due to Diocese	250,000	6,960	500,000
CASH SURPLUS (DEFICIT)	4,555,608	(65,139)	304,642

2027 DRAFT BUDGET

BEYOND NIAGARA, EPISCOPAL & GOVERNANCE - SCHEDULE 1

	2025 Full Year Actuals	2026 Full Year Budget	2027 Full Year Budget
BEYOND NIAGARA			
GENERAL SYNOD APPORTIONMENT	530,027	566,669	650,857
GENERAL SYNOD DELEGATE FEES	18,305	0	0
PROVINCIAL SYNOD ASSESSMENT	21,276	25,000	25,000
PROVINCIAL SYNOD DELEGATES	0	0	18,000
LAMBETH - CORE BUDGET AND OTHERS	0	0	0
SUB-TOTAL BEYOND NIAGARA	569,608	591,669	693,857
EPISCOPAL & GOVERNANCE EXPENSES			
EPISCOPAL STAFF	527,306	558,196	583,628
EPISCOPAL EXPENSES	49,308	55,000	56,650
CONFERENCE / TRAVEL	12,993	16,000	15,000
SYNOD COUNCIL & SUB-COMMITTEES	1,236	5,000	5,000
STEWARDSHIP HOSPITALITY	981	5,000	20,000
DIOCESAN DIGNITARIES			
(Archdeacons, Reg. Deans, Dio.Liturgical Officer)	17,881	20,000	20,000
COMPANION DIOCESES / PARTNERS IN MISSION	0	500	500
SUB-TOTAL - Episcopal & Governance	609,705	659,696	700,778
TOTAL BEYOND NIAGARA, EPISCOPAL & GOVERNANCE EXPENSES	1,179,313	1,251,365	1,394,635

2027 DRAFT BUDGET

ADMINISTRATIVE EXPENSES - SCHEDULE 2

	2025 Full Year Actuals	2026 Full Year Budget	2027 Full Year Budget
ADMINISTRATIVE STAFFING	628,879	706,641	825,526
EMPLOYEE / FAMILY ASSISTANCE PLAN	9,868	9,500	15,000
EMPLOYEE / RETIREE LIFE INSURANCE COSTS	16,871	0	0
PAYROLL SYSTEM	2,194	2,200	2,500
PENSION SUPPORT - RETIRED BISHOPS	2,564	2,800	2,800
LOUISA PARKE EXP. (PENS. SUP. RET. CLERGY)	11,311	11,200	10,600
RESOURCES / SUBSCRIPTIONS / MEMBERSHIPS	7,353	6,200	12,900
CLERGY MOVING EXPENSES	9,238	20,000	15,000
SABBATICAL SUPPORT	3,341	5,000	7,500
PERSONNEL TRANSITION & SEVERANCE	11,656	50,000	50,000
POLICE & REFERENCE CHECKS	216	1,500	1,750
SUB-TOTAL - Admin Staffing & Support	703,491	815,041	943,576
OFFICE EXPENSES & PROFESSIONAL FEES			
COMPUTER SYSTEMS AND LICENSES	38,316	38,000	30,000
EQUIPMENT RENTAL	13,254	12,600	12,800
EQUIPMENT AND COMPUTER SERVICES	8,036	12,400	15,000
OFFICE SUPPLIES	6,737	5,000	8,750
TELEPHONE	13,170	13,700	13,700
PRINTING	120	1,500	4,200
MAILING	5,595	4,000	5,800
AUDIT EXPENSES	58,372	50,000	30,000
LEGAL & PROF. EXPENSES	233,834	50,000	50,000
INSURANCE - NET RECOVERY IN RESERVE	(24,992)	5,000	5,000
BANK CHARGES / SUNDRY	13,144	13,000	13,000
RECOVERY INTEREST ON PARISH RECEIVABLES	(4,002)	(5,000)	(5,000)
BANK INTEREST	304	500	500
CONTINGENCY / NON-BUDGETED	623	5,000	5,000
BAD DEBTS & RECEIVABLE W/O's	33,573	10,000	10,000
STAFF EXPENSES	13,182	10,000	13,000
SUB-TOTAL - Office Expenses & Professional Fees	409,266	225,700	211,750

2027 DRAFT BUDGET

CATHEDRAL PLACE

PROPERTY / RECEPTION	172,433	198,449	199,359
MAINTENANCE/CLEANING	120,022	132,000	125,000
MAJOR REPAIRS - NOT CAPITALIZED	54,293	150,000	100,000
SERVICING	6,909	5,000	7,500
UTILITIES	73,264	90,000	80,000
INSURANCE	105,310	125,500	128,010
FACILITY RENTAL REVENUE	(83,375)	(101,220)	(33,120)
CATHEDRAL CONTRIBUTIONS	(84,488)	(89,714)	(92,405)
SUB-TOTAL - Cathedral Place	364,368	510,015	514,344

COMMUNICATIONS

NIAGARA ANGLICAN NEWS	32,829	21,000	37,050
DIGITAL MINISTRY	42	2,500	1,500
WEBSITE SUPPORT	35,171	20,000	20,000
SUB-TOTAL - Communications	68,042	43,500	58,550

TOTAL ADMINISTRATIVE EXPENSES

1,545,167	1,594,255	1,728,220
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MINISTRY EXPENSES - SCHEDULE 3

	2025 Full Year Actuals	2026 Full Year Budget	2027 Full Year Budget
GENERAL MINISTRY			
MINISTRY STAFFING	413,866	445,926	436,611
DIOCESAN SERVICES & EVENTS	274	2,000	2,000
PROFESSIONAL CONSULTING	0	25,000	25,000
MINISTRY RESOURCES	4,673	10,000	10,000
DONOR & SPONSORSHIP DEVELOPMENT	68	15,000	10,000
PARISH SUBSIDIES	73,253	90,000	140,000
MISSIONAL INNOVATION, CHAPLAINCY AND OTHER GRANTS	79,716	120,000	120,000
SUB-TOTAL GENERAL MINISTRY EXPENSES	571,850	707,926	743,611
PARISH DEVELOPMENT MINISTRY:			
YOUTH & FAMILY MINISTRIES			
CHILDREN & YOUTH & YOUNG ADULT MINISTRY	0	1,000	2,500
YOUTH LEADERSHIP TRAINING PROGRAM	3,500	8,000	8,000
CYFM NETWORK SUPPORT & TRAINING	1,489	3,000	3,000
CANTERBURY HILLS BURSARY SUPPORT			2,500
SUB-TOTAL - Youth & Family Ministries	4,989	12,000	16,000
JUSTICE & OUTREACH MINISTRIES			
ADVOCACY & COALITION SUPPORT	137	2,000	2,000
JUSTICE WORKING GROUPS	1,194	1,500	2,000
CLIMATE JUSTICE NIAGARA	9,692	1,000	1,000
SUB-TOTAL - Justice & Outreach Ministries	11,023	4,500	5,000
COMMUNITY MINISTRY			
HAMILTON WELL REVENUE	0	0	(11,250)
HAMILTON WELL EXPENSES	0	0	11,250
ST BRIGID'S COMMUNITY REVENUE	0	(30,000)	(75,000)
ST BRIGID'S COMMUNITY EXPENSES	0	30,000	75,000
MISSIONER/CHURCH PLANTERS MINISTRY SUPPORT	(262)	7,000	5,000
SUB-TOTAL - Community Ministry	(262)	7,000	5,000
TOTAL MINISTRY EXPENSES	587,600	731,427	769,611

EDUCATION & FORMATION EXPENSES - SCHEDULE 4

	2025 Full Year Actuals	2026 Full Year Budget	2027 Full Year Budget
NIAGARA SCHOOL FOR MISSIONAL LEADERSHIP (NSML)			
INCOME - Fees	(23,820)	(30,000)	(30,000)
ADMINISTRATIVE SUPPORT	37,695	42,211	31,696
COURSE HONORARIA	12,200	18,000	14,000
TEACHING MATERIALS AND SUPPORT	0	600	650
COMMUNICATION AND MARKETING	1,166	800	800
WEBSITE	1,042	4,000	2,000
MISCELLANEOUS	0	150	1,100
SUB-TOTAL - NSML	28,283	35,761	20,246
FORMATION FOR MINISTRY			
DIFFERENTIATED CURACY SUPPORT	11,607	65,000	95,000
DIVINITY STUDENTS	1,541	17,500	20,000
VOCATION EVENTS	2,403	3,000	3,000
FAITH FORMATION	0	5,000	2,000
CLERGY / LAYWORKERS CONFERENCE	27,274	35,000	35,000
TRAINING & RESOURCES	10,228	19,000	19,500
PROVINCIAL SYNOD OPCOTE	17,500	17,500	17,500
VOCATIONAL DIACONATE	310	2,000	2,000
STARTING WELL	978	1,500	1,500
COACHING / MENTORING	217	10,000	10,000
SUB-TOTAL - Formation for Ministry	72,058	175,500	205,500
TOTAL EDUCATION & FORMATION EXPENSES	100,341	211,261	225,746

DESIGNATED DIOCESAN MISSIONS - SCHEDULE 5

	2025 Full Year Actuals	2026 Full Year Budget	2027 Full Year Budget
ALL SAINTS MISSION			
DONATIONS	(52,657)	(56,000)	(53,500)
RENTAL INCOME	(17,755)	(36,540)	(3,040)
CONTRIBUTION FROM DIOCESE			(33,500)
FUNDRAISING	(17,815)	(2,500)	(1,600)
MISSION PROJECTS REVENUE	0	(2,800)	(3,500)
INVESTMENT AND OTHER INCOME	(127,393)	(10,000)	(11,300)
ACTIVITY AND EVENT INCOME	(1,045)	0	0
WAGES AND CONTRACTED SERVICES	70,611	71,603	78,113
ADMINISTRATIVE COSTS	2,967	5,650	4,900
UTILITY COSTS	5,684	0	3,100
BUILDING COSTS	31,558	29,605	27,944
MISSION PROJECTS EXPENSES	791	1,220	1,120
ACTIVITY AND EVENT EXPENSES	2,703	150	600
BANKING AND FUNDRAISING COSTS	955	0	200
PASTORAL AND MINISTERIAL COSTS	24	2,000	1,850
SUB-TOTAL - ALL SAINTS MISSION	(101,372)	2,388	11,387

	2025 Full Year Actuals	2026 Full Year Budget	2027 Full Year Budget
MIGRANT FARM WORKERS MISSION			
DONATIONS	(2,551)	(3,000)	(3,000)
FUNDRAISING	(583)	(1,000)	(3,600)
MISSION PROJECTS REVENUE	(52,900)	(70,000)	(72,080)
OTHER INCOME	(205)	(2,000)	(1,500)
STAFFING	65,740	69,766	75,410
ADMINISTRATIVE COSTS	401	3,600	1,500
BUILDING COSTS	5,500	7,000	6,500
MISSION PROJECTS EXPENSES	60,957	53,423	49,808
SUB-TOTAL - MIGRANT FARM WORKERS MISSION	76,359	57,789	53,038

2027 DRAFT BUDGET

MISSION IN ACTS MISSION

	2025 Full Year Actuals	2026 Full Year Budget	2027 Full Year Budget
DONATIONS	(10,656)	(11,716)	
FUNDRAISING	0	(5,550)	
MISSION PROJECTS REVENUE	(5,000)	(3,500)	
OTHER INCOME	(30)	(13,000)	
STAFFING	57,525	68,737	
ADMINISTRATIVE COSTS	474	2,050	
BUILDING COSTS	8,505	5,000	
MISSION PROJECTS EXPENSES	2,481	6,750	
ACTIVITY AND EVENT EXPENSES	1,254	200	
PASTORAL AND MINISTERIAL COSTS	0	500	
SUB-TOTAL - MISSION IN ACTS MISSION	54,553	49,471	0

ST. LUKE'S MISSION

	2025 Full Year Actuals	2026 Full Year Budget	2027 Full Year Budget
DONATIONS	(29,540)	(26,400)	(26,600)
RENTAL INCOME	(18,300)	(27,960)	(28,000)
FUNDRAISING	(3,664)	(14,594)	(36,373)
OTHER INCOME	0	(420)	(420)
STAFFING	51,014	56,411	73,441
ADMINISTRATIVE COSTS	2,647	3,085	5,152
BUILDING COSTS	103,967	31,350	31,800
MISSION PROJECTS EXPENSES	2,864	800	828
COMMUNITY CONNECTIONS	981	700	825
WORSHIP MINISTRY	1,337	1,500	1,761
SUB-TOTAL - ST. LUKE'S MISSION	111,306	24,472	22,414

TOTAL DESIGNATED DIOCESAN MISSIONS

140,846	134,121	86,840
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2027 DRAFT BUDGET

DIOCESAN HELD PROPERTIES - SCHEDULE 6

	2025 Full Year Actuals	2026 Full Year Budget	2027 Full Year Budget
FORMER ST PETER HAMILTON PROPERTY COSTS			
RENTAL INCOME	(86,630)	(88,800)	(89,580)
MAINTENANCE	38,039	26,000	31,000
UTILITIES	16,783	19,000	16,700
INSURANCE	29,619	30,300	30,300
NET FORMER ST PETER HAMILTON PROPERTY COSTS	(2,189)	(13,500)	(11,580)

	2025 Full Year Actuals	2026 Full Year Budget	2027 Full Year Budget
GENEVA STREET ST. CATHARINES PROPERTY COSTS			
RENTAL INCOME	(65,262)	(10,000)	0
MAINTENANCE	22,054	7,750	13,500
SECURITY MONITORING	6,305	3,100	3,000
UTILITIES	20,437	12,000	0
INSURANCE	6,044	6,200	5,200
NET GENEVA STREET ST CATHARINES PROPERTY COSTS	(10,422)	19,050	21,700

	2025 Full Year Actuals	2026 Full Year Budget	2027 Full Year Budget
FENNELL AVENUE HAMILTON PROPERTY COSTS			
RENTAL INCOME	(71,340)	(72,000)	(73,700)
MAINTENANCE	48,972	28,000	36,000
UTILITIES	18,705	20,400	19,500
INSURANCE	12,256	12,500	12,500
NET FENNELL AVENUE HAMILTON PROPERTY COSTS	8,593	(11,100)	(5,700)

	2025 Full Year Actuals	2026 Full Year Budget	2027 Full Year Budget
ALL SAINTS HAMILTON CONDOS PROPERTY COSTS			
RENTAL INCOME	(31,529)	(32,200)	(77,520)
CONTRIBUTION TO ALL SAINTS MISSION			33,500
CONDO FEES AND MAINTENANCE	25,062	15,000	25,000
LEASING/PROPERTY MANAGEMENT FEE	2,634	2,900	6,800
INSURANCE & PROPERTY TAX	12,390	12,700	12,400
CONTIGENCY FEE & MISCELLANEOUS	2,206	2,200	5,500
NET ALL SAINTS HAMILTON PROPERTY COSTS	10,763	600	5,680

2027 DRAFT BUDGET

SHELBURNE PROPERTY COSTS

RENTAL INCOME

MAINTENANCE

UTILITIES

INSURANCE

NET SHELBURNE PROPERTY COSTS

2025 Full Year Actuals	2026 Full Year Budget	2027 Full Year Budget
(40,779)	(41,916)	(43,290)
9,470	10,500	7,500
12,850	13,800	13,800
16,518	16,900	16,500
(1,941)	(716)	(5,490)

NIAGARA FALLS (ROBINSON ST) PROPERTY COSTS

RENTAL INCOME

MAINTENANCE

UTILITIES

INSURANCE

NET NIAGARA FALLS (ROBINSON ST) PROPERTY COSTS

2025 Full Year Actuals	2026 Full Year Budget	2027 Full Year Budget
0	0	0
(330)	2,500	2,500
5,323	5,600	5,900
10,400	10,700	12,000
15,394	18,800	20,400

MCNAB PROPERTY COSTS

RENTAL INCOME

MAINTENANCE

UTILITIES

INSURANCE

NET MCNAB PROPERTY COSTS

2025 Full Year Actuals	2026 Full Year Budget	2027 Full Year Budget
(10,500)	(30,000)	0
24,189	19,100	19,000
5,884	7,000	5,400
9,443	9,700	9,500
29,017	5,800	33,900

ALL SAINTS WELLAND PROPERTY COSTS

RENTAL INCOME

MAINTENANCE

UTILITIES

INSURANCE

NET ALL SAINTS WELLAND PROPERTY COSTS

2025 Full Year Actuals	2026 Full Year Budget	2027 Full Year Budget
0	0	(5,500)
0	0	4,000
0	0	5,000
0	0	6,800
0	0	10,300

ST. JOHN'S STEWARTTOWN PROPERTY COSTS

RENTAL INCOME

MAINTENANCE

UTILITIES

INSURANCE

NET ST. JOHN'S STEWARTTOWN PROPERTY COSTS

2025 Full Year Actuals	2026 Full Year Budget	2027 Full Year Budget
0	0	(12,000)
0	0	8,000
0	0	8,900
0	0	13,600
0	0	18,500

2027 DRAFT BUDGET

NET VACANT AND OTHER PROPERTIES COSTS

VENDER TAKEBACK MORTGAGE INTEREST

PROPERTY RENEWAL/DEVELOPMENT

NET VACANT AND OTHER PROPERTIES COSTS

TOTAL DIOCESAN HELD PROPERTIES

2025 Full Year Actuals	2026 Full Year Budget	2027 Full Year Budget
	(27,500)	(22,917)
0	25,000	35,000
0	(2,500)	12,083
49,215	16,434	99,793

2027 DRAFT BUDGET

CAPITAL BUDGET - SCHEDULE 7

	2025 Full Year Actual	2026 Full Year Budget	2027 Full Year Budget
CAPITAL			
OFFICE	1,576	4,000	4,000
COMPUTERS	37,747	10,000	20,000
TECHNOLOGY REPLACEMENT CONTIGENCY	0	7,000	7,000
WEBSITE DESIGN	20,528	0	0
COMMUNICATIONS	0	1,500	1,500
DIOCESAN HELD PROPERTIES	0	10,000	75,000
CATHEDRAL PLACE BUILDING	137,957	100,000	135,000
TOTAL CAPITAL COSTS	197,808	132,500	242,500