

THE CONVENING CIRCULAR
OF THE
150TH SYNOD
OF THE
DIOCESE OF NIAGARA



to be held on
Saturday, November 2, 2024

at the Burlington Convention Centre

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AGENDA OF THE 150TH SYNOD OF THE DIOCESE OF NIAGARA

FAITH IN THE FUTURE ~ *Jeremiah 29:11*

Saturday, November 2, 2024		IN PERSON at the Burlington Convention Centre
8:15AM	Registration & Credentiailling Begins	
9:15	Call to Order and Territorial Acknowledgement	
9:20	Gathering Eucharist with Bishop's Charge to Synod	
10:15	Break	
10:35	Organizing Synod - Welcome to Guests & Recognition of New Members of Synod - Privileges of the House - Credentials Committee Report - Notices of Motion & Appointments to Diocesan Court	Motion 1
10:50	Consent Agenda - Election of Honorary Clerical and Lay Secretaries of Synod - Approval of Minutes & Agenda - Reception of All Convening Circular Reports - Election of Trinity College Corporation - Affirmation of the Actions of Synod Council	Motion 2
10:55	Renewal of the Diocesan Mission Action Plan	Motion 3
11:25	Canon Changes - Repeal of Canon 2.8 (5) – Diocesan Budget - Amendment to Canon 3.2 – Licensed Lay Workers	Motion 4 Motion 5
11:35	Auditor's Report & Audited Financial Statements Appointment of Auditors for 2024	Motion 6
11:45	Anglican Foundation of Canada Presentation	
12:00PM	Lunch	
1:15	Mid-Day Prayers	
1:30	This Anglican Communion of Ours – Archbishop Linda Nicholls	
1:50	2025 Diocesan Budget Presentation	Motion 7
2:20	The Primate's World Relief & Development Fund Presentation	
2:30	Communion Forest Initiative Update - Climate Justice Niagara	
2:40	Break	
3:00	Provincial Synod Report	
3:15	The Primate's Commission on Reimagining the Church: Proclaiming the Gospel in the 21st Century	
4:15	Other Business: - Election of Regional Representatives to Synod Council - Election of General Synod Representatives	Motion 8
4:25	Concluding Synod - The Bishop's Assent of the Actions of Synod - Closing Prayer, Blessing & Adjournment	

RESOLUTIONS OF THE 150TH SYNOD OF THE DIOCESE OF NIAGARA

Notice has been received from members that they will move, or cause to be moved, the following resolutions:

1. **Credentials Committee Report**

MOTION: Canon Greg Tweney / The Venerable Bill Mous

THAT the report of the credentials committee be accepted.

2. **Approval of the Consent Agenda**

MOTION: The Reverend Andrew Rampton / Ms. Amy Collard

THAT the items listed on the consent agenda be approved as circulated.

A. Election of Synod Secretaries

that Mrs. Susan Little be elected as the honorary lay secretary of synod and the Reverend Canon Pamela Guyatt be elected as the honorary clerical secretary of synod for the 150th Synod of the diocese.

B. Approval of the Minutes of the Previous Synod

that the minutes of the 149th Synod of the diocese, as found in the convening circular, be approved.

C. Adoption of the Agenda

that the agenda as presented by the Synod Agenda Committee be adopted.

D. Reception of All Reports

that all reports found in the convening circular, including the audited financial statements and auditor's report, be received.

E. Trinity College Corporation

that the representatives from the Diocese of Niagara to the Corporation of Trinity College be: the Reverend Canon Sue-Ann Ward (clergy), the Reverend Monica Romig Green (clergy) and Dr. Thomas Littlewood (lay); for a term of two years.

F. Synod Council Report

that the Synod Council report, having been fully considered, be now finally approved, and that all the decisions, agreements and documents entered into and signed on Synod's behalf since its last report, be hereby ratified and confirmed.

3. **Affirmation of the Renewed Diocesan Mission Action Plan**

MOTION: Dr. Emily Hill / The Very Reverend Dr. Tim Dobbin

THAT this Synod:

- receive with gratitude the diligent work that has been undertaken with respect to implementing the strategies articulated in the original diocesan Mission Action Plan;

- commend the faithful efforts of parishes and missions who have, guided by the Holy Spirit, discerned their own Mission Action Plans;
- re-affirm the diocese's vision, Called to Life - Compelled to Love, and affirm its revised mission statement and objectives; and
- commend to Synod Council the monitoring and ongoing adaptation of the strategies developed to implement the renewed diocesan Mission Action Plan.

4. Amendment to Canon 2.8 – Diocesan Budget

MOTION: The Venerable Bill Mous / Canon Greg Tweney

THAT the following section of Canon 2.8 be repealed:

5. There shall be established a Diocesan Assessment Committee which:
 - (a) shall consider concerns and appeals raised and filed by parishes regarding assessments;
 - (b) shall ensure consistent and accurate financial reporting from all parishes of the diocese; and
 - (c) shall, from time to time, review the guidelines and prescribed forms as established pursuant to Section 4 of this Canon.

5. Amendment to Canon 3.2 – Licensed Lay Workers

MOTION: Canon Greg Tweney / The Venerable Bill Mous

THAT sections 3 and 4 of Canon 3.2 be amended to read as follows:

- 3) A qualified lay worker, with the approval of the Bishop, shall be duly licensed and commissioned at an appropriate liturgical event. The lay worker shall take oaths of subscription, and shall express willingness to be accountable in life and ministry to duly constituted diocesan and parish authority.
- 4) Employment contracts for licensed lay workers shall conform to the current guidelines for fair employment practices as may be adopted by the Synod.

6. Appointment of Auditors

MOTION: The Reverend Dr. Eleanor Clitheroe / Mr. Tony Denning

THAT KPMG be appointed as auditors for the fiscal year 2024.

7. 2025 Budget

MOTION: Ms. Christine Morrow / The Venerable Peter Scott

THAT this Synod approve the 2025 diocesan budget.

8. Synod Council Election

MOTION: The Venerable Bill Mous / Mr. Robert Clarence

THAT this Synod elect the regional members of Synod Council and alternate regional members, as reported by the Secretary of Synod.

PREVIOUS SYNOD MINUTES

MINUTES OF THE 149TH SYNOD OF THE DIOCESE OF NIAGARA

Saturday November 4, 2023 via Zoom videoconference

"Stewarding God's Gifts for Mission"

Call to Order & Territorial Acknowledgement

The Right Reverend Susan Bell called the Synod to order at 9:00 am.

A territorial acknowledgment was given by the Venerable Terry DeForest and Mr. Noel Fraser of St. Paul's, Westdale from the shore of Princess Point in Hamilton.

Organizing Synod

Bishop Susan Bell welcomed all returning and first-time members to Synod. She gave an overview of the rules of order and a practice vote was conducted to help orient members to the Zoom polling tool. Privileges of the house were extended to the Reverend Canon Dr. Drew McDonald, diocesan stewardship & campaign advisor; the Reverend Colin Cameron, pastor of Burlington Anglican Lutheran Church; and Ms. Peggy Read, a Lutheran observer from Burlington Anglican Lutheran Church.

Credentials Committee Report

Chancellor Greg Tweney advised Synod that, as of 8:55am, 67 members of the order of clergy were present, representing 77% present of those eligible and 111 members of the order of laity present, representing 76% of those eligible. Out of the 79 total parishes, 61 were represented by at least one lay representative, for a total of 77% of parishes present. The quorum required for the transaction of Synod business was achieved.

Motion 1: Credential Committee Report

Canon Greg Tweney / The Venerable Bill Mous

THAT the report of the credentials committee be accepted.

CARRIED

Notices of Motions

The chancellor advised members that, since the convening circular had been published, no additional motions have been received. He indicated that any motions for consideration at this Synod would need to be communicated in writing to Ms. Hannah Keller no later than 10:30 a.m.

Appointments to Diocesan Court

The bishop informed members of synod that she was appointing the following people to the diocesan court: The Venerable Peter Scott, The Venerable Sheila Van Zandwyk, The Reverend Canon Stuart Pike, Mr. Neil Bell, Ms. Sharon White, and Mr. Neil Culp.

Consent Agenda

The following items were listed on the consent agenda for the Synod:

A. Election of Synod Secretaries

that Carey dePass be elected as the honorary lay secretary of synod and the Reverend Pam Guyatt be elected as the honorary clerical secretary of synod for the 149th Synod of the diocese.

B. Approval of the Minutes of the Previous Synod

that the minutes of the 148th Synod of the diocese, as found in the convening circular, be approved.

C. Adoption of the Agenda

that the agenda as presented by the Synod Agenda Committee be adopted.

D. Reception of All Reports

that all reports found in the convening circular, including the audited financial statements and auditor's report, be received.

E. Trinity College Corporation

that the representatives from the Diocese of Niagara to the Corporation of Trinity College be: the Reverend Garfield Wu (clergy), Ms. Mary Churchill (lay) and Mr. Tom Atterton (lay); for a term of two years.

F. Synod Council Report

that the Synod Council report, having been fully considered, be now finally approved, and that all the decisions, agreements and documents entered into and signed on Synod's behalf since its last report, be hereby ratified and confirmed.

Motion 2: Approval of the Consent Agenda

Ms. Amy Collard / The Reverend Garfield Wu

THAT the items listed on the consent agenda be approved as circulated.

CARRIED

Gathering Prayers with Bishop's Charge to Synod

The Synod's opening worship included readings from 1 Peter 4:8-12 and Matthew 25:14-23. The Reverend Deacon Rod McDowell, Mr. Geoffrey Kiggundu, and Ms. Paige Keller assisted with the worship, led by the Right Reverend Susan Bell.

Bishop Susan began her charge by speaking about her choice of Gospel passage and what it meant for stewarding God's gifts for mission, the theme of the Synod. She noted the distinctiveness of the Parable of the Talents, describing it as a wisdom parable rather than a kingdom parable, and that Jesus told this story to his disciples to teach them to demonstrate their faithfulness as they anticipate the return of the Lord. She expressed that, in Matthew's Gospel, faithfulness is described as becoming more and more like Jesus by undertaking his ministry and all who would follow him are to do the same by visiting the sick and imprisoned, clothing the naked, welcoming the stranger, and feeding the hungry.

She also emphasized the term, “talent,” which in the ancient Near East simply meant money, but in a contemporary context and language can mean an individual’s capability and capacity. The bishop continued that the parable – and the theme of this year’s Synod – asks Christians how they use those talents to increase the amount of love in parishes, in the diocese, and in the world and if they are living into the bold vision of the multiplication of all that they’ve been given.

Bishop Susan shared the many ways the diocese has been living into this vision. The bishop shared that the diocese has collectively helped almost 500 refugees to be resettled in Canada in the last decade. She also spoke about Niagara’s support of The Primate’s World Relief & Development Fund and its partners to respond to the conflicts in Ukraine and the Holy Land. Through Climate Justice Niagara Committee, the diocese is also engaging with one of the Lambeth Calls to join the Communion Forest initiative. She also detailed how the diocese has continued its commitment to truth and reconciliation and responding to the housing crisis by partnering with St. Matthew’s House to provide deeply affordable housing for Indigenous and Black seniors through its 412 Barton project.

The bishop also highlighted the work of the Migrant Farmworkers Project, the developing diocesan anti-racism training program, and Mission in Acts in Oakville as important ministries that are vital to being a more inclusive Church. She also underscored the work of the newly designated All Saints Mission in Hamilton, expressing her gratitude for the Reverend Canon Mike Deed, Ms. Susie Kim, and the Reverend Rob Miller for their work as urban missionaries.

The bishop then turned to the work of renewal happening across the diocese, as many parishes continue to rebuild and reimagine their mission and vision. She noted the increase of faith formation practices, like Revive, Alpha, Cursillo, Christian Foundations, and Bible studies and encouraged synod members to support more of these initiatives in their parishes. She also highlighted outreach ministries through breakfast programs, mental health initiatives, clothing stores, community hubs, and more. With this foundation, the bishop stated that a mixed ecology model for our Church is being built; one that nurtures faith and then seeks to work to change the world with God’s love; a Church that equips the saints for mission in the world.

Bishop Susan then indicated that in the coming year the diocesan Mission Action Plan (MAP) will be renewed through a process that she emphasized will help everyone to discern in a way that is “even bigger and bolder by the leading of the Spirit.” She also informed parishes that a MAP 2.0 process is available for parishes to renew their existing MAPs and dream bigger.

Turning to the proposed diocesan campaign and the ongoing feasibility study, Bishop Susan admitted that there’s never a perfect time for a campaign, but she knows that the Church has prospered through hard times before. The current study will help to discern whether the diocese should engage in the campaign. The bishop explained that a majority of the money raised, if the campaign moves forward, will be for the parishes, noting that 65% of the funds will support parishes to resource their own Spirit-inspired vision while the remaining 35% will be used to support common ministries – leadership, healing and reconciliation, and other shared diocesan ministries. She shared her hope that all members of Synod will support this campaign and her belief that it will be a “road out of the ravages of COVID” and as an act of faith in the future.

Bishop Susan spoke the proposed budget for 2024, describing a significant investment in ministry by developing a budget that reflects the challenges of the coming year, one that keeps expenditures flat despite cost increase. At the same time, she also highlighted the gradual recovery of parish finances.

The bishop then announced that she, along with Dean Tim Dobbin, will be appointing two new canons of Christ’s Church Cathedral: the Reverend Pamela Guyatt and the Reverend Nirmal Mendis. For Canon Pamela, Bishop Susan highlighted her 20 years of service to the diocese, as well as her work as the

Regional Dean for Lincoln, an honorary clerical secretary of Synod, and a member of Financial Advisory Committee. For Canon Nirmal, the bishop emphasized how his charism for rural ministry and his service to the Church has spanned the globe, starting in Sri Lanka and continuing in Ontario, where he has served in both the dioceses of Toronto and Moosonee before coming to Niagara in 2013.

Bishop Susan acknowledged Canon Donna Bomberry, who is the recent recipient of the Anglican Award of Merit. The Primate visited St. Alban's, Beamsville in September to honour Donna with this award for her distinguished service. She also acknowledged the extraordinary work of Dr. John Bowen, a recipient of the Alphege Award for Evangelism and Witness, and the Most Reverend Colin Johnson, who received the Cross of St Augustine for Services to the Anglican Communion. They will be celebrated at a Choral Evensong on December 10, 2023, at St. Peter's, Cobourg.

The bishop then offered her thanks to those who work hard in the service of the diocese: the regional deans and archdeacons; the members of Synod Council and other diocesan committees; Dr. Emily Hill and the Reverend Canon Dr. Ian Mobsby, for inhabiting entirely new roles with such intentionality; Ms. Kemi Okwelum, for her work as the treasurer and her powers of analysis and interpretation; the Very Reverend Tim Dobbin and his partnership in ministry, in prayer, and in the leadership as dean; the Most Reverend Colin Johnson who is a wonderful and supportive assistant bishop; Canon Greg Tweney, for his wise counsel as chancellor; Ms. Jane Wyse, for her unending patience and her omnicompetence as executive assistant to the bishop; and the Venerable Bill Mous, for his ever-expanding range of gifts and service as Archdeacon of Niagara.

Bishop Susan concluded her charge by reminding the members of synod that God calls them to engage in the risk of faith; to become more and more like Christ and to live into the health and diversity of the mixed ecology – mission and tradition - the new and ancient Church. She asked all present to remember that without risk there is no growth and that with a vision, the people flourish.

--- BREAK ---

Missional Moment #1: Property Renewal as a Missional Enterprise

A short video was shown, which featured Canon Terry Charter, chair of the Bishop's Advisory Committee on Church Buildings (BACPR), discussing the missional ways that property renewal can support the ministry of the church. For instance, at the site of the former Grace Church in St. Catharines, the BACPR partnered with a local developer to transform the property into housing units to address the dire need for housing in the area. Synod Council has committed to ensuring that 20% of the proceeds from the property will go towards support affordable housing projects across the diocese. Canon Terry discussed how holding on to vacant church spaces can be strategic and described how the site of the former St. Peter's Anglican Church in Hamilton has found renewed purpose in hosting a daycare, a social services program, and a local faith community. He concluded by discussing the success of the new building space of All Saints Mission, highlighting the stewardship of the property's resources through the ownership of the church space and three residential condo buildings.

Capital Campaign Feasibility Study Update

The Reverend Canon Dr. Drew MacDonald, diocesan stewardship and campaign advisor, provided an update on the ongoing diocesan feasibility study for the upcoming capital campaign. He affirmed the study is a fact-finding mission, meant to gauge the support of all those across Niagara, and that he hopes all those who participate will do so with an open mind and heart.

Canon Drew also discussed the four upcoming town halls, hosted by the bishop, which will be open to everyone to learn more about the proposed campaign, ask questions, and provide their feedback. The

sessions are planned for Church of the Transfiguration, St. Catharines, St. Michael's Anglican Church, Hamilton, Church of the Incarnation, Oakville, and St. George's, Guelph.

Mission Action Plan Reflection & Engagement Exercise

Dr. Emily Hill, parish development missionary, invited the members of synod to investigate and engage with the diocesan Mission Action Plan (MAP). She expressed her joy at how much the Diocese of Niagara, and all its parishes, have accomplished under the MAP's guidance. She announced that, as many congregations are now looking toward the future and living into their mission, a MAP 2.0 process will soon be available for those who've completed their previous initiatives.

She then shared the many ways that the diocese has lived into their mission since the MAP's adoption by Synod in 2019. She highlighted the ways that the diocese has created and implement opportunities to ignite and strengthen faith through the Niagara School for Missional Leadership, the Youth Leadership Training Program (YLTP), the Children and Youth Leaders Network, and missional ministries such as Mission in Acts, St. Luke's Common Prayer, Cathedral Community of Prayer, and the missional witness in the neighbourhoods around All Saints, Hamilton. She also shared how diocesan culture has been reimagined and adapted to enable ministry through the renewal of Synod office staffing, the work of Synod Council, and the integrated worship space of All Saint Mission. Finally, she spoke about how the diocese has worked to prioritize social justice action with an emphasis on environmental justice through the efforts of the Anti-Racism Working Group and the Climate Justice Niagara Committee.

After sharing all that Niagara has accomplished through its Mission Action Plan, Emily invited the members of Synod to give their input on how the diocese can live into its mission into the future. She invited the members to join in a breakout room to discuss two questions: What is God calling our diocese to do and be over the next couple of years? What is on your heart for the mission of our diocese? Following the exercise, Emily invited the members to share their notes at the conclusion of Synod.

Audit Matters

Auditor's Report & Audited Financial Statements

Ms. Kemi Okwelum, spoke briefly about the 2022 auditor's report and audited consolidated financial statements, which was received at the outset of the Synod as part of the convening circular.

Appointment of Auditors for 2023

Motion 3: Appointment of Auditors

The Reverend Dr. Eleanor Clitheroe / Mr. Tony Denning

THAT KPMG be appointed as auditors for the fiscal year 2023.

CARRIED

Missional Moment #2: General Synod – Let There Be Greening

A brief video was presented, showcasing the recent General Synod, which took place from June 27 to July 2, 2023. The assembly took place with the Evangelical Lutheran Church in Canada and gathered under the theme of "Let there be Greening." The video included highlights of Niagara's participation in the assembly, including Bishop Susan Bell moving Resolution A204 which encouraged parishes across Canada to address the ongoing climate emergency; Ms. Susan Little sharing her excitement about a new parish engagement resource for social and ecological justice; Mr. Adam McNeil speaking towards Resolution A122, which moved to authorize pastoral liturgies for gender transition and affirmation; and Dean Tim Dobbin seconding Resolution A205, which affirms the right to safe drinking water for all.

2024 Diocesan Budget Presentation

The Venerable Peter Scott, chair of the Missional Budget Planning Committee (MBPC), along with Ms. Kemi Okwelum, treasurer and director of finance, and the Very Reverend Dr. Tim Dobbin, dean of Niagara, presented the proposed diocesan budget for 2024. They noted that Bishop Susan asked the committee to reflect on the Synod theme in their discernment and contemplation process.

Dean Tim elaborated on the use of Diocesan Mission and Ministry (DMM) contributions and the ways that the funds go to supporting God's mission through ministry at the parish, diocesan, national and international levels of the Church. Within Niagara, DMM contributions help to strengthen local parishes by providing clergy benefits and centralised support for payroll, human resources, communications, social justice, stewardship and other services and programmes offered by diocesan staff. They also help support innovative forms of ministry through various diocesan missionaries. Outside of the diocese, DMM funds help resource the Church through various national and international ministries, including the Council of the North, KAIROS, the World Council of Churches, and the Anglican Communion.

Archdeacon Peter gave examples of how the proposed budget is mission-shaped, pointing to the budget's investment in the ministry of communications through provisions for the livestreaming of diocesan services, and the development of a new communications strategy under the leadership of Connor Jay. He also shared how the budgeting for WOW and Chaplaincy Grants has changed and is now drawn from the Outreach Survive and Thrive Endowment. Archdeacon Peter also shared how, through the budget, the diocese is re-focussing on how to provide support for children, youth, and families through equipping the ministry of programs like the Children, Youth & Family Ministry Leaders Network, the Youth Leadership Training Program and The Table. In all of this, he emphasized that the 2024 budget proposes to invest, prudently, faithfully, and expectantly, more than \$3.7 million for the building up and resourcing of God's Church in Niagara.

Treasurer Kemi Okwelum then provided some details about the proposed budget. She explained that, in terms of revenue, \$2.5 million will be contributed from parishes via the DMM. She elaborated that while in any given year the diocese doesn't collect the full amount that is budgeted, owing to unexpected financial situations in parishes, they also receive catch-up contributions from others. The lower diocesan revenue that is forecast for 2024 is a result of the 3-year averaging in DMM calculations. As such, the impact of the pandemic on revenues will be felt most fully for next year's diocesan budget.

Regarding expenditures, Kemi explained that significant efforts have been made to reduce costs while still maintaining capacity for ministry. Expenses held to a marginal 0.64% increase for 2024, despite rising inflation and cost of living pressures. The proposed budget also takes into account a 3% cost of living increase for salaries and stipends recommended by the Human Resources for Ministry Committee in addition to a 2% increase to mandatory employer contributions.

The 2024 budget projects an operating deficit of \$973,000, however, after investment draws, this amount is reduced to less than \$300,000. Synod Council has allocated funds to cover this deficit from a mortgage that will come due in 2024, resulting in an overall operating surplus. Additionally, reliance on unrestricted general investment funds will be less than last year and the expectation is that, as revenues continue rebound, necessary reliance on these funds will continue to decline over the next five years.

The Reverend Canon Dr. Catherine Crawford Browning, from St. John the Divine, Cayuga, asked about the use of investment funds to close the deficit and asked if the surplus from the mortgage payments could be used to lower the DMM for struggling parishes. Ms. Bev Groombridge, from the Church of Our Saviour the Redeemer, Stoney Creek, asked for clarification about funding the costs of the proposed campaign. Mr. Peter Paton, from St. George's Anglican Church in Georgetown, spoke to the motion and asked that for future budgets to make budget expenses for diocesan missions, like those to the migrant

farmworkers, more visible and clearer. Ms. Sue Crowe Connelly, from Christ's Church Cathedral, Hamilton, asked if diocesan investments are in line with its environmental values.

Motion 4: 2024 Budget

Ms. Kemi Okwelum / The Venerable Peter Scott

THAT this Synod approve the 2024 diocesan budget.

CARRIED

--- BREAK ---

Missional Moment #3: Introducing our Diocesan Missioners

A short video was shown to spotlight the ministry of Niagara's two diocesan missioners.

Dr. Emily Hill serves as parish development missionary with a focus on the development and renewal of the diocese's parish communities in support of the diocese's vision and mission-driven initiatives through the diocesan Mission Action Plan (MAP). In the past two years, 47 parishes have developed MAPs, creating 469 different initiatives through the process, including seasonal retreats at St. Andrew's, Grimsby, a speaker series at St. John's, Port Dalhousie, and meditation groups at St. Mark's, Orangeville.

The Reverend Canon Dr. Ian Mobsby serves as community missionary with a focus on building new missional and contextual ecclesial communities. Within his work he highlighted the ministries of the Reverend Canon Mike Deed and All Saints Mission, the Reverend Rob Miller and the developing monastic community in North Hamilton, the Reverend Garfield Wu and Mission in Acts in Oakville, the Reverend Antonio Illas and the Migrant Farmworkers Project, and finally Ms. Susie Kim's lay ministry to the unchurched in Hamilton's Durand, Kirkendall & Strathcona neighbourhoods.

Anglican Communion Forest Initiative Presentation

Ms. Irene Pang, chair of Climate Justice Niagara, and Deirdre Pike, program consultant for justice and outreach, gave a presentation on the work of the global Anglican Communion Forest Initiative. They shared how the Communion Forest Initiative arose from the Lambeth Conference as a practical, spiritual, and symbolic response to the environmental crisis and an act of Christian hope for the well-being of humanity and all God's creation. Supported by Archbishop Justin Welby, bishops, and other Anglican leaders, it is a shared expression of the Communion's commitment to the Anglican Fifth Mark of Mission: to strive to safeguard the integrity of creation and sustain and renew the life of the earth.

Deirdre and Irene explained how Bishop Susan has entrusted Climate Justice Niagara with overseeing the diocese's involvement with this initiative. They shared the ways that parishes can take part in this missional act through protecting against deforestation, restoring degraded environments, starting forest initiatives on church land, and helping others become involved in their work. They also highlighted emerging partnerships with environment organizations and conservation authorities.

Their presentation concluded by inviting members to bring the Communion Forest idea back to their parishes, noting that Climate Justice Niagara would welcome new members to support this work.

Canon Changes

Amendment to Canon 1.1 (1)

Canon Greg Tweney informed the members of Synod that only one Canon was up for amendment this year. Canon 1.1 concerns the composition of Synod, and the amendment would seek to address the

emerging presence of joint Anglican-Lutheran churches within the diocese. This change would allow for Lutheran pastors, who lead joint congregations, to be represented at Synod.

The Reverend Canon Matthew Griffin, from the Church of the Nativity, Hamilton, asked about the implications of the term “rostered” within the composition of Synod. It was explained that “rostered clergy” is a Lutheran term for clergy who have been duly appointed by their bishop.

Motion 5: Amendment to Canon 1.1 (1) - Composition of Synod

Ms. Kemi Okwelum / The Venerable Peter Scott

THAT the following section be added to Canon 1.1 (1):

‘(12) The rostered clergy, duly appointed, and the lay representatives, duly elected, of any joint Anglican-Lutheran congregations recognized by the Bishop of Niagara. For the purposes of this section the number of lay representatives to be elected shall be determined in accordance with Canon 4.1 (17(b)).’

CARRIED IN THE ORDER OF CLERGY

CARRIED IN THE ORDER OF LAITY

Other Business

Results of the Election of Delegates to Provincial Synod

The results of the electronic voting process, conducted in advance of Synod, to elect delegates from Niagara to the Provincial Synod happening in the Diocese of Algoma in 2024 were shared.

In the order of clergy: the Venerable Terry Holub, the Venerable Bill Mous, the Reverend Deacon Sheila Plant, the Reverend Rob Towler were elected.

In the order of laity: Ms. Janice Whitely, Ms. Amy Collard, Ms. Jodey Porter, Ms. Susan Little were elected. Mr. John Laidlaw will serve as the first alternate.

Election of Regional Representatives to Synod Council

The bishop invited the secretary of synod to display the slate of nominees selected or acclaimed by their respective regions for election by Synod as representatives to Synod Council.

The following candidates were acclaimed for their region: the Reverend Jody Szoke (Brock), Mr. Thomas Littlewood (Greater Wellington), the Reverend Rob Towler (Lincoln) and Ms. Susan Little (Hamilton-Haldimand). The following alternates were appointed by the Nominations Committee for each region: the Reverend Deacon Rod McDowell (Brock), the Reverend Canon Paul Walker (Greater Wellington), Ms. Jodey Porter (Lincoln), and Mr. Neil Bell (Hamilton-Haldimand).

In the region of Trafalgar, an election was held to determine both representatives. To reestablish a staggered term for the two representatives, Archdeacon Bill Mous indicated that the delegate who received the most votes would receive a two-year term, the second-most would receive a one-year term, and the third-most would become the alternate. As such, Ms. Amy Collard will serve as a regional representative for 2024 and 2025, Mr. Winston Tinglin will serve as a regional representative for 2024, and Ms. Janice Whiteley will serve as the alternate representative for 2024.

Motion 6: Synod Council Election

The Venerable Bill Mous / Canon Greg Tweney

THAT this Synod elect the regional members of Synod Council and alternate regional members, as reported by the Secretary of Synod.

CARRIED

Concluding Synod

The bishop gave her assent to all acts and resolutions during Synod.

Bishop Susan Bell then took a moment to share her deep concern for the many conflicts happening in the world, particularly in the Holy Land. She emphasized the need to live into the promises made in baptism to respect the dignity of every human being, and to always search for the Christian response to living in such difficult times. Bishop Susan asked all members of synod to pray for peace and to the end the cycle of violence and polarization that leads to these conflicts. Admitting that it is difficult to speak about these issues without upsetting some, she shared a reflection by the Latin Patriarch of Jerusalem. The bishop professed that it takes courage to ask for justice without spreading hate and asked for God's strength to do such things in Jesus' name.

After some final words of gratitude and a time of worship, the bishop offered a final blessing.

Bishop Susan Bell adjourned the 149th Synod of the Diocese of Niagara at 12:57 pm.

BACKGROUND DOCUMENTS

Engaging with Matters at Synod

About the Consent Agenda

A consent agenda allows for non-controversial resolutions to be considered collectively, by consent of the members, thus freeing up valuable time for consideration of matters which might require more rigorous discernment by Synod.

All items listed on the consent agenda will be considered in one resolution. Any one member can write to the Secretary of Synod, no later than Thursday, October 31 at 5pm, to request the removal of an item listed on the consent agenda, in which case it will be voted on separately by members.

When the resolution to adopt the consent agenda is on the floor of synod, any member may speak to it or ask questions for clarification, through the chair, as is the case for any resolution. When the resolution is carried, all consent agenda items are deemed to have been approved.

Speaking to Matters During Synod

Before you go to the microphone:

1. Prayerfully listen to the presentation and debate.
2. Put your thoughts on paper and try to say something that hasn't already been said before or at least say it with a unique perspective.
3. Continue listening to the debate. If your point has already been made by someone before you, you can bow out of the line and return to your seat.

Each member may speak once about any given matter, for 2 minutes.

When you go to the microphone:

1. Wait to be acknowledged by the chair (normally the bishop).
2. Say your name, parish (or ministry/mission), and community.
3. State if you are in support or against this motion.
4. State your thoughts as clearly and concisely, supporting your argument with theological reflection, evidence, or lived experience as much as possible.
5. Finish with a thank you and return to your seat.

About Resolutions and Amendments

Members of synod wishing to move a resolution or amendment must submit the text of the resolution or amendment in writing to the Secretary of Synod, along with the names of a member of synod willing to act as a seconder.

- For consideration, if time permits, new resolutions must be submitted by the prescribed deadline indicated at the commencement of synod.
- Amendments may be made during a debate on any resolution, provided the written text is subsequently provided to the Secretary of Synod. A duly moved and seconded amendment to a motion is then debated by members of Synod and, at the call of the chair, voted upon.
 - i. If the motion to amend is carried, debate resumes on the amended motion.
 - ii. If the motion to amend is defeated, debate resumes on the original motion.

Information on Proposed Canon Changes

Repeal of Canon 2.8 (5) – Diocesan Budget

This section of Canon 2.8 mandates the establishment of a Diocesan Assessment Committee. The committee's functions have been largely assumed by the Financial Advisory Committee (FAC), as demonstrated during the last review of the guidelines and formula related to the Diocesan Mission & Ministry assessment. Any appeals are made to the diocesan treasurer; if there are disagreements about interpretation, these are brought to the FAC for consideration. Repealing this section regularizes the present practice without losing any of the canon's original intention.

PROPOSED DELETION

THAT the following section of Canon 2.8 be repealed:

5. There shall be established a Diocesan Assessment Committee which:
 - (a) shall consider concerns and appeals raised and filed by parishes regarding assessments;
 - (b) shall ensure consistent and accurate financial reporting from all parishes of the diocese; and
 - (c) shall, from time to time, review the guidelines and prescribed forms as established pursuant to Section 4 of this Canon.

Amendment to Canon 3.2 – Licensed Lay Workers

This amendment updates the text of Canon 3.2 by removing reference to the Hiring Committee which is not defined elsewhere in the canons. In doing so, the canon is both clearer and nimbler with regards to its application while still maintaining its purpose of permitting the bishop to licensed qualified lay workers and to ensure they are fairly compensated. The amendment also shifts the domain for the establishment of fair employment practices to the Synod, rather than the General Synod of the Anglican Church of Canada.

PROPOSED AMENDMENT

THAT sections 3 and 4 of Canon 3.2 be amended to read as follows:

- 3) A qualified lay worker, with the approval of the Bishop, shall be duly licensed and commissioned at an appropriate liturgical event. The lay worker shall take oaths of subscription, and shall express willingness to be accountable in life and ministry to duly constituted diocesan and parish authority.
- 4) Employment contracts for licensed lay workers shall conform to the current guidelines for fair employment practices as may be adopted by the Synod.

Introducing **REIMAGINING THE CHURCH** **A Primate's Commission on Proclaiming the Gospel in the 21st Century**

"This commission Reimagining the Church--Proclaiming the Gospel in the 21st Century, is invited to think creatively about the life of our church and 'reimagine' the structures we need for the future, primarily at the national level though recognizing the interconnectivity with provincial and diocesan structures. The recommendations from the commission will be brought to General Synod 2025."

-Archbishop Linda Nicholls, Primate of the Anglican Church of Canada, 2019-2024

What is this Primate's Commission?

Formed in May 2023 by Archbishop Linda Nicholls tasked Reimagining the Church- Proclaiming the Gospel in the 21st Century to think creatively about the life of the General Synod and identify areas of interest and concern within the organization that should be examined in the years ahead.

What is General Synod? The term "General Synod" is used in a variety of ways:

- General Synod is an aspect of the governance of the Anglican Church of Canada. Founded in 1893, the General Synod is a way that Canadian Anglicans identify shared aspects of common mission and ministry.
- General Synod is a meeting, usually held once every three years, comprising three orders: bishops, clergy and laity representing the dioceses and territories of Anglican Church of Canada. In between meetings, the Council of General Synod and committees oversee and implement national and international work.
- General Synod has an office ("Church House") with a staff team to carry out the work authorized by the General Synod.

Why has this Commission been formed now?

Archbishop Linda Nicholls, in her letter mandating this Commission, wrote: "Over the past several years questions have emerged about the shape of the life of the Church that will best serve vibrant, healthy parishes and our commitment to being the body of Christ across provinces, nationally and internationally in the Anglican Communion. These questions need to be considered with care and theological reflection, so that the structures of our Church life will best serve the gospel."

Demographic statistics indicate an aging and declining church. Previous patterns of church life and ministry are shifting, and the shape of both ordained and lay ministry are changing. All around us social patterns are also in a state of flux. And yet, we perceive God at work in new and creative ways that invite the church to experiment with new models of ministry and collaborate in new partnerships. The Anglican Church's connection with Indigenous peoples is on the cusp of a new relationship with the self-determining Sacred Circle, even as the work of

reconciliation reveals deeper systemic inequities for mission and ministry that need to be addressed. We have a national church structure and model of governance created in a very different time and context. If we were to develop a national church today – what would we imagine? Where are the gaps? Where are the needs given the available resources? Emerging demographics? What alternatives do we see? What, if anything, can be shed?

As an indicator of institutional decline of Canadian Anglicanism, dioceses across Canada report financial instability for parishes to sustain full-time or part-time stipendiary ministry. Dioceses are struggling to meet multiple responsibilities locally, regionally, and nationally. Some dioceses are unable to contribute to General Synod apportionment for places where ministry is essential but not self-sustaining. These contributions, which are declining while costs continue to rise, represent the bulk of the General Synod's income.

Are other parts of the Anglican Communion facing similar challenges?

Yes. [In a recent article in The Living Church](#), the newly elected Presiding Bishop of The Episcopal Church said this, "So, yes, the church is in decline, in terms of our numbers. Given the hand we're dealt, given the situation as it is, given the state of Christianity, given the demographics of our various regions — how do we most effectively participate in this mission that we've called ourselves to? I don't know if it's about helping us to decline gracefully, as much as it is to rethink the whole enterprise, particularly the way that we do it." (*Emphasis added.*)

How was the Commission authorized?

This Primate's Commission was formally mandated by the Council of General Synod in 2023. The Primate's authority to create a Commission is defined in Section 41(a) of the General Synod Constitution: "The Primate...may, at any time, appoint a commission, composed of any number of persons, whether members of the General Synod or not, for the purposes defined in the resolution or instrument of appointment; such commission to report its findings and recommendations to the Primate, the General Synod or the Council of the General Synod, as directed in the resolution or instrument appointing such commissions."

Who is on the Primate's Commission?

Appointed by Archbishop Linda Nicholls

Chair: Monique Stone (Ottawa)

Members: Jasmine Chandra (Fredericton), Rhonda Waters (Ottawa), Nick Pang (New Westminster), Sarah Kathleen Johnson (Ottawa), Dion Lewis (Montreal), Peter Elliott (New Westminster), Cole Hartin (Fredericton/Texas), Kyle Wagner (Nova Scotia/PEI).

The Commission notes, with regret, that its membership does not include people from Rupert's Land Province, nor the Council of the North and nor an indigenous person from Sacred Circle.

What is the Commission doing?

The Primate's Commission is facilitating focus groups to discern where there is energy for change. The Commission will write a report to General Synod 2025 based on responses from the following groups: House of Bishops, Council of General Synod, Sacred Circle, Management Team and Church House Staff, Council of the North, Provincial Synods/Councils, and members of General Synod (2023). In these focus groups, 7 intentionally provocative hypotheses will be discussed. After each group, participants will receive a Google Form asking for their personal input on each of the hypotheses and their overall thoughts. Further research and development of implementation strategies will take place in a second phase of work, during the 2025-28 triennium.

What are the assumptions that the Commission brings to its work?

The foundational principles taken by the commission are the baptismal covenant as found in the Book of Alternative Services and the Transformational Commitments adopted by General Synod 2023:

- Invite and deepen life in Christ.
- Champion the dignity of every human being; work to dismantle racism and colonialism.
- Embrace mutual interdependence with the Indigenous church (Sacred Circle)
- Nurture right relationship among people of faith in local, national, and global communities and networks.
- Steward and renew God's creation: protect and sustain the earth; pursue justice for all.

We believe that the primary purpose of the Anglican Church of Canada is to communicate the good news of God in Christ. The structures of the Anglican Church of Canada were created to serve the needs of a bygone era. We understand the church's mission is expressed primarily in local contexts. The General Synod, in its various manifestations exists to support of the work of Provinces, Dioceses, Territories, Parishes, and Ministries. We are prioritizing questions of Equity, Diversity, and Inclusion. We see this simultaneously as a gospel imperative and as a response to the history of an institution that has privileged the voices of an educated, older white professional class. We recognize that the lack of diversity among key stakeholders is both a symptom and a cause, further entrenching systems of oppression and injustice. We have asked ourselves: who is not in this room, or any room within our church? How are people invited in? Can our structures handle other ways of being and knowing?

What does the Commission think the work and responsibility of General Synod is?

We understand the work and responsibility of the General Synod to be primarily Connecting, Convening, and Communicating.

- **Connecting:** The General Synod connects communities across the broad expanse of the church. When the church meets in General Synod it is a gathering place where local expressions of the Body of Christ encounter other members of the same body. One of the primary tasks of the General Synod is the facilitation of networks of relationship both within and beyond the Anglican Church of Canada. This includes sharing resources among Dioceses and local groups, enabling the exchange of information and ideas between the centre and the periphery and facilitating the exchange of information and ideas bilaterally. The General Synod also has a role to connect Anglicans in Canada with global bodies in the wider church: the Anglican Communion, the World Council of Churches, and other international bodies.

Also, General Synod has a role to connect the Anglican Church to other national bodies including the Canadian Council of Churches, Interfaith dialogues, bilateral ecumenical and interfaith relationships, as well as connecting Canadian Anglicans to federal government and other bodies where a national presence and voice is important.

- **Convening:** General Synod has a role to convene. The General Synod's governance structure convenes Canadian Anglicans for meetings in Councils and Committees. Consultations, encounters and events are convened from time to time on matters of particular interest and importance.

- **Communicating:** General Synod is in the business of communicating. This involves sharing information from local churches and sharing stories of Canadian Anglicans beyond the institution. It is grounded in the Gospel, which is the Good News of Jesus Christ. We believe that every communication vehicle should enable the Anglican Church of Canada's greater participation in the Gospel. The General Synod also holds national archives –a repository of the history of the church nationally.

Has the Commission been formed primarily because of issues of funding?

Finances are an indicator that there are institutional issues to be addressed, and that the status quo cannot continue. Good governance requires a clear, direct and demonstrable connection between the policies and priorities (as determined by General Synod and its Council) and the operations of General Synod (as directed by the Primate and General Secretary through the structures of Church House.) Assuming that the goal of the General Synod is to enhance the proclamation of the gospel, Commission members wonder how effectively governance is aligned with operations to achieve this goal. We are aware that many General Synod structures have not been reviewed or changed in some time.

Is the Commission seeking to address issues of Governance or Operations?

Both. Governance is the process of setting objectives and making decisions that guide people toward achieving those objectives. Operations is doing the work and organizing day-to-day activities within the constraints defined through governance. In healthy and effective organizations governance, finance, and operations are aligned to achieve identified purposes and goals. The Primate has identified the purpose of the General Synod is to proclaim the gospel and has asked the Commission to re-imagine how best to fulfill that purpose.

REIMAGINING THE CHURCH

A Primate's Commission on Proclaiming the Gospel in the 21st Century

Behind the Hypotheses

Hypothesis: supposition made on limited evidence as a starting point for further investigation. (Oxford Dictionary)

Why hypotheses?

To enable wide engagement in a conversation about how structures can best enable the proclamation of the Gospel, the Primate's Commission has posited 7 hypotheses. These have been crafted to be deliberately provocative, thereby stimulating conversations in focus groups. After each conversation, participants will be sent a survey to complete and return. The Commission will analyse notes from the conversations and the survey data, reflect further and prepare a report to General Synod 2025 suggesting next steps in addressing church structures— governance, operations and finance.

Each of these hypotheses proposes a focussed consultation process, bringing together those most directly affected to consider the impact of making structural changes to enable a greater capacity within the church to proclaim the Gospel. Many of these hypotheses have been talked about informally for years; what's been missing has been a way to engage them more formally.

HYPOTHESIS #1

It is time to dismantle the colonial foundations of the Council of the North to fully “embrace mutual interdependence with the Indigenous church” (Sacred Circle).

What is being proposed here?

A consultation to be convened with representatives of the Council of General Synod, Church House Management Team, leaders from the Sacred Circle, and the Council of the North to explore the Council's goals, intents, limitations, processes and reporting policies around the collection and redistribution of financial and non-financial resources and recommend changes.

Why is this important?

The largest proportionate expenditure within the budget of General Synod is Council of the North, and this will remain the case in spite of planned modest reductions over the coming years. Does this expense accomplish the work needed now to strengthen the proclamation of the Gospel? Could a creative conversation between the Council of the North and the Sacred Circle help propel the transformational aspiration to “embrace mutual interdependence with the Indigenous church”?

What's the history?

The origin of the Council of the North traces back to 1970 as a way for the church nationally to respond to the challenges and opportunities for ministry in the northern parts of Canada. By 1976, the current structure was established; in the over 50 years since its inception there have been significant changes in church and society most especially in settler/Indigenous relationships. Since 2007 a National Indigenous Anglican Bishop (now Archbishop) has been set apart to oversee ministries to Indigenous Anglicans and their parishes and congregations across Canada. Many of these are in northern regions. Yet the Council of the North's membership is comprised of a majority of non-Indigenous bishops and

does not include the National Indigenous Anglican Archbishop. In a colonial pattern, the bishops make financial decisions regarding the disbursement of funds collected nationally to fund ministries in northern regions of Canada.

Why has the Commission raised this question now?

Members of the Commission are aware of many under-resourced and underserved communities across Canada not eligible for Council of the North funding from General Synod. A benefit of re-examining funding mechanisms to transfer money from well-resourced dioceses to challenged regions in Canada would be to open up the possibility of strengthening more parishes and congregations. Also, through the ongoing evolution of the Sacred Circle, funds could be made directly available for the strengthening of Indigenous ministries.

How does the Commission understand 'colonization'?

Colonization is defined as systems and practices that "[seek to impose the will of one people on another and to use the resources of the imposed people for the benefit of the imposer.](#) " Among the [five Transformational Commitments embraced by General Synod 2023](#) is "to champion the dignity of every human being; work to dismantle racism and colonialism."

How does this hypothesis relate to Governance, Operations/Structure and Finance?

Governance: Council of the North's Terms of Reference are found in Appendix D in the Handbook of General Synod. Within its Terms of Reference, there is nothing about its reporting relationship. There is no reference specifically to the Council of the North within the Constitution of the General Synod.

Operations: While the Treasurer of the General Synod is connected with the Council in its deliberations regarding the distribution of money to the dioceses within the Council of the North, and while the Council of General Synod annually approves the Council's budget (as a line item within the total budget), there is little influence that can be brought to bear on the work of the Council beyond the bishops who comprise its membership.

HYPOTHESIS #2

It is time to dismantle the racism and colonialism that are built into our governance structures in order to diversify participation.

What is being proposed here?

General Synod's Governance Working Group would be tasked to find ways to enable participation in General Synod regardless of factors such as age, cultural background, language, family situation, employment status, etc. Barriers to engagement and leadership opportunities are to be removed and proactive supports are to be developed.

Why is this important?

The structures of General Synod—a weeklong meeting every three years, plus Councils and Committees meeting in the Greater Toronto Area through work weeks – inhibit the participation of many who are not able to take time away from work or family responsibilities. Consequently, there is a disproportionate representation of retired individuals involved in General Synod governance. The Commission is supportive of the work of National Advisory Council on Dismantling Racism agreed to by the General Synod in 2023.

HYPOTHESIS #3

It is time to eliminate one level of structure—either General Synod or the Ecclesiastical Provinces.

What is being proposed here?

A consultation to be convened with the Primate, the Metropolitans, and representatives from the Council of General Synod and provincial councils, to consider the elimination of either the Ecclesiastical Provinces or General Synod and/or a restructuring of responsibilities and resources between the two levels in order to more effectively support dioceses. Consideration should also be given to the possibility of amalgamating dioceses or otherwise increasing inter-diocesan collaboration in administration and governance.

Why is this important?

To maintain the many levels of governance structures within the Anglican Church of Canada-- national, provincial, diocesan, deanery, parish—is costly not just financially but also in the time and energy that is given by bishops, clergy and lay leaders. If the goal is to strengthen the proclamation of the Gospel, it is necessary to ask whether it the best use of church resources is to maintain historic governance structures.

How does this hypothesis relate to Governance, Operations/Structure and Finance?

All three. The governance model of the Anglican Church of Canada—with its layers of General Synod, Ecclesiastical Provinces, Dioceses and Territories evolved through a period of the church's expansion and growth. In this time of institutional decline, with its attendant financial pressures, the Commission wonders if the church is 'over-governed' and wants to encourage conversations to re-imagine the church so that its core purpose of proclaiming the Gospel can be supported more vigorously.

HYPOTHESIS #4

It is time to examine returning to a model where the Primate is also a diocesan bishop.

What is being proposed here?

General Synod officers will appoint a task force that gives serious consideration to the option of the office of the Primate being held by a diocesan bishop, including the possibility for some of the responsibilities of the Primate to be adapted and redistributed and for General Synod to provide financial support to that diocese for an assisting bishop. This could also involve a consideration of term limits for the office of Primate.

Why has the Commission raised this question now?

The debate at General Synod 2023 about the Canon on the Primacy revealed that there is not widespread consensus within the church about the role and function of the Primate. As questions are raised about reducing the levels of governance within the Anglican Church of Canada, the role of the Primate comes into play. The role of the Primate has long been discussed within the Canadian Church; the Commission wishes to bring this conversation forward and offer a transparent and thoughtful way for the church to discern the best way forward.

HYPOTHESIS #5

It is time to (further) reduce travel and meeting costs, for both financial and environmental reasons.

What is being proposed here?

General Synod Officers will initiate a thorough exploration of purpose, need, and cost- recovery/cost-sharing for in-person meetings. This includes a review of House of Bishops Meetings and the travel expectations of the Primate and other General Synod staff.

Why is this important?

While General Synod in-person meetings build community across the Canadian Church, bringing together regions and people from across the country, in an era with increased awareness of climate change, and in a time of revenue decline, the Commission believes that it's time to take another look at the assumptions about travel nationally. While the Commission is aware that the carbon footprint of streaming video and cloud computing is considerable, air travel is only one part of the costs and impact of in-person meetings. There are the costs of travel to and from airports, transportation to a meeting place, and the costs of accommodation and meals for the duration of the meeting.

HYPOTHESIS #6

It is time to re-vision Church House.

What is being proposed here?

General Synod officers and Council, in consultation with national staff representatives, will explore new models for the Office of the General Synod, including possibilities such as job- sharing, part-time staffing, and a move away from a central headquarters toward a fully remote and nationally dispersed workforce with the necessary technical support.

Why is this important?

New patterns of work are emerging that broaden the capacity of organizations to employ people from a variety of locations and in a variety of ways that do not depend on employees' ability to commute to offices in downtown locations. For the General Synod's Church House, finding ways to employ more people across the country could well enhance the reach of the work of General Synod, and attract candidates who might find moving to Toronto unaffordable or otherwise unappealing. While this model is already being explored within Church House, the Commission wants to test whether there is an appetite within the broader church to accelerate this.

Where would the Primate meet dignitaries?

If there was no physical General Synod Church House, the Primate could meet dignitaries in diocesan cathedrals in any of the regions of the country.

Where would the archives reside?

The Commission is aware of the importance of the General Synod archives and, if there is not a physical location of Church House, an alternate site for the archives to reside would need to be determined.

Sharing archival facilities with a diocese or a province would be one option; another would be to find space within the archives of a theological college, university or diocese.

HYPOTHESIS #7

It is time to end independent editorial journalism funded by General Synod.

What is being proposed here?

For many years, the Anglican Journal has oscillated between journalistic integrity and the communication needs of the church nationally. These things have often been in conflict and incompatible. It may be time to choose one direction. Because the Commission has identified 'communication' as a key activity of the General Synod, whether there is a national newspaper or not, there does need to be a focus on telling the story of the church nationally but not seeking to cover it from a journalistic perspective. The General Synod does have an important role in creating and disseminating information and stories about the church, but a journalistic platform may no longer be the best way to exercise this ministry of General Synod.

Why is this important?

While the Commission is aware that the Anglican Journal is not in fact fully independent, it recommends a shift from the General Synod's operation of a national print newspaper (with an online presence) to devoting time, staff and budget to the core work of the proclamation of the gospel. The 2022 financial statements show that the Anglican Journal's expenditure as \$941,615. —the 3rd largest within the General Synod budget. But it needs to be noted that the Anglican Journal also has significant revenue sources, including its annual appeal. Nevertheless, there remains a significant outlay.

2024 DIOCESAN SYNOD COUNCIL

Regional Representatives

- | | |
|--|--------------------|
| • Canon Patricia Davis | Brock |
| • The Reverend Jody Szöke | Brock |
| • The Reverend Deacon Rod McDowell (<i>alternate</i>) | Brock |
| • Ms. Anne Gould | Greater Wellington |
| • Dr. Thomas Littlewood | Greater Wellington |
| • The Reverend Canon Paul Walker (<i>alternate</i>) | Greater Wellington |
| • Ms. Bev Groombridge | Hamilton-Haldimand |
| • Mrs. Susan Little | Hamilton-Haldimand |
| • Mr. Neil Bell (<i>alternate</i>) | Hamilton-Haldimand |
| • Mr. Byron Nicolson | Lincoln |
| • The Reverend Rob Towler | Lincoln |
| • Mrs. Jodey Porter (<i>alternate</i>) | Lincoln |
| • Ms. Amy Collard | Trafalgar |
| • Mr. Winston Tinglin | Trafalgar |
| • The Reverend Deacon Janice Whiteley (<i>alternate</i>) | Trafalgar |

Regional Archdeacons

- | | |
|------------------------------------|--------------------|
| • The Venerable Terry Holub | Brock |
| • The Venerable Peter Scott | Greater Wellington |
| • The Venerable Terry DeForest | Hamilton-Haldimand |
| • The Venerable Sheila Van Zandwyk | Lincoln |
| • The Venerable Jeff Ward | Trafalgar |

Financial Advisory Committee

- The Reverend Dr. Eleanor Clitheroe

Canterbury Hills

- Ms. Sharon White

Episcopal Appointees

- | | |
|------------------------|-----------------------------------|
| • Canon Terry Charters | • Ms. Darrah Smith |
| • Ms. Gillian Hendry | • The Reverend Monica Romig Green |

Officers

- The Right Reverend Dr. Susan Bell, Diocesan Bishop
- Canon Greg Tweney, Chancellor
- Ms. Kemi Okwelum, Treasurer & Director of Finance (*through January 28*)
- Canon Joanna (Jody) Beck, Interim Treasurer (*from January 29 through June 23*)
- Ms. Christine Morrow, Treasurer & Director of Finance (*from June 24*)
- The Venerable William (Bill) Mous, Executive Officer & Secretary of Synod
- The Very Reverend Dr. Tim Dobbin, Rector of Christ's Church Cathedral & Dean of Niagara

REPORT OF THE DIOCESAN SYNOD COUNCIL

This report summarizes the actions of Synod Council from November of 2023 through October of 2024. The requirement for at least six meetings to be held, as set out in Canon 1.9 (9), was met with eight (8) meetings duly convened during this period.

Election and Appointments

- Appointed the following as signing officers: the Right Reverend Dr. Susan Bell, diocesan bishop; the Venerable Bill Mous, executive officer and secretary of synod; Ms. Kemi Okwelum, treasurer and director of finance; and Ms. Jane Wyse, executive assistant to the bishop.
- Approved the election of the following directors to serve on the board of 2498317 Ontario Inc, the corporation established to oversee diocesan development projects, for the year 2024 or until their successors are duly elected: the Right Reverend Dr. Susan Bell, Ms. Kemi Okwelum, the Venerable Bill Mous, and Canon Terry Charters.
- Oversaw the appointment of a new diocesan treasurer, including:
 - Appointing Canon Jody Beck, as interim treasurer, effective January 29, 2024.
 - Designating Canon Jody Beck to be added as a signing officer, replacing Ms. Kemi Okwelum, effective January 29, for those purposes outlined in Canon 1.9(7).
 - Appointing Ms. Christine Morrow, as Treasurer and Director of Finance of The Synod of the Diocese of Niagara, effective June 24, 2024.
 - Designating Ms. Christine Morrow to be added as a signing officer, replacing Canon Jody Beck, effective June 24, 2024, for those purposes outlined in Canon 1.9(7).
- Elected Dr. Thomas Littlewood, Canon Patricia Davis, Mr. Winston Tinglin and the Reverend Rob Towler to the Synod Council Coordinating Team.
- Elected the Reverend David Montgomery to the Financial Advisory Committee, for a two-year term.
- Elected the Reverend Rob Duncan to the Investment Advisory Committee, for a two-year term.
- Elected Ms. Ann Harvey Hope and Ms. Kelly Twerdy to the Audit Committee, for a two-year term.
- Appointed Canon Terry Charters, as a diocesan representative, to the Cathedral Place Property Management Committee, for a two-year term.
- Elected the Reverend Rob Towler, Mrs. Susan Little, the Venerable Jeff Ward to the Synod Council Nominations Committee, for a one-year term.
- Appointed Mr. Winston Tinglin, the Venerable Peter Scott, the Reverend Dr. Eleanor Clitheroe and Mrs. Anne Gould to the Missional Budget Planning Committee, for a one-year term.
- Acting as the General Membership of the Anglican Church Ministries Foundation, Niagara:
 - Elected Mr. Tony Denning and the Reverend Cheryl Barker to the foundation's Board of Directors, for a three-year term.
 - Elected Mr. Tony Denning to the office of president and Mrs. Jodey Porter to the office of vice president of the foundation, to serve until the next annual general meeting.

Policy Matters

- Approved the updated terms of reference for the Audit Committee, effective December 12, 2023.

- Approved the updated regulations for holding vestry meetings, entitled "Vestry Meeting Regulations During a Time of Pandemic."
- Approved the procedures and regulations proposed by the Nominations Committee for the election of delegates to General Synod 2025.
- Approved the revisions to the Diocese of Niagara Safe Church Policy, effective October 15, 2024.

Parish Matters

- Granted approval for the incumbent and churchwardens of St. Paul's, Westdale to enter into a 10-year agreement with Sun Seeds Early Learning Centre Ltd. for the use of the parish's main hall, Murray Creal Hall, and main kitchen, with the option for three five-year renewals, to operate a licensed daycare.
- Authorized the Church of the Ascension, Hamilton to hold its annual vestry meeting not later than March 3, 2024.
- Approved the amended constitution of All Saints Lutheran Anglican Church, Guelph.
- Approved the proposed five-year license agreement between St. James, Dundas and St. James Co-op Nursery School for the use of the church's lower-level main space.

Property Matters

- Approved a four-year license agreement between St. James and St. Brendan's, Port Colborne, the Synod of the Diocese of Niagara, and the City of Port Colborne for the use of a portion of the Guild Hall and Parkette property.
- Approved the amended and restated lease agreement for the use of diocesan property by Canterbury Hills Conference Centre.
- Approved an assignment agreement with Canterbury Hills Conference Centre for its rights pertaining to the use of Hamilton Conservation Authority property.
- Authorized the bishop and the executive officer and secretary of synod to grant consent to Canterbury Hills Conference Centre to sublease its camp property to Adventureworks! Associates Inc.
- Approved the parish of St. John's, Burlington entering into an agreement for a permanent easement on its property located at 2464 Dundas Street West, in favour of the Region of Halton for the purposes of for the construction of a culvert as part of a road-widening project.
- Approved the parish of St. Andrew's, Grimsby to submit a rezoning application for 152 Main Street, Grimsby to be designated institutional land to accommodate the expansion of the Grimsby Co-Operative Preschool.

Financial Matters

- Approved the Canon 2.10 regulations, to determine the base amounts for the annual contributions of the congregation Christ's Church Cathedral, to the diocese, for the three-year period commencing on January 1, 2024.
- Affirmed the bishop's recommendation not to proceed with the campaign as proposed by the Steier Group, at this time.
- Approved, on the recommendation of the Financial Advisory Committee, the request of St. John's, Jordan for a loan from the rectory fund, in the amount of \$25,000.
- Approved the 2023 audited consolidated financial statements of The Synod of the Diocese of Niagara.

- Acting as the General Membership of the Anglican Church Ministries Foundation, Niagara:
 - Received and accepted the foundation's 2023 audited financial statements.
 - Appointed KPMG as the auditors of the foundation for the fiscal year 2024.
- Approved the submission of an application for an Anglican Foundation grant, in the amount of \$15,000, by Ecumenical Campus Ministry (ECM) at the University of Guelph to support their student leadership project.
- Approved the submission of an application for an Anglican Foundation grant, in the amount of \$15,000, by St. Luke's, Palermo for the repair of three stained-glass windows and a concrete walkway and commended the parish for its efforts to preserve the heritage of its historic church building.
- Approved the request of St. Cuthbert's, Oakville for a loan from the rectory fund, in the amount of \$70,000 for the replacement of their flat roof.
- Approved a mandatory 3.7% cost of living adjustment in 2025 to the current clergy minimum stipend grid and to licensed lay workers' stipends, in addition to the year of service increase – averaging at 0.6% in later years – factored into the grid.
- Recommended a 3.7% cost of living adjustment for all housing allowances for clergy and licensed lay workers in 2025.
- Recommended a 3.7% cost of living adjustment plus a recommended 0.6% year of service increase, in 2025, to clergy stipends for those clergy and licensed lay workers currently being paid at rates that exceed the minimum stipend grid.
- Recommended an increase of 4.3% to the annual compensation of non-licensed lay employees, effective January 1, 2025.
- Directed the Human Resources for Ministry Committee to undertake a systemic review of diocesan housing allowances to ensure they are continuing to reflect market conditions and their intended purpose as a significant part of the total compensation package for clergy and licensed lay workers.
- Approved the Diocese of Niagara Cemetery Trust Investment Policy Statement.
- Commended the 2025 diocesan budget for approval by the Synod of the Diocese of Niagara.

Respectfully submitted,

The Venerable Bill Mous, Executive Officer & Secretary of Synod
 Ms. Hannah Keller, Administrative Assistant

REPORTS OF SYNOD COUNCIL COMMITTEES

THE FINANCIAL ADVISORY COMMITTEE

The mandate of the Financial Advisory Committee (FAC) is to provide advice and recommendations to Synod Council on the financial management, stewardship, and administration of funds and assets under the control of the Synod of the Diocese of Niagara.

During the fiscal year 2023/24, FAC has undertaken the following activities:

1. reviewed and made recommendations on 17 parish projects over \$25,000, ranging in parish commitments from \$30,000 to \$400,000;
2. reviewed the diocesan financial plan to actuals on a monthly basis, and provided recommendations as necessary;
3. reviewed the diocesan audited statements, as presented by staff and auditor;
4. reviewed the insurance costs of the diocese, and
5. reviewed the investment results of the diocese.

The committee monitored parish and diocesan activity for early warning signs of significant shifts in diocesan financial income and expense. In addition, the committee began a regular review of the timing and amount of cashflow required by the diocese.

With Synod Council, the FAC continues to monitor expenses carefully, in light of expected revenues, following the decline in DMM contributions from parishes during the COVID-19 pandemic. The diocese continues to further the Mission Action Plan of Niagara and allocate funds to priority areas of the MAP.

In the coming year, the FAC will continue to prayerfully focus on risk management of the diocese, and on capital expenditures proposed by the diocese and parishes in Niagara. In conjunction with parishes, the Diocese of Niagara financial results are slowly improving and supporting the future Spirit led growth of ministry in Niagara.

Respectfully submitted,

The Reverend Dr. Eleanor Clitheroe
Chair, Financial Advisory Committee

THE AUDIT COMMITTEE

The Audit Committee was convened in early May 2024 for the purpose of reviewing the 2023 Audited Financial Statements of The Synod of the Diocese of Niagara and Canterbury Hills.

The Audit Committee has undertaken the following activities:

- The Committee met with the representatives of KPMG LLP, the Secretary of Synod, and the Interim Treasurer of the Diocese of Niagara on June 3, 2024, at 10:00pm via Zoom.
- The 2023 Financial Statements and Audit Findings were presented by Paul Ciapanna, the Lead Audit Engagement Partner.
- Draft 2023 Financial Statement were supplied to the Audit Committee members in advance of the June 3 meeting. Questions related to the Draft Financial Statements were reviewed with the auditors during the June 3 meeting.
- Overall, there was nothing significant identified and there were no areas of concern from the auditors point of view.
- There were two audit reclassifications that there were considered immaterial and three corrected misstatements, none of which had any effect on the auditor's report.
- The committee discussed some language and terminology points during the review which resulted in minor changes to the financial statements.
- A motion to recommend the audited financial statements for Synod Council's approval was moved, seconded and approved by the Audit Committee.
- KPMG LLP was recommended as the auditor for the 2024 year end. However, although not accompanied by a specific motion, there was consensus amongst the committee that Requests for Proposals be sent out to other Audit firms for the 2025 financial year.
- In addition, a recommendation should be made to Synod Council for the related parties (Anglican Foundation, Canterbury Hills, and the Diocese) to be on the same page with respect to the Requests for Proposals.

As with last year, there was a consensus at the meeting that the audit committee should try to meet in advance of next years annual audit to review the previous year's audit. This will allow time to ask questions about the current year audit and will give new committee members a better understanding of how the diocese operates from a financial perspective. In addition, it would be helpful if the committee members could send in questions, related to the current year draft financials, in advance of the actual annual audit meeting. This would give diocesan staff the opportunity to respond in advance to save time during the meeting with the auditors.

I would like to thank all the members of the Audit Committee for their contributions.

Respectfully submitted,

Mr. Greg Cook, CPA, CMA
Chair, Audit Committee

THE INVESTMENT ADVISORY COMMITTEE

The Investment Advisory Committee (IAC) is an advisory committee of the Synod Council, working in collaboration with the Financial Advisory Committee (FAC) which has overall responsibility for advice related to the stewardship of the diocese's finances and assets. The primary role of the committee is to monitor the investment performance of the funds held by the Synod of the Diocese of Niagara, the Anglican Church Ministries Foundation, Niagara (ACMF) and Niagara Investment Fund, and the performance of the investment manager or managers. Russell Investments, appointed in 2002, continues to provide investment management and reporting to the committee. For more information on Russell's non-profit services, visit russellinvestments.com/ca/solutions/non-profits.

The diocesan administrator of investments issues monthly statements to all parishes which have invested with the diocese. These reports keep them up to date on the overall value of the parish's particular fund(s), including the growth or loss and any transactions processed during the month. Further details are available on the policy section of the diocesan website.

The fund is invested in a well-diversified portfolio of fixed income and equity investments. As per the Mission Action Plan and diocesan objective to prioritize social justice action with an emphasis on environmental justice, the fund holds a significant allocation of 45% in ESG (Environmental, Social, Governance) Global Equity.

To July 31, 2024, the current value of the fund was \$57.1M (million). Considering contributions and withdrawals for the past 12 months, net withdrawals have totaled \$734K or 0.13% of the total fund value. Investment performance has seen a rolling 1-year Rate of Return (ROR) of 16.41% and a rolling 5-year ROR of 8.64%.

The committee will continue its work in adherence to the policy and investment objectives established by Synod.

Respectfully submitted,

The Reverend Rob Duncan
Chair, Investment Advisory Committee

THE INSURANCE & RISK MANAGEMENT SUBCOMMITTEE

The diocesan insurance broker continues to be Gallagher Insurance Group, and the Insurance carrier remains Ecclesiastical Insurance Office PLC.

Claims History

The loss ratio (total claims divided by total premium) for the prior period was 8% which is an excellent result. The loss ratio for the last five years was 13%. Total premiums for the year net of broker fees were \$1,282,142.

Policy Changes

Total premiums will increase 4% for the 2024/2025 period which in the current continuing hard market for property insurance, is a good result and is reflective of the excellent claims record and long relationship with both the broker and the insurer. This is despite double-digit inflationary increase in construction and repair costs.

Deductible and coverage limits are essentially the same except the equipment breakdown deductible moved to \$10,000 from \$2,500.

The subcommittee continues to work to ensure coverage meets our diocese and parish needs and is cost effective.

Respectfully submitted,

Mr. Robert Taylor
Chair, Insurance & Risk Management Subcommittee

THE HUMAN RESOURCES FOR MINISTRY COMMITTEE

The Human Resources for Ministry (HRfM) Committee of the Diocese of Niagara is an advisory body that works consultatively and collaboratively with the bishop, diocesan staff, and Synod Council. When requested, the HRfM Committee provides advice and resources, undertakes research into various human resources issues, and proposes recommendations that aim to further the diocesan vision and mission.

This past year, the HRfM Committee continues to have sufficient and experienced members to continue its mandate. The committee also welcomed the new diocesan Treasurer and Director of Finance Christine Morrow. The committee commenced meeting in late spring with a primary objective of identifying major deliverables.

The most pressing need was to research and prepare the 2025 Cost-of-Living Adjustment (COLA) recommendations for Synod Council. As with any organization, the diocese is faced with the challenge of balancing the ability to pay and attracting and retaining talent, both clergy and lay people. A sub-group of the committee efficiently gathered both lagging and projected data to establish its recommendations. As always, in terms of other neighbouring diocese, the timing of Niagara's Synod requires it to "lead" with respect to compensation planning. These recommendations were presented to Synod Council on September 10, with the intention of adopting a methodology that simplifies the annual process of COLA recommendations and provides parity with another diocese (Huron).

Over the coming year, the HRfM Committee will endeavor to understand priorities with respect to human resources practices and policies, with a goal to ensure all recommendations are in alignment with diocesan strategic direction and the Mission Action Plan. This may include:

- The review of existing and newly developed human resources policies at the diocese and parish level, ensuring they meet operating needs, legislative requirements and the strategic direction of the diocese.
- Development of the 2026 COLA recommendations to Synod Council.
- Undertake a thorough, comprehensive review of the objective of the current Housing Allowance to ensure it is competitive, and that the annual review process is efficient and meets the goal of this important part of clergy compensation.

I would like to take this time to thank the members of our committee for their ongoing efforts and sharing of their expertise towards this important ministry in the diocese.

Respectfully submitted,

Mr. Tim Tiernay
Chair, Human Resources for Ministry Committee

THE MISSIONAL BUDGET PLANNING COMMITTEE

For our sesquicentennial Synod, Bishop Susan has chosen a passage from the prophet Jeremiah: *“For surely I know the plans I have for you, says the LORD, plans for your welfare and not for harm, to give you a future with hope”* (Jeremiah 29:11). Or, as Eugene Peterson in *The Message* begins the verse, *“God proclaims: ‘I know what I’m doing.’”* In verse 12 we read: *“Then when you call upon me and come and pray to me, I will hear you”*. And so, we go forward grounded in prayer to celebrate the 150th year of the Diocese of Niagara with a budget that reflects the changing reality of our times, our faith in the future and our faith in God.

The committee’s mandate is to create an annual mission-shaped diocesan budget, directing resources to renew the work and ministry of the diocese, to respond to episcopal priorities and to align with the strategic vision and objectives outlined in the diocesan Mission Action Plan (MAP).

To begin with, there is good news to celebrate! You will note that the statement of operations in the budget reflects a decrease in our operating deficit by nearly \$160,000. With our usual draws – which our forebears so generously gave to support our ongoing ministry - we expect the cash deficit, before capital items, to be on the order of \$198,000 in 2025. This is in part because the forecasted rebound of DMM revenues for 2025 is trending along the most positive trendlines that were foretold at last year’s Synod; a sign of our continued recovery from the pandemic.

The Diocese has been embarking on a diocesan review of the Mission Action Plan which will include faith formation and the renewal of faith as a key component. To support this crucial endeavor, the budget makes provisions for the hiring a half-time diocesan resource position to gather and develop contextual resources for faith formation and support local leaders to bring to life this area of our ministry. In 2025, there will also be continued support for the Niagara School for Missional Leadership which continues to grow and strengthen the faith of Anglicans in the diocese and across the Canadian church, bolstered by a new partnership with the Faculty of Theology at Huron University College.

A technological refresh is a new priority in the 2025 budget. We are hopeful that the redesign of the diocesan website, the digital front door of our diocese, will be at the forefront of this initiative. Having deferred this for many years, the basic website infrastructure is no longer being supported and is in dire need of an update. We will build on what we have in place while employing the newest innovations available as well expanding our social media presence.

The Cathedral Place Property Management Committee has also requested a modest increase of \$50,000 in funding to support capital improvements, heritage maintenance, and major repair work. This work was deferred through the pandemic and with our recovery turning the corner, it seems appropriate to include an increase to support the spiritual home for our diocese. Synod Council also approved a Cost-of-Living Adjustment – on the recommendation of the Human Resources for Ministry Committee – of 3.7% for 2025, in addition a 0.6% year of service increase, totaling an overall increase in stipends of 4.3%.

Newcomers and seekers have been coming to our churches while our finances are showing the recovery we have been praying for. On balance, there is a renewed optimism in our mission and ministry and, as Jeremiah reminds us, we have been given ‘a future with hope’.

Respectfully submitted,

The Venerable Peter Scott
Chair, Missional Budget Planning Committee

REPORTS OF THE BISHOP'S COMMITTEES

THE BISHOP'S ADVISORY COMMITTEE ON CHURCH BUILDINGS

Members of the Bishop's Advisory Committee on Church Buildings (BACCB) are volunteers who dedicate their time and expertise in their related fields of engineering, architecture, construction management and regulated authorities that advise on any capital projects for parishes within the Diocese of Niagara. All parish capital projects within the diocese are governed by Canon 4.6 and its associated regulations. Parishes are encouraged to contact the secretary to synod as soon as a project idea takes shape to avoid any issues that might impede its success.

This past year we were able to complete approximately \$1.2 million worth of capital projects throughout the diocese, which included accessibility upgrades, electrical upgrades, kitchen renovations, roof repairs and more. This is an amazing amount of work done, the BACCB congratulates all the parishes who completed their projects. In the coming year, we will continue to explore new opportunities, and provide recommendations as requested for ongoing property matters.

With hope and faith, we can maintain our churches and continue to have a safe place to worship and provide community support. With this in mind, let's continue to renovate, rebuild, and upgrade our churches and properties for the future. They are an ever-present symbol of accessibility to Christ. They are a sign of welcome to persons who feel stranded, alone, anxious or angry. They are the on-the-street face of Anglicanism, for they reflect the care and love they have been given to all who come near.

Respectfully submitted,

Mr. André Gravelle
Chair, Bishop's Advisory Committee on Church Buildings

THE BISHOP'S ADVISORY COMMITTEE ON PROPERTY RENEWAL

Established in 2019, the Bishop's Advisory Committee on Property Renewal (BACPR) advises the Bishop of Niagara on matters pertaining to strategic and missional renewal of designated properties. The committee may also be asked to oversee renewal of properties associated with existing parishes in the case of a proposed new church or major modification of an existing church building.

The committee is comprised of volunteers with specific expertise and knowledge in the areas of real estate, municipal planning, appraising, architecture, heritage resource management, law and community engagement.

In the past year, the BACPR continued to meet by Zoom to advance the evaluation of ongoing initiatives. This includes disestablished sites with current or future development potential, parishes asking for advice on property uses, and strategic assessments of sites with historic or missional value to the diocese.

In the coming year, we will continue to explore new opportunities, and provide recommendations as requested for ongoing property matters.

Respectfully submitted,

Canon Terry Charters
Chair, Bishop's Advisory Committee on Property Renewal

THE BISHOP'S DECENNIAL INSPECTION COMMITTEE

The mandate of the Bishop's Decennial Inspection Committee (BDIC) is to ensure that Anglican church properties within the Diocese of Niagara are inspected on a rotating ten-year cycle. To accomplish this task, we maintain a Terms of Reference and Inspection Requirements Document. We schedule, monitor, assist in facilitating, and track these inspections for each parish in the diocese. The physical structures, building fabric, building systems, building components, grounds and cemeteries (if applicable) of buildings are all reviewed.

The committee also reviews and maintains a list of competent professional inspection firms that are deemed qualified to undertake the required inspection work to meet the requirements of our Terms of Reference. In 2024, we issued a Request for Expression of Interest to review and vet possible new professional inspection firms to be added to our roster. Currently we have short listed four (4) firms and are in the process of inviting them to join our roster. In addition, we are in the process of updating our Terms of Reference. The BDIC reviews all inspection reports prepared by the inspection firms prior to their issuance to each parish to ensure they meet the requirements of our Terms of Reference. We remain available to assist parishes, upon request, to develop their action plans for the completion of critical and longer-term items noted in their inspection reports. We are also available on an as needed basis to visit parishes if requested to assist with any building concerns they might have.

Committee members are equipped to perform reviews of existing vacant diocesan buildings related to structural and other building system conditions and can provide advice on other building related items.

In 2023, six decennial inspections were completed, some of which were postponed due to pandemic constraints. In 2024, eleven decennial inspections were scheduled, and twelve decennial inspections are currently overdue. We are working closely with these parishes to ensure inspections can be completed as soon as they are able to undertake them. Seven inspections have been completed in 2024, and a total of twelve decennial inspections are due in 2025.

I would like to welcome Roy Timms as a new member of our committee, who brings a wealth of building design and construction knowledge to our team. I also want to thank the other members of our committee for their ongoing efforts and service to this important ministry.

Respectfully submitted,

Mr. Steven Swing, O.N.

Chair, Bishop's Decennial Inspection Committee

SEPARATELY INCORPORATED BODIES

THE ANGLICAN CHURCH MINISTRIES FOUNDATION, NIAGARA

The Anglican Church Ministries Foundation, Niagara (ACMF) and its Board oversees and manages about \$28 million in assets in accordance with its by-laws.

The main activities of the ACMF are:

- to ensure that funds received by the ACMF are being used to support the charitable purposes of the Synod, consistent with its objectives;
- to review and approve the annual audited financial statements; and
- to enact policies and authorize expenditures as may be necessary for the management of the funds held.

In the past year, the ACMF Board of Directors has undertaken the following activities:

- Completed the key priorities for 2024, which included:
 - reviewing and approving the audited 2023 Financial Statements;
 - continuing to work on an educational or marketing narrative with the objective of “Telling Our Story,” to shine a light on the positive contributions the ACMF makes to the Diocese and to the greater community in the Anglican tradition; and
 - looking at opportunities for the ACMF to engage with Anglicans, support the work of the Church in Niagara (and beyond) and develop a 150th anniversary plan.
- Met on April 18, 2024:
 - to review the major funds within the ACMF and which programs they support; and
 - to foster discussions on a 150th anniversary plan, including how to capitalize on the 150th anniversary to increase donations and gifts that will support the future of the Church. The board was in favour of establishing a Curacy Fund, as part of the 150th anniversary initiative, with the goal of supporting and developing the future leadership of the Church.
- Met on May 30, 2024:
 - to review and approve the audited 2023 financial statements and recommend that KPMG serve as auditors for the 2024 fiscal year; and
 - to prepare for the Annual General Meeting in June.

The Annual General Meeting of the ACMF membership was convened at Cathedral Place on June 18, 2024, prior to Synod Council, to elect board members, receive and accept the audited financial statements for 2023, and appoint KPMG as auditors for the 2024 fiscal year.

A third board meeting is planned for December 2024. This meeting will include a guest speaker who will speak to the board on giving and estate planning, as the ACMF looks to increase visibility within the diocese and to increase donations and legacy giving.

Respectfully submitted,

Mr. Tony Denning
President, Anglican Church Ministries Foundation, Niagara

MISSION ACTION PLAN

MISSION ACTION PLAN REPORT

A Mission Action Plan (MAP) is designed to be a living process, intended to adapt and grow as the Holy Spirit guides our diocese, parishes, and missions to more fully embrace the callings God has for us. In 2024, we entered a pivotal phase with the launch of MAP 2.0 — a process that builds on the foundation of the first MAP, inviting us to explore deeper and imagine more boldly how we can partner with God to deepen faith, join God's mission, and care for God's world.

Parish MAP 2.0

Seventy-five percent of parishes in the Diocese of Niagara participated in the initial Parish MAP process, introduced in 2022. The stories from parishes actively implementing the initiatives from MAP 1.0 are filled with energy, enthusiasm, and renewed hope. While some parishes continue working on their original goals, others are ready to enter a new phase of listening to God, each other, and their neighbours.

In June, the Parish MAP 2.0 resource guide was released. MAP 2.0 focuses on reviewing the first MAP goals and deciding whether to continue, adapt, or stop the initiatives that were chosen. Parishes are then prompted to explore how they can deepen their commitment to the initiatives they choose to continue. Finally, they are invited to discern what new, bold, missional initiatives God may be calling them to pursue.

Several parishes are currently engaged in the MAP 2.0 process, and those that have not yet undertaken a MAP are strongly encouraged to do so. The process and actions that result from it have proven to be life-giving not only for parishes but also for the broader communities and neighbourhoods in which God has placed them.

Diocesan MAP 2.0

Over the last year, we have been in a time of discernment and engaging in the MAP 2.0 process to renew our diocesan objectives and strategies. In 2019, the diocese initiated the first MAP process, which resulted in a plan, approved by Synod Council in 2020, that has guided and focused our ministry initiatives for the past five years. Since then, significant changes, including the challenges of the pandemic, have prompted us to reflect on how we engage in God's mission going forward. Despite these challenges, we not only met the goals set in 2019 but exceeded expectations by embracing new directions and opportunities that God sent our way.

As part of the MAP 2.0 process, we have gathered feedback through focus groups and surveys to assess our implementation of the 2019 MAP and identify priorities for the next three to five years. The feedback has been positive, with a strong consensus that we have achieved our 2019 objectives in the three focus areas: igniting and strengthening faith, reimagining diocesan culture, and prioritizing social justice. Respondents affirmed that these focus areas still align with God's calling for our diocese but expressed the need to refresh the ways in which we carry out this calling. In other words, while our "what" remains unchanged, our "how" is changing to better meet the current hopes and needs of our parishes, missions, and the communities to which they belong.

Vision and Mission Statements

The feedback we received suggests that our current vision and mission statements should remain in place until the next MAP as they continue to accurately reflect our identity and calling. There is one minor revision to the diocesan mission statement; "share stories" has been replaced with "join God's mission" as a way of emphasizing our strong commitment to being a missional diocese.

Vision: Called to Life – Compelled to Love

Mission: Ignited by the irresistible love of Jesus and renewed by the Holy Spirit, we partner with God to deepen faith, join God's mission, and care for God's world.

Renewed Priorities

Three priorities consistently emerged from the feedback we received. While these priorities are already central to our work and ministry as a diocese, it is important that we articulate them clearly and explicitly, positioning them as central to MAP 2.0, and using them as guiding principles for the coming years.

Christ-Centered: Our top priority in MAP 2.0 is to keep our eyes firmly fixed on Christ. By maintaining our focus on Jesus, and his irresistible love for us, we can be confident that we are following God's path and fulfilling God mission.

Hope-Filled: We are committed to making the diocese a place where hope is embodied, cultivated, and shared. In these challenging times, marked by disillusionment and hopelessness, MAP 2.0 reflects our deep commitment to being a place where the hope we have in Christ and the inbreaking of God's kingdom are woven into the fabric of our identity.

Missionally-Focused: Our future as a diocese relies on both strengthening existing parishes and developing new, contextual missions and missional initiatives that emerge from the gifts, needs, dreams, and desires of the wider community. MAP 2.0 focuses on supporting our current parishes to be missionally engaged with their neighbours while also building new contextual missions that partner with and serve those who have left church or have never belonged to a church.

Mission Action Plan 2.0 Details

The chart following this report outlines the details of the Diocese of Niagara's updated Mission Action Plan (MAP). As you will see, the first and third objectives remain unchanged, while the second objective has been revised to better reflect the current missional stance of the diocese. Our strategies have evolved from being broader in 2019 to more specific in 2024 as the path God sent us on 5 years ago has become clearer. The verses from Jeremiah that are the focus of the 150th Synod remind us of not only God's plans to lead us into a fruitful future but also the importance of prayer, listening and seeking God's will. Our ongoing engagement with Mission Action Planning reflects our commitment as a diocese to listening for God's direction and adapting our ministry to align with God's unfolding mission.

Thank you to everyone who participated in the diocesan MAP 2.0 process. Thank you also to all the people in parishes and missions who are committed to engaging in the MAP process and living out its goals in your local contexts.

Respectfully submitted,

Dr. Emily Hill
Parish Development Missioner

Vision:

Called to Life - Compelled to Love

Mission Statement:

Ignited by the irresistible love of Jesus and renewed by the Holy Spirit, we partner with God to deepen faith, join God's mission, and care for God's world.

Objective and Strategies	
1	Create and implement opportunities to ignite and strengthen faith <u>Strategies</u> A. Grow the Niagara School for Missional Leadership to equip lay and ordained leaders for missional ministry. B. Hire a coordinator to support and enhance faith formation initiatives within parishes and missions. C. Provide resources, guidance, and support to parishes and missions to build relationships with and start initiatives for those who have left church or have never belonged to a church. D. Nurture lifelong discipleship and spiritual growth with a specific focus on the faith formation of young adults.
2	Strengthen the missional culture of the diocese and support contextual mission <u>Strategies</u> A. Develop parishes that both nurture existing worshipping communities and start new contextual missional initiatives; a mixed ecology model. B. Invest resources to grow existing and new missions in the diocese, with a focus on long-term sustainability through responsible financial stewardship. C. Share missional stories to spark imagination and inspire new possibilities for ministry. D. Promote stewardship best practices, encourage entrepreneurial and creative approaches to sustain and expand ministries, and maximize the use of assets such as church buildings to support missional endeavours.
3	Prioritize social and environmental justice The Gospel calls us to work to transform unjust structures, uphold the dignity of every human being, and safeguard the integrity of Creation. While we are called by God to challenge all forms of injustice, our diocese will place particular emphasis on promoting anti-racism initiatives, combating human trafficking, supporting migrant farmworkers, addressing the homelessness and housing crisis, fostering truth and reconciliation, and confronting the climate crisis. <u>Strategies</u> A. Provide tools, strategies, and resources for prayer and advocacy for parishes and missions to amplify our collective voice. B. Prioritize partnerships by fostering collaboration and collective action among parishes, missions, community partners and ecumenical organizations to further God's justice. C. Cultivate a lived faith that promotes justice initiatives to address unjust structures while attending to the spiritual needs of our neighbours.

OTHER REPORTS

THE DIOCESAN ARCHIVIST

For nearly fifty years, since 1975, McMaster University has overseen the storage of non-current diocesan records dating back to 1875, including parish registers, service books, minute books, and other materials from more than 100 congregations. These records are on deposit only and remain the property of the diocese.

The care and upkeep of the diocesan archives are governed under Canon 2.6. The diocesan archives kept at Cathedral Place include:

- synod journals from 1875 to present;
- copies of the Niagara Anglican from 1975 to present;
- personnel files of deceased or retired clergy;
- parish files, current or closed, including some parish histories and clergy biographies;
- some artifacts of our ministry;
- confirmation records; and
- some blueprints or drawings of past church building projects.

While we were not successful in engaging a summer student to work in our archives, we are hopeful of hiring a student in the future, in partnership with the university, to support our ongoing archival efforts.

As public acts, records related to baptisms, marriages and burials are held in trust for the participants and for the whole Church and are thereby parishes and the diocese are responsible for maintaining the integrity of the records. Lorna Shaw receives and processes requests for records that are held by the diocese, primarily related to disestablished parishes. All such archival inquiries should to be directed to lorna.shaw@niagaraanglican.ca.

Information related to the storage and retention of church records is available on the Archives page of the diocesan website.

Respectfully submitted,

The Venerable Bill Mous
Executive Officer & Secretary of Synod

CLIMATE JUSTICE NIAGARA COMMITTEE

The role of Climate Justice Niagara (CJN) is to equip both clergy and lay people throughout the diocese to live more deeply into the Fifth Mark of Mission, “to strive to safeguard the integrity of creation and sustain and renew the earth.” Aligned with the environmental justice emphasized in the diocesan Mission Action Plan, CJN assists parishes, homes and communities to respond to the climate crisis both locally and globally, through prayer, education, action and advocacy.

In the past year, a few highlights of our ministry have been:

- Assisted 30 parishes in completing energy audits, tracking energy use and developing five-year energy reduction plans to reduce energy use by 10%.
- Partnered in the creation of Zero Emission Churches (zeroemissionchurches.ca) to equip congregations and diocesan leaders with the information they need to convert their buildings into zero emitters of greenhouse gases.
- Promoted the Communion Forest Initiative within the diocese, assisted by a matching grant of \$7,500 from the Anglican Foundation of Canada.
 - The project will assist parishes with tree inventories to determine the state of current trees as well as the potential for future planting.
 - Twelve parishes are in the process of completing tree inventories.
- Promoted the planting of pollinator, rain, water and children’s gardens on church properties and awarded certificates to individual parishes to recognize their contributions.
- Developed a resource guide for the Season of Creation to support parishes in hosting events and incorporating Season of Creation themes into their liturgies.
- Provided support to parish Climate Justice Facilitators and convened an in-person meeting to facilitate information sharing and to build networks of support.
- Contributed monthly articles to the *Niagara Anglican*.
- Convened conversations about fossil fuel divestment.
- Provided the opportunity for two students from Niagara College to intern with CJN through the Communion Forest Initiative.

Over the next year, CJN will continue to connect people to environmental justice as a shared emphasis with the diocesan Mission Action Plan. The group will promote and advance the Communion Forest Initiative through activities such as tree planting, restoration and stewardship projects. We will continue our participation in creating Zero Emission Churches and provide support to parishes in implementing energy reduction plans. We will recruit new members to the CJN steering committee and parish facilitators, with intention toward less represented areas of the diocese.

Respectfully submitted,

Mr. Bruce Mackenzie
Chair, Climate Justice Niagara Committee

THE DIOCESAN REFUGEE SPONSORSHIP INITIATIVE

Over the last year, parishes and community groups across our diocese continued to sponsor refugees from around the world, providing essential orientation and care for newcomers as they are resettled and welcomed to Canada.

With the primate's encouragement, our churches joined with Anglicans across Canada to mark Refugee Sunday on June 23. The observance followed World Refugee Day on June 20, a day to honour refugees around the globe, celebrating the strength and courage of people who have been forced to flee their home country to escape conflict or persecution.

According to information from the United Nations Refugee Agency, in 2023 the total number of people worldwide who were forced to flee their homes due to conflicts, violence, fear of persecution and human rights violations was 110 million people. Of these, the UN estimates that more than 2.9 million refugees worldwide will need urgent resettlement next year.

Since the last report to Synod in September 2023, our diocese has:

- submitted applications for 7 new sponsorship cases totalling 17 people; and
- welcomed 34 newcomers to Canada, representing 15 sponsorship cases, from Eritrea, Syria, Somalia, and Afghanistan.

Our diocese undertakes this ministry as a Sponsorship Agreement Holder (SAH) through the Private Sponsorship of Refugees program of Immigration, Refugees and Citizenship Canada. In 2024 a new online application portal was initiated for the submission of sponsorship cases to the Government of Canada for consideration.

As with all ministries of the Church, this work happens because of passion and incredible faithfulness of the people, parishes, and missions of the communities we serve. In addition, there is a team of dedicated volunteers and staff who help support this diocesan ministry, helping us live into our responsibilities as a Sponsorship Agreement Holder.

If you are interested in learning more about this work, or generally supporting our refugee sponsorship efforts, please email refugees@niagaraanglican.ca.

Respectfully submitted,

The Venerable Bill Mous
Coordinator, Diocesan Refugee Sponsorship Initiative

THE HUMAN TRAFFICKING JUSTICE NIAGARA WORKING GROUP

Human Trafficking Justice Niagara (HTJN) continues to follow the lead of the General Synod 2019 Resolution A204 Human Trafficking and Modern slavery, equipping the people of the diocese to live more deeply into the Fourth Mark of Mission and our diocesan Mission Action Plan to be strong advocates for local and global change in the following ways.

- **Prayer** – Ensure that prayers and concern for human trafficking become an integral part of parish life, particularly on National Human Trafficking Awareness Day, the third Sunday of February.
- **Education** – Equip and inspire social justice facilitators and teams by developing and disseminating current local resources and evidence-based knowledge about modern-day slavery, human trafficking and forced labour.
- **Action** – Provide facilitators, clergy, and lay leaders with the tools to ensure their parishes are able to assist local outreach in support of victims of human trafficking.
- **Advocacy** – Model strong leadership and resolute political action to address human trafficking and modern-day slavery. Support parish and diocesan leaders in recognizing the presence of trafficking in our communities and ways to speak out against it.

Over the past year, HTJN members:

- Met regularly to keep up to date on human trafficking stories in Canada and beyond.
- Attended the Hamilton Anti-Human Trafficking Conference in February as a committee.
- Submitted an updated liturgical resource for prayers, preaching and reflection for parishes to use for Freedom Sunday.
- Planned for a forum to be held on Saturday, October 26, 2024, on human trafficking and community responses. Guest speakers include Jennifer Richardson, former Ontario director on human trafficking; Jen Lucking, executive director, Restoration House; and Detective Kyle Jarvie, Hamilton Police Services, Human Trafficking Division. The forum will be held at Christ's Church Cathedral and be open to the public

Respectfully submitted,

The Reverend Jody Szöke
Chair, Human Trafficking Justice Niagara Working Group

THE CATHEDRAL PLACE PROPERTY MANAGEMENT COMMITTEE

The Cathedral Place Property Management Committee (CPPMC) exists, per Canon 2.10, to “oversee the care, maintenance, and management” of Cathedral Place. It is composed of two members elected by the Cathedral Vestry, two members elected by Synod Council, the dean, the executive officer, and a chair appointed by the bishop.

We are thankful for the diligence and care of Mr. Derek Smith, the Cathedral Place Property Manager, who attends to so many details and issues during and outside of regular hours.

Over the past year, the CPPMC has commissioned an Interior Heritage Study to aid our work in developing recommendations and a plan for conservation and use of the Cathedral. Significant time and effort has been devoted to supporting the ongoing work of the Cathedral Café program, which continues to welcome and provide needed supports six days a week.

Since last Synod met: several plumbing issues have been addressed; the office space on the upper levels of the School House portion of Cathedral Place have been painted (and a wall constructed); we have responded to new vandalism of Cathedral Place’s air conditioning units; and we have supported the work of adding cameras and upgrading the locks of CP. The latter project was made possible by the Ontario Anti-Hate Security and Prevention Grant.

CPPMC and its members have also been supporting the work of the Cathedral churchwardens in planning for new flooring in the nave. We expect that you’ll be able to enjoy the new floor shortly after Synod meets this year.

Respectfully submitted,

The Reverend Canon Matthew Griffin
Chair, Cathedral Place Property Management Committee

THE NIAGARA SCHOOL FOR MISSIONAL LEADERSHIP

The Niagara School for Missional Leadership (NSML) is a Gospel-focused learning community based in the Diocese of Niagara that trains effective missional leaders – both clergy and lay – to respond to the needs of God’s world. The school centres its learning on the Good News of Jesus Christ – that the Church is called to participate in Jesus’ mission in the world in bringing about the Kingdom of God. Jesus calls us to life and compels us to love, and as we live into and out of this calling, the kingdom breaks into the world around us.

The school is monitored and directed by the NSML Steering Committee who are mandated to support the school’s vision of creating a practical and coaching based learning environment where participants are equipped to respond creatively and faithfully to God’s mission. The work of the Committee includes providing input regarding the development and administration of the school, promotions, finances, and monitoring alignment between the school’s operations and the school’s mission and vision.

We are excited that the NSML has entered a new partnership with Huron University College’s Licentiate in Theology (LTh) Program. The Memorandum of Understanding was completed and signed by both parties on August 21, 2024. The Huron Faculty of Theology Committee approved all fall semester NSML courses and teacher-practitioners in early September. Huron’s LTh students can enroll in NSML courses to receive credits for their certificate program and can petition course credits for MDiv and MTS programs. Likewise, NSML students are encouraged to register in Huron’s LTh courses to receive credits towards diocesan missional pathways. This partnership continues to expand the breadth of theological education that we are offering students within the diocese and across the country.

Highlights of our ministry over the past year include:

- The enrollment of over 300 students, across 27 offered courses since launching in September of 2021.
- Increasing numbers of students from outside the diocese taking NSML courses, many of whom are from the new partnership with Huron University College.
- Course being taught by over 20 teacher-practitioners, including archbishops, bishops, archdeacons, theological professors, international missionaries, and synod staff.
- New teacher-practitioners continue to join NSML, including the Reverend Canon Dr. Judith Paulsen and Dr. Matthew Green, who were welcomed this year
- Updates to the school’s website and administrative platforms have created greater efficiency and diocesan brand alignment.

The Niagara School for Missional Leadership will continue to live out the diocesan Mission Action Plan objectives to create and implement opportunities to ignite and strengthen faith, reimagine culture, and prioritize justice by developing practical, accessible, and culturally relevant studies, ignited by the irresistible love of Jesus.

Respectfully submitted,

Ms. Sarah Bird

Missional Formation Coordinator, *on behalf of the Steering Committee*

FINANCIAL INFORMATION

2023 Audited Consolidated Financial Statement

Consolidated Financial Statements of

THE SYNOD OF THE DIOCESE OF NIAGARA

And Independent Auditor's Report thereon

Year ended December 31, 2023



KPMG LLP

Commerce Place
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Hamilton, ON L8P 4W7
Canada
Telephone 905 523 8200
Fax 905 523 2222

INDEPENDENT AUDITOR'S REPORT

To the Bishop and the Members of The Synod of the Diocese of Niagara

Qualified Opinion

We have audited the consolidated financial statements of The Synod of the Diocese of Niagara (the "Diocese"), which comprise:

- the consolidated statement of financial position as at end of December 31, 2023
- the consolidated statement of operations for the year then ended
- the consolidated statement of changes in net assets for the year then ended
- the consolidated statement of cash flows for the year then ended
- and notes to the consolidated financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements").

In our opinion, except for the possible effects of the matter described in the "***Basis for Qualified Opinion***" section of our auditor's report the accompanying financial statements, present fairly, in all material respects, the consolidated financial position of the Diocese as at end of December 31, 2023, and its consolidated results of operations and its consolidated cash flows for the year then ended in accordance with Canadian Accounting standards for not-for-profit organizations.

Basis for Qualified Opinion

In common with many not-for-profit organizations, the Diocese derives revenue from donations, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, verification of these revenues was limited to the amounts recorded in the records of Diocese. Therefore, we were not able to determine whether any adjustments might be necessary to:

- the current assets reported in the consolidated statements of financial position as at end of December 31, 2023
- the fundraising revenues and excess of revenues over expenses reported in the consolidated statements of operations for the year ended December 31, 2023



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- the unrestricted net assets, at the beginning and end of the year, reported in the consolidated statements of changes in net assets for the year ended December 31, 2023
- the excess of revenues over expenses reported in the consolidated statements of cash flows for the year ended December 31, 2023

Our opinion on the financial statements for the year ended December 31, 2023 was qualified accordingly because of the possible effects of this limitation in scope.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the “**Auditor’s Responsibilities for the Audit of the Financial Statements**” section of our auditor’s report.

We are independent of the Diocese in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Diocese’s ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Diocese or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Diocese’s financial reporting process.

Auditor’s Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.



Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Diocese's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Diocese's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Diocese to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.



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- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

A handwritten signature in black ink that reads 'KPMG LLP'. The signature is written in a cursive, stylized font. Below the signature is a single, long, horizontal, slightly wavy line that serves as a flourish or underline.

Chartered Professional Accountants, Licensed Public Accountants

Hamilton, Canada

June 19, 2024

THE SYNOD OF THE DIOCESE OF NIAGARA

Consolidated Statement of Financial Position

December 31, 2023, with comparative information for 2022

	2023	2022
Assets		
Current assets:		
Cash (note 2)	\$ 1,097,118	\$ 1,329,511
Short-term investments	16,565	—
Restricted cash (note 3)	88,642	96,904
Amounts receivable (note 4)	1,057,234	810,179
Other receivables	141,116	264,848
Current portion of long-term receivables (note 7)	1,200,000	—
Prepaid expenses	98,993	8,804
Loans receivable (note 5)	269,248	295,200
	3,968,916	2,805,446
Investments (note 6)	6,013,287	5,677,681
Long-term receivables (note 7)	1,528,636	3,249,381
Capital assets (note 8)	5,490,527	3,886,698
	\$ 17,001,366	\$ 15,619,206
Liabilities and Net Assets		
Current liabilities:		
Deferred revenue	\$ 48,060	\$ 24,725
Due to parishes	15,380	16,811
Accounts payable and accrued liabilities (note 9)	882,932	1,237,427
Bank loans - special purposes (note 10)	129,268	135,450
	1,075,640	1,414,413
Supplemental insurance reserve (note 11)	535,921	509,725
Long-term liabilities (note 12)	52,736	144,239
	1,664,297	2,068,377
Net assets:		
Invested in capital assets	5,490,527	3,886,698
Externally restricted (note 13(a))	2,048,673	2,003,228
Internally restricted (note 13(b))	4,195,013	4,523,655
General	3,602,856	3,137,248
	15,337,069	13,550,829
	\$ 17,001,366	\$ 15,619,206

See accompanying notes to consolidated financial statements.

On behalf of the Board:

Director

Director

THE SYNOD OF THE DIOCESE OF NIAGARA

Consolidated Statement of Operations

Year ended December 31, 2023, with comparative information for 2022

	2023	2022
Revenue:		
Diocesan assessment	\$ 2,486,646	\$ 2,661,862
Administrative fees and rental income	642,979	586,374
Government grants	11,995	11,817
Bishop's Company	32,340	37,116
Canterbury Hills (note 14)	726,387	500,818
Programs	97,003	105,582
Sundry	166,094	213,618
Interest income	12,170	5,934
Investment (loss) income	595,564	(565,258)
Insurance premiums from parishes	1,354,566	1,280,140
Parish payroll	9,253,021	9,156,897
	15,378,765	13,994,900
Expenses:		
General and Provincial Synod	674,637	665,417
Programs:		
Congregational support and development	119,049	189,297
Ministry support	127,447	229,688
Outreach support	4,980	6,539
Operations:		
Diocesan staff	1,702,337	1,628,905
Office administration, communication, and committees	283,303	703,464
Diocesan managed properties	364,379	430,591
Disestablished parish properties	46,233	36,427
Property staff	191,709	179,613
Other:		
Parish subsidies	124,621	191,623
Depreciation	419,113	326,367
Bad debts	114,910	254,087
Interest	768	334
Grants issued	119,229	88,980
Insurance	1,547,670	1,474,930
Parish payroll	9,253,021	9,156,897
Bishop's Company expenses	41,920	32,249
Canterbury Hills (note 14)	564,113	536,232
Total expenses	15,699,439	16,131,640
Deficiency of revenue over expenses before the undernoted	(320,674)	(2,136,740)
Gain on acquisition of properties (note 16)	1,940,000	1,740,000
Gross proceeds on sale of properties (note 15)	—	500,000
Restricted gifts and bequests (note 17)	213,908	310,611
Excess of revenues over expenses	\$ 1,833,234	\$ 413,871

See accompanying notes to consolidated financial statements.

THE SYNOD OF THE DIOCESE OF NIAGARA

Consolidated Statement of Changes in Net Assets

Year ended December 31, 2023, with comparative information for 2022

	Invested in capital assets	Externally restricted	Internally restricted	General fund	Total 2023
Fund balance, beginning of year	\$ 3,886,698	\$ 2,003,228	\$ 4,523,655	\$ 3,137,248	\$13,550,829
Excess (deficiency) of revenue over expense	(419,113)	75,445	(128,810)	2,305,712	1,833,234
Inter-fund transfers:					
Net change in invested in capital assets	2,022,942	—	—	(2,022,942)	—
Transfers between funds	—	(30,000)	(199,832)	229,832	—
Insurance fund	—	—	—	—	—
Supplemental insurance reserve (note 11)	—	—	—	(46,994)	(46,994)
Fund balance, end of year	\$ 5,490,527	\$ 2,048,673	\$ 4,195,013	\$ 3,602,856	\$15,337,069

	Invested in capital assets	Externally restricted	Internally restricted	General fund	Total 2022
Fund balance, beginning of year	\$ 2,228,326	\$ 2,250,376	\$ 4,388,221	\$ 4,072,217	\$12,939,140
Excess (deficiency) of revenue over expense	(326,367)	(83,148)	(204,752)	1,028,138	413,871
Inter-fund transfers:					
Net change in invested in capital assets	1,984,739	—	—	(1,984,739)	—
Transfers between funds	—	(164,000)	338,250	(174,250)	—
Insurance fund	—	—	1,936	(1,936)	—
Supplemental insurance reserve (note 11)	—	—	—	197,818	197,818
Fund balance, end of year	\$ 3,886,698	\$ 2,003,228	\$ 4,523,655	\$ 3,137,248	\$13,550,829

See accompanying notes to consolidated financial statements.

THE SYNOD OF THE DIOCESE OF NIAGARA

Consolidated Statement of Cash Flows

Year ended December 31, 2023, with comparative information for 2022

	2023	2022
Cash provided by (used in):		
Operations:		
Excess of revenues over expenses for the year	\$ 1,833,234	\$ 413,871
Items not involving cash:		
Change in supplemental insurance liability	26,196	(159,321)
Actuarial (loss) gain on supplemental insurance liability	(46,994)	197,818
Depreciation	372,137	286,060
Depreciation - Canterbury Hills	46,976	40,307
Gain on acquisition of properties	(1,940,000)	(1,740,000)
Decrease (increase) in fair value of investments	(661,465)	656,714
Change in non-cash operating working capital:		
Deferred revenue	23,335	(20,522)
Restricted cash	8,262	2,433
Amounts receivable	(247,055)	(127,728)
Other receivables	123,732	59,264
Prepaid expenses	(90,189)	22,402
Due to parishes	(1,431)	(5,762)
Accounts payable and accrued liabilities	(354,495)	(14,683)
	(907,757)	(389,147)
Financing:		
Changes in long-term liabilities	(91,503)	(20,579)
Repayment of bank loans - special purposes	(6,182)	(29,991)
	(97,685)	(50,570)
Investing:		
Purchase of capital assets	(12,001)	(85,166)
Purchase of capital assets, Canterbury Hills	(70,941)	(159,573)
Investment contributions	(408,068)	(588,705)
Investment withdrawals	733,927	712,955
(Increase) decrease in short-term investments	(16,565)	16,483
Decrease in long-term receivables	520,745	154,808
Collection of loans receivable	25,952	25,492
	773,049	76,294
Decrease in cash	(232,393)	(363,423)
Cash, beginning of year	1,329,511	1,692,934
Cash, end of year	\$ 1,097,118	\$ 1,329,511

See accompanying notes to consolidated financial statements.

THE SYNOD OF THE DIOCESE OF NIAGARA

Notes to Consolidated Financial Statements

Year ended December 31, 2023

The Synod of the Diocese of Niagara (the "Diocese") is a Christian community of faith that geographically encompasses the area of the Niagara Peninsula, Greater Hamilton, the Region of Halton and portions of Wellington and Dufferin Counties, and Haldimand County and which includes approximately 80 Anglican parishes (congregations). The governance of the Diocese is done through The Synod of the Diocese of Niagara which was incorporated by an act of the Provincial Government of Ontario, assented to on February 10, 1876 and is a registered charity under the Income Tax Act. The Synod is comprised of the Bishop, clergy and designated representatives from each parish. The Bishop is the Chief Officer of the Diocese and, as such, provides oversight for the clergy and parishes who comprise the Diocese.

1. Significant accounting policies:

(a) Basis of presentation:

These consolidated financial statements have been prepared by management in accordance with Canadian Accounting Standards for Not-For-Profit entities in Part III of the CPA Canada Handbook. These consolidated financial statements do not include the operations nor the assets and liabilities of the individual parishes.

From time to time, the Diocese assumes the management of the Church properties from parishes or congregations (former parish properties). This can occur when a church is closed; when a parish or congregation is disestablished or amalgamated with another parish or congregation; or, when the Diocesan Council deems such action necessary. If church properties are disposed of, the Diocese is responsible for any such resulting gain or loss.

These consolidated financial statements include the operations of Canterbury Hills. Canterbury Hills operates a summer camp during the summer months and provides conference services during the remainder of the year. Administrative and financial services are provided to Canterbury Hills by the Diocese.

(b) Fund accounting:

The Diocese follows the restricted fund method of accounting for contributions.

The General Fund reports revenues and expenses related to program delivery and administrative activities. All investment income is recorded in the General Fund.

The Restricted Fund reports resources contributed for which the use is restricted by the donors or management.

THE SYNOD OF THE DIOCESE OF NIAGARA

Notes to Consolidated Financial Statements (continued)

Year ended December 31, 2023

1. Significant accounting policies (continued):

(c) Revenue recognition:

Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. If at the outset of the arrangement, the Diocese determines that collectability is not probable, the Diocese defers the revenue and recognizes the revenue when payment is received.

(d) Capital assets:

Purchased capital assets are recorded at cost. Contributed capital assets are recorded at fair value at the date of contribution. Repairs and maintenance costs are charged to expense. Betterments which extend the estimated life of an asset are capitalized. When a capital asset no longer contributes to the Diocese's ability to provide services, its carrying amount is written down to its residual value.

Land and buildings (churches, rectories, etc.), which are under the administration of the parishes, are not included in these financial statements.

Capital assets are amortized over the estimated useful lives of the assets on the straight-line basis at the following rates:

Asset	Basis
Buildings	10 to 40 years
Building improvements	5 to 10 years
Computer equipment	2 to 3 years
Furniture and fixtures	3 to 5 years
Vehicles	5 years

THE SYNOD OF THE DIOCESE OF NIAGARA

Notes to Consolidated Financial Statements (continued)

Year ended December 31, 2023

1. Significant accounting policies (continued):

(e) Supplemental insurance benefits:

The Diocese provides its active members and retirees with a life insurance benefit of \$10,000 for active members and \$8,000 for retirees. The Diocese maintains funds within their investments to fund the obligation. These funds are held by the Diocese and not as a segregated trust. As a result, these funds and the related investment income are not included in the actuarial valuation and subsequent extrapolations. Active clergy employees contribute at a rate of \$6.67 and lay staff contribute at a rate of \$2.50 to the fund per employee per pay cycle.

The Diocese accrues its obligation using the accrued benefit method. The measurement date of the obligation coincides with the year end of the Diocese. The most recent full actuarial valuation was December 31, 2023.

Actuarial gains (losses) on the accrued benefit obligation arise from differences between actual and expected experience and from changes in the actuarial assumptions used to determine the accrued benefit obligation. The accrued benefit obligation and current service costs for these plans are recognized using the accrued benefit method pro-rated on service, and income is charged with the cost of the benefits in the years in which the employees render the service which gives them the right to receive such benefits. Remeasurement and other items are recognized as a direct increase (decrease) in net assets and are not reclassified to the statement of operations in subsequent periods.

(f) Contributed services:

Because of the difficulty in determining their fair value, contributed services are not recognized in these consolidated financial statements.

THE SYNOD OF THE DIOCESE OF NIAGARA

Notes to Consolidated Financial Statements (continued)

Year ended December 31, 2023

1. Significant accounting policies (continued):

(g) Financial instruments:

Financial instruments are recorded at fair value on initial recognition. Equity instruments that are quoted in an active market are subsequently measured at fair value. All other financial instruments are subsequently recorded at cost or amortized cost, unless management has elected to carry the instruments at fair value. The Diocese has not elected to carry any such financial instruments at fair value.

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred and are offset with investment income in the Statement of Operations. All other financial instruments are adjusted by transaction costs incurred on acquisition and financing costs, which are amortized using the straight-line method.

Financial assets are assessed for impairment on an annual basis at the end of the fiscal year if there are indicators of impairment. If there is an indicator of impairment, the Diocese determines if there is a significant adverse change in the expected amount or timing of future cash flows from the financial asset. If there is a significant adverse change in the expected cash flows, the carrying value of the financial asset is reduced to the highest of the present value of the expected cash flows, the amount that could be realized from selling the financial asset or the amount the Diocese expects to realize by exercising its right to any collateral. If events and circumstances reverse in a future period, an impairment loss will be reversed to the extent of the improvement, not exceeding the initial carrying value.

(h) Use of estimates:

The preparation of the consolidated financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the consolidated financial statements and the reported amounts of revenues and expenses during the year. Significant items subject to such estimates and assumptions include the carrying amounts due from parishes, loans receivables, long-term receivables and obligations related to supplemental insurance benefits. Actual results could differ from those estimates.

(i) Cash, bank overdraft and short-term investments:

Cash and cash equivalents consist of cash, bank overdrafts and short-term investments in money market or other short term instruments with maturity of less than 90 days.

THE SYNOD OF THE DIOCESE OF NIAGARA

Notes to Consolidated Financial Statements (continued)

Year ended December 31, 2023

2. Cash and bank indebtedness:

The Diocese considers deposits in banks and certificates of deposit as cash. The Diocese has a revolving demand line of credit with interest calculated at prime. There was no bank indebtedness balance as at December 31, 2023 (2022 - \$nil). The limit on the line of credit was \$1,500,000 as at December 31, 2023 (2022 - \$1,500,000).

3. Restricted cash:

Restricted cash consists of funds received on behalf of parishes and funds received for the direct benevolent work of the Bishop.

4. Amounts receivable:

Amounts receivable from parishes consist of:

	2023	2022
Diocesan Mission and Ministries due from parishes	\$ 802,211	\$ 636,459
Insurance	61,623	58,241
Payroll due from parishes	64,575	75,863
Other	128,825	104,441
Provision for doubtful accounts	—	(64,825)
	\$ 1,057,234	\$ 810,179

THE SYNOD OF THE DIOCESE OF NIAGARA

Notes to Consolidated Financial Statements (continued)

Year ended December 31, 2023

5. Loans receivable:

Loans receivable are comprised as follows:

(a) Emergency Loans:

Emergency loans totaling \$132,531 (2022 - \$157,531) represent funds loaned to parishes for COVID-19 related expenses. During the pandemic each parish was able to apply for a loan of up to \$10,000. As at December 31, 2023 the emergency loans are outstanding for thirteen parishes (2022 – Sixteen parishes) .

(b) Church Extension:

Church extension loans totaling \$129,268 (2022 - \$135,450) represent funds loaned to parishes for land, buildings and additions. The Diocese has borrowed money that has been re-loaned to the parishes to finance these church extension projects.

(c) Employee Loans:

Employee loans totaling \$7,449 (2022 - \$2,219) are bridging loans advanced to employees to cover EI processing time, which usually takes about 4-6 weeks. These are normally deducted back from employees upon receipt of EI payments. Only employees on authorized sick leave are eligible to access this loan.

6. Investments:

Investments are comprised as follows:

	2023	2022
Mutual and pooled funds	\$ 6,013,287	\$ 5,677,681

Investments include \$535,921 (2022 - \$509,725) set aside to fund the supplemental insurance benefits (see note 11).

THE SYNOD OF THE DIOCESE OF NIAGARA

Notes to Consolidated Financial Statements (continued)

Year ended December 31, 2023

7. Long-term receivables:

Parish	2023	2022
Parish operating debt:		
St. Paul, Caledonia	\$ 134,888	\$ 116,132
Cathedral Place, Hamilton	59,039	79,039
St. John's Rockwood	81,441	85,541
Holy Trinity, Fonthill	54,196	55,196
St. John the Evangelist, Niagara Falls	58,691	58,691
Grace Church, Arthur	36,808	36,808
All Saints, Welland	22,367	24,767
St. Paul's, Dunnville	34,313	—
St. Luke, Hamilton	—	177,515
Various disestablished parishes	109,898	71,837
	591,641	705,526
Parish mortgages and loans:		
St. Luke's Palermo	126,419	132,826
Church of the Incarnation, Oakville	60,576	61,029
	186,995	193,855
Vendor take back mortgages:		
2601265 Ontario Inc.	1,200,000	1,600,000
2706703 Ontario Inc.	750,000	750,000
	1,950,000	2,350,000
	2,728,636	3,249,381
Less amounts due within one year:		
2601265 Ontario Inc.	(1,200,000)	—
Total	\$ 1,528,636	\$ 3,249,381

The amounts due from parishes are unsecured with no fixed terms of repayment and do not bear any interest with the exception of St. Luke's Palermo and Church of the Incarnation. St. Luke's Palermo is unsecured and bears interest at a 4% fixed rate with repayments of \$967 per month due April 1, 2028. Church of the Incarnation is unsecured, has no fixed terms of repayment and bears interest at prime plus 0.25% charged monthly.

2601265 Ontario Inc. is a mortgage that bears interest at a 7.45% fixed rate with no repayments. This amount was fully repaid May 8, 2024.

2706703 Ontario Inc. is a mortgage that bears interest at a 3% fixed rate with interest only monthly repayments of \$1,875 until June 20, 2023. Thereafter, the loan will bear interest at a 4% fixed rate with interest only monthly repayments of \$2,500 until the maturity date of November 20, 2025.

THE SYNOD OF THE DIOCESE OF NIAGARA

Notes to Consolidated Financial Statements (continued)

Year ended December 31, 2023

8. Capital assets:

	2023		
	Cost	Accumulated amortization	Net book value
Land			
Canterbury Hills	\$ 35,749	\$ —	\$ 35,749
Buildings			
Palermo Community Centre	2,496,163	872,488	1,623,675
Leasehold improvements	1,160,452	1,157,635	2,817
Residential condo units	3,746,787	277,679	3,469,108
Canterbury Hills	794,920	565,004	229,916
Building improvements	765,981	666,410	99,571
Computer equipment	313,195	312,194	1,001
Furniture and fixtures	184,414	155,724	28,690
Vehicles	15,370	15,370	—
	\$ 9,513,031	\$ 4,022,504	\$ 5,490,527
	2022		
	Cost	Accumulated amortization	Net book value
Land			
Canterbury Hills	\$ 35,749	\$ —	\$ 35,749
Buildings			
Palermo Community Centre	2,496,163	747,680	1,748,483
Leasehold improvements	1,160,452	1,156,961	3,491
Residential condo units	1,806,787	90,339	1,716,448
Canterbury Hills	723,980	518,029	205,951
Building improvements	765,981	627,193	138,788
Computer equipment	311,201	304,376	6,825
Furniture and fixtures	174,406	143,443	30,963
Vehicles	15,370	15,370	—
	\$ 7,490,089	\$ 3,603,391	\$ 3,886,698

Included in Palermo is a cost recovery of \$257,858 relating to construction costs incurred by the Diocese on behalf of and repaid by the long-term care centre on the premises, a contribution by the parish to the construction costs and hydro permit refunds.

9. Accounts payable and accrued liabilities:

There are no government remittances payable included in accounts payable and accrued liabilities, including payroll related taxes (2022 - \$nil).

THE SYNOD OF THE DIOCESE OF NIAGARA

Notes to Consolidated Financial Statements (continued)

Year ended December 31, 2023

10. Bank loans - special purposes:

	2023	2022
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Loans obtained on behalf of parishes, due on demand, bearing interest at prime plus 0.25%, maturing from 2016 to 2028, with minimum annual repayments of \$24,931	\$ 129,268	\$ 135,450
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Principal repayments over the next four years are as follows:

2024	\$ 24,931
2025	24,931
2026	24,931
2027	54,475
	\$ 129,268

THE SYNOD OF THE DIOCESE OF NIAGARA

Notes to Consolidated Financial Statements (continued)

Year ended December 31, 2023

11. Supplemental insurance benefits:

The Diocese self-insures certain life insurance benefits for current and retired employees. Current employees are entitled to \$10,000 if actively employed at the time of death and retirees are entitled to \$8,000 upon death. If a current employee leaves the Diocese before retirement their benefit is forfeited.

The Diocese measures its benefit obligation for accounting purposes based on the most recent actuarial valuation which was as at December 31, 2023. The obligation estimate is reviewed annually, and a full actuarial valuation is completed every three years.

	2023	2022
Change in benefit obligation:		
Benefit obligation, beginning of year	\$ 509,725	\$ 699,046
Actuarial gain	46,994	(197,818)
Interest costs	27,202	24,497
Benefit payments	(48,000)	(16,000)
Benefit obligation, end of year	\$ 535,921	\$ 509,725

12. Long-term liabilities:

Included in long-term liabilities is \$ 52,736 (2022 - \$ 52,736) related to Lambeth Conference and \$nil (2022 - \$91,503) relating to the Residential Schools Healing Fund. In consultation with the Anglican Church of Canada, the Diocese has renewed its commitment to the work of truth, reconciliation and indigenous ministries. These funds are held in a Diocesan investment fund designated for this purpose.

THE SYNOD OF THE DIOCESE OF NIAGARA

Notes to Consolidated Financial Statements (continued)

Year ended December 31, 2023

13. Restricted fund balances:

a) Major categories of fund balances with externally imposed restrictions are as follows:

	2023	2022
Theological education	\$ 409,298	\$ 409,298
Episcopal support	347,333	347,333
Other	373,439	373,439
Mission work	151,803	151,803
Youth and children's work	15,000	15,000
Canterbury Hills	751,800	706,355
	\$ 2,048,673	\$ 2,003,228

These fund balances represent the value of funds received less drawings over time.

b) Major categories of fund balances with internally imposed restrictions are as follows:

	2023	2022
New church development from parish proceeds	\$ 2,003,573	\$ 2,051,322
Parish sale proceeds	623,472	748,472
Legal reserve fund	100,550	50,000
Residential schools fund	(8,497)	91,503
Closed parishes	73,046	219,806
Girls' Friendly Society / Holiday House fund	172,158	172,158
Church insurance fund	144,672	162,874
Church planting reserve fund	155,000	110,000
Property renewal reserve fund	87,805	96,882
Minnie Easter estate	41,356	41,356
Investment review fund	38,744	38,744
Stephen Hopkins leadership fund	32,758	51,301
Other	16,624	16,625
Dorothy Elizabeth Roberts' estate	8,365	8,365
E. Ferres	7,115	7,115
Paul Austin Moore estate	6,000	6,000
Canon D. Ricketts bursary fund	9,245	8,525
William Aspel legacy fund	5,000	5,000
Differentiated Curacies reserve fund	325,000	275,000
Capital reserve fund	176,455	176,455
James Wellington Upson estate	111,786	111,786
Canterbury Hills	520	520
Bishop's Company	64,266	73,846
	\$ 4,195,013	\$ 4,523,655

The use of these funds is governed by the restrictions set by the donee, as applicable.

THE SYNOD OF THE DIOCESE OF NIAGARA

Notes to Consolidated Financial Statements (continued)

Year ended December 31, 2023

14. Canterbury Hills:

	2023	2022
Revenues:		
Canterbury Hills (unrestricted)	\$ 650,942	\$ 583,966
Canterbury Hills (externally restricted)	75,445	(83,148)
	\$ 726,387	\$ 500,818
Expenses:		
Canterbury Hills (unrestricted)	\$ 564,113	\$ 536,232
	\$ 564,113	\$ 536,232

15. Gross proceeds on sale of properties:

There is no gross proceeds on the sale of properties in 2023.

	2023	2022
All Saints, Hagersville	\$ —	500,000
	\$ —	\$ 500,000

16. Sale of All Saints, Hamilton:

The Diocese acquired an office/institutional condominium unit and three residential condominium units as part of a sale and development agreement for the All Saints, Hamilton Property. In 2022, the three condominiums were completed and were recorded at their appraised fair market value of \$1,740,000 plus acquisition costs of \$66,787. In 2023, the office unit was completed and recorded at its appraised fair market value of \$1,940,000.

As a result of this agreement, the Diocese has forgiven the parish's debt including obligations arising from the development activities as well as any debt arising for the parish's diocesan mission and ministry assessments, insurance payments and employment costs through 2020. A total of \$45,511 of long-term receivables and \$141,614 of amounts receivable were recognized as bad debt in 2022.

THE SYNOD OF THE DIOCESE OF NIAGARA

Notes to Consolidated Financial Statements (continued)

Year ended December 31, 2023

17. Restricted gifts and bequests:

Restricted gifts in 2023 totaled \$213,908 (2022 - \$310,611) which consists of donations of \$nil (2022 - \$111,250) and unrealized investment income of \$213,908 (2022 - \$199,361). These relate to gifts to the Closed Parish Fund. The funds are held within the Diocesan investments.

18. Parish funds:

- a) From time to time, parishes deposit funds through the Diocese for investment purposes. The funds are not reflected in the financial statements of the Diocese. The capital and income earned thereon remain the property of the contributing parish. At December 31, 2023, the fair market value of the parish, Diocese, and Anglican Church Ministries Foundation funds invested through the Diocese amounted to \$51,444,567 (2022 - \$47,865,903).
- b) The Diocese is affiliated with the Anglican Church Ministries Foundation (the "Foundation") by virtue of their joint control by Synod Council. The Foundation was established to raise funds for the use of the Diocese and its Bishop in their mission work. The Foundation is incorporated under the Act by letters of patent on January 1, 1999 and is a registered charity under the Income Tax Act. At December 31, 2023, the Foundation held net assets in the amount of approximately \$27.6 million (2022 - \$25.2 million), the benefit of which will accrue to the Diocese and some of its affiliates in the future.

Investment administration fees of \$28,050 (2022 - \$27,500) were charged by the Diocese to the Foundation and have been included in Administrative fees and rental income on the Statement of Operations.

19. Financial instruments:

- (a) Currency risk:

The Diocese is exposed to financial risks as a result of exchange rate fluctuations and the volatility of these rates. In the normal course of business, the Diocese purchases investments denominated in foreign currencies. There has been no change to the risk exposure from 2022.

- (b) Liquidity risk:

Liquidity risk is the risk that the Diocese will be unable to fulfill its obligations on a timely basis or at a reasonable cost. The Diocese manages its liquidity risk by monitoring its operating requirements. The Diocese prepares budget and cash forecasts to ensure it has sufficient funds to fulfill its obligations. There has been no change to the risk exposure from 2022.

THE SYNOD OF THE DIOCESE OF NIAGARA

Notes to Consolidated Financial Statements (continued)

Year ended December 31, 2023

19. Financial instruments (continued):

(c) Credit risk:

Credit risk refers to the risk that a counterparty may default on its contractual obligations resulting in a financial loss. The Diocese is exposed to credit risk with respect to the amounts due from parishes, loans receivable, and long-term receivables. The Diocese assesses, on a continuous basis, these balances and provides for any amounts that are not collectible in the allowance for doubtful accounts. There has been no change to the risk exposure from 2022.

(d) Interest rate risk:

The Diocese's long-term debt has a variable interest rate based on prime. As a result, the Diocese is exposed to interest rate risk due to fluctuations in the prime rate. There has been no change to the risk exposure from 2022.

(e) Market risk:

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate as a result of market factors. Market factors include three types of risk: currency risk, interest rate risk and equity risk.

The Diocese's investment activities involve investments in mutual funds which are monitored by an investment committee as well as management. There has been no change to the risk exposure from 2022.

2025 Proposed Diocesan Budget

THE SYNOD OF THE DIOCESE OF NIAGARA
BUDGETED STATEMENT OF OPERATIONS - SUMMARY
For the year ending December 31, 2025

	2023 Actuals	2024 Full Year Budget	2025 Full Year Budget
REVENUES:			
DIOCESAN MISSION & MINISTRIES	2,625,165	2,475,000	2,650,000
DIOCESAN MISSION & MINISTRIES - REBATES	(32,687)	0	0
INTEREST ON TRUST FUNDS	9,544	10,000	10,000
INVESTMENT GAIN (LOSS)	586,020	0	0
INVESTMENT FUND ADMINISTRATION TRANSFER	114,888	120,000	124,800
INSURANCE FUND ADMINISTRATION TRANSFER	28,050	29,000	30,160
ADMINISTRATION FEE ACMF NIAGARA	28,050	29,000	30,160
RESTRICTED GIFTS & BEQUESTS, PROPERTY SALES	1,944,159	0	0
SPECIAL APPEALS	20,100	0	20,000
SUNDRY	72,638	100,000	100,000
TOTAL REVENUES	5,395,927	2,763,000	2,965,120
EXPENDITURES:			
BEYOND NIAGARA, EPISCOPAL & GOVERNANCE - SCHEDULE 1	1,249,350	1,193,246	1,204,151
ADMINISTRATIVE EXPENSES - SCHEDULE 2	1,523,248	1,424,129	1,509,986
MINISTRY EXPENSES - SCHEDULE 3	733,975	851,275	897,091
EDUCATION AND FORMATION EXPENSES - SCHEDULE 4	193,069	281,553	187,050
DIOCESAN HELD PROPERTIES - SCHEDULE 5	(97,705)	(9,474)	26,405
DESIGNATED DIOCESAN MISSIONS - SCHEDULE 6	0	0	13,370
TOTAL EXPENDITURES	3,601,936	3,740,729	3,824,684
OPERATING SURPLUS / (DEFICIT) BEFORE DEPRECIATION	1,793,991	(977,729)	(859,564)
DEPRECIATION	372,137	0	0
OPERATING SURPLUS / (DEFICIT) BEFORE CONTRIBUTIONS FROM ACMF	1,421,854	(977,729)	(859,564)
CONTRIBUTIONS FROM THE ACMF			
Survive & Thrive Outreach Fund (ACMF 6000012)	55,500	40,000	45,000
Synod Endowment Fund (ACMF 5006959)	52,300	10,000	10,000
Survive & Thrive Education & Training Fund (ACMF 6000011)	51,949	104,000	109,500
Theological Education Funds (part of ACMF 5006959 & 5006991)	0	15,000	15,000
Diocesan Housing Fund (ACMF 5006993)	50,000	30,000	60,000
TOTAL CONTRIBUTIONS FROM ACMF	209,749	199,000	239,500
OPERATING SURPLUS / (DEFICIT)	1,631,604	(778,729)	(620,064)
CASH TRANSFERS FROM (TO) RESERVE FUNDS			
WOW Grants Fund (5006961)	47,749	60,000	70,000
General Admin Fund (5006962)	146,760	80,000	80,000
Synod General Investment Fund (5006960)	101,010	100,000	100,000
Truth & Reconciliation Fund (5006963)	100,000	0	0
Church Planters Fund (Synod 5006966)	(45,000)	75,000	82,000
Differentiated Curacies Reserve Fund (5006969)	(50,000)	155,053	65,000
Stephen Hopkins Leadership Fund (5006965)	0	10,290	5,335
Transfer from Capital Reserve Fund (5006970)	0	0	50,000
Transfer to Capital Reserve Fund (5006970)	0	(12,500)	(30,000)
New Internally Restricted Fund for Personnel Transition Costs	0	0	0
TOTAL CASH TRANSFERS FROM (TO) RESERVE FUNDS	300,519	467,843	422,335
CASH SURPLUS (DEFICIT) BEFORE OTHER ITEMS	1,932,122	(310,886)	(197,729)
CASH FLOWS FROM (TO) CAPITAL ITEMS			
Capital Expenses - Sch 7	(12,001)	(65,000)	(65,000)
CASH FLOWS FROM (TO) MORTGAGES			
Mortgage payments due to Diocese	1,200,000	1,200,000	786,604
CASH SURPLUS (DEFICIT)	3,120,121	824,114	523,875

BEYOND NIAGARA, EPISCOPAL & GOVERNANCE - SCHEDULE 1

	2023 Actuals	2024 Full Year Budget	2025 Full Year Budget
BEYOND NIAGARA			
GENERAL SYNOD APPORTIONMENT	625,000	555,000	537,145
GENERAL SYNOD DELEGATE FEES	7,136	0	10,000
PROVINCIAL SYNOD ASSESSMENT	25,000	25,000	25,000
PROVINCIAL SYNOD DELEGATES	0	15,000	0
LAMBETH - CORE BUDGET AND OTHERS	0	0	0
SUB-TOTAL BEYOND NIAGARA	657,136	595,000	572,145
EPISCOPAL & GOVERNANCE EXPENSES			
EPISCOPAL STAFF	492,272	512,746	537,506
EPISCOPAL EXPENSES	59,532	40,000	50,000
EPISCOPAL ELECTIONS	0	0	0
CONFERENCE / TRAVEL	14,601	10,000	14,000
SYNOD COUNCIL & SUB-COMMITTEES	2,586	10,000	5,000
STEWARDSHIP HOSPITALITY	6,151	5,000	5,000
DIOCESAN DIGNITARIES (Archdeacons, Reg. Deans, Dio.Liturgical Officer)	17,072	20,000	20,000
COMPANION DIOCESES / PARTNERS IN MISSION	0	500	500
SUB-TOTAL - Episcopal & Governance	592,214	598,246	632,006
TOTAL BEYOND NIAGARA, EPISCOPAL & GOVERNANCE EXPENSES	1,249,350	1,193,246	1,204,151

ADMINISTRATIVE EXPENSES - SCHEDULE 2

	2023 Actuals	2024 Full Year Budget	2025 Full Year Budget
ADMIN STAFFING AND SUPPORT			
ADMINISTRATIVE STAFFING	551,073	659,494	679,319
PAYROLL AND BENEFITS TIMING DIFFERENCES	805	0	0
EMPLOYEE / FAMILY ASSISTANCE PLAN	9,287	10,000	9,600
EMPLOYEE / RETIREE LIFE INSURANCE COSTS	65,026	0	0
PAYROLL SYSTEM	1,895	1,500	2,000
PENSION SUPPORT - RETIRED BISHOPS	2,719	2,880	2,800
LOUISA PARKE EXP. (PENS. SUP. RET. CLERGY)	16,387	16,500	15,500
RESOURCES / SUBSCRIPTIONS / MEMBERSHIPS	1,774	2,000	2,000
CLERGY MOVING EXPENSES	500	20,000	20,000
SABBATICAL SUPPORT	2,500	5,000	5,000
PERSONNEL TRANSITION & SEVERANCE	107,900	50,000	50,000
POLICE & REFERENCE CHECKS	1,648	1,500	1,750
SUB-TOTAL - Admin Staffing & Support	761,513	768,874	787,969
OFFICE EXPENSES & PROFESSIONAL FEES			
COMPUTER SYSTEMS SUPPORT	48,358	48,000	40,000
EQUIPMENT RENTAL	15,390	14,000	14,000
EQUIPMENT SERVICE / CONTRACTS	5,982	4,000	4,000
OFFICE SUPPLIES	5,302	10,000	8,500
TELEPHONE	14,115	15,000	14,500
PRINTING	494	2,000	1,500
MAILING	3,536	3,000	3,500
AUDIT EXPENSES	43,695	42,000	43,000
LEGAL & PROF. EXPENSES	55,282	35,000	50,000
INSURANCE - NET RECOVERY IN RESERVE	5,733	0	3,000
BANK CHARGES / SUNDRY	7,519	10,000	10,000
RECOVERY INTEREST ON PARISH RECEIVABLES	(12,170)	(6,000)	(20,000)
BANK INTEREST	768	500	500
CONTINGENCY / NON-BUDGETED	0	5,000	5,000
OTHER EXPENSES	783	0	0
BAD DEBTS & RECEIVABLE W/O's	127,379	5,000	20,000
STAFF EXPENSES	6,777	12,500	10,000
SUB-TOTAL - Office Expenses & Professional Fees	328,942	200,000	207,500

CATHEDRAL PLACE

PROPERTY / RECEPTION	149,052	167,455	187,840
MAINTENANCE/CLEANING	107,450	100,000	115,000
MAJOR REPAIRS - NOT CAPITALIZED	49,860	50,000	100,000
SERVICING	1,278	5,000	5,000
UTILITIES	72,920	75,000	77,295
INSURANCE	97,156	107,800	113,190
FACILITY RENTAL REVENUE	(8,020)	(15,000)	(79,320)
HACCC RECOVERY COST	(74,088)	(75,000)	(84,488)
SUB-TOTAL - Cathedral Place	395,607	415,255	434,517

COMMUNICATIONS

NIAGARA ANGLICAN NEWS	18,480	17,000	17,000
DIGITAL MINISTRY	0	3,000	3,000
WEBSITE SUPPORT	18,704	20,000	60,000
SUB-TOTAL - Communications	37,184	40,000	80,000

TOTAL ADMINISTRATIVE EXPENSES

1,523,248	1,424,129	1,509,986
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MINISTRY EXPENSES - SCHEDULE 3

	2023 Actuals	2024 Full Year Budget	2025 Full Year Budget
GENERAL MINISTRY			
MINISTRY STAFFING	542,798	590,975	610,591
DIOCESAN SERVICES & EVENTS	761	5,000	2,000
PROFESSIONAL CONSULTING	1,181	25,000	25,000
MINISTRY RESOURCES	2,861	10,300	10,000
DONOR & SPONSORSHIP DEVELOPMENT	0	10,000	10,000
PARISH SUBSIDIES	74,944	100,000	90,000
WOW, CHAPLAINCY AND OTHER GRANTS	153,581	100,000	120,000
SUB-TOTAL GENERAL MINISTRY EXPENSES	776,126	841,275	867,591
PARISH DEVELOPMENT MINISTRY:			
YOUTH & FAMILY MINISTRIES			
CHILDREN & YOUTH MINISTRY	583	1,000	1,000
YOUNG ADULT MINISTRY (THE TABLE)	1,135	2,500	2,000
YOUTH LEADERSHIP TRAINING PROGRAM	6,232	8,000	8,000
CYFM NETWORK SUPPORT & TRAINING	2,376	3,500	3,000
SUB-TOTAL - Youth & Family Ministries	10,327	15,000	14,000
JUSTICE & OUTREACH MINISTRIES			
ADVOCACY & COALITION SUPPORT	1,500	2,000	2,000
JUSTICE WORKING GROUPS	673	1,000	1,500
CLIMATE JUSTICE NIAGARA	528	9,500	1,000
INDIGENOUS MINISTRIES	289	0	0
SUB-TOTAL - Justice & Outreach Ministries	2,990	12,500	4,500
COMMUNITY MINISTRY			
CHINESE ANGLICAN MINISTRY (NET)	(19,110)	0	(7,500)
MIGRANT FARM WORKERS (NET)	(36,985)	(20,000)	15,000
ST LUKES COMMUNITY	0	0	0
MISSIONER/CHURCH PLANTERS MINISTRY SUPPORT	628	2,500	3,500
SUB-TOTAL - Community Ministry	(55,468)	(17,500)	11,000
TOTAL MINISTRY EXPENSES	733,975	851,275	897,091

EDUCATION & FORMATION EXPENSES - SCHEDULE 4

	2023 Actuals	2024 Full Year Budget	2025 Full Year Budget
NIAGARA SCHOOL FOR MISSIONAL LEADERSHIP (NSML)			
INCOME - Fees	(23,671)	(41,750)	(39,900)
ADMINISTRATIVE SUPPORT	23,151	36,960	38,549
COURSE HONORARIA	10,878	22,000	18,000
EDUCATIONAL PLATFORM	2,862	2,000	0
TEACHING MATERIALS AND SUPPORT	0	240	600
COMMUNICATION AND MARKETING	1,351	2,000	800
WEBSITE	2,336	1,000	1,200
TRAVEL	0	5,000	0
MISCELLANEOUS	0	800	1,051
SUB-TOTAL - NSML	16,907	28,250	20,300
FORMATION FOR MINISTRY			
DIFFERENTIATED CURACY SUPPORT	115,189	155,053	65,000
DIVINITY STUDENTS	4,900	15,000	15,000
VOCATION EVENTS	2,669	3,500	3,500
CLERGY / LAYWORKERS CONFERENCE	21,842	40,000	40,000
TRAINING & RESOURCES	10,562	7,500	12,500
PROVINCIAL SYNOD OPCOTE	17,500	17,500	17,500
VOCATIONAL DIACONATE	775	750	750
STARTING WELL	100	4,000	2,500
COACHING / MENTORING	2,625	10,000	10,000
SUB-TOTAL - Formation for Ministry	176,162	253,303	166,750
TOTAL EDUCATION & FORMATION EXPENSES	193,069	281,553	187,050

DIOCESAN HELD PROPERTIES - SCHEDULE 5

	2023 Actuals	2024 Full Year Budget	2025 Full Year Budget
FORMER ST PETER HAMILTON PROPERTY COSTS			
RENTAL INCOME	(81,500)	(83,400)	(84,900)
TELEPHONE	963	1,000	950
MAINTENANCE / PEST CONTROL	1,689	1,000	1,200
MAINTENANCE / REPAIRS	21,470	21,400	20,100
MAINTENANCE / SNOW PLOW / GRASS CUT	8,229	6,500	7,000
MAINTENANCE / SUPPLIES	454	500	500
INSURANCE	27,464	29,700	29,000
HEAT / OIL	15,063	12,500	15,900
HYDRO	665	1,500	700
WATER	2,607	2,000	2,700
MISCELLANEOUS	(7,349)	0	0
NET FORMER ST PETER HAMILTON PROPERTY COSTS	(10,245)	(7,300)	(6,850)

	2023 Actuals	2024 Full Year Budget	2025 Full Year Budget
GENEVA STREET ST CATHARINES PROPERTY COSTS			
RENTAL INCOME	(43,745)	(43,860)	(46,500)
TELEPHONE	457	500	2,000
MAINTENANCE / REPAIRS	6,522	6,500	6,500
MAINTENANCE / SNOW PLOW / GRASS CUT	4,220	6,800	8,400
MAINTENANCE / SUPPLIES	0	0	130
SECURITY MONITORING	6,632	6,000	6,000
INSURANCE	7,249	7,900	6,200
HEAT / OIL	14,626	16,000	15,500
HYDRO	4,958	3,000	5,200
WATER	1,013	1,200	1,000
NET GENEVA STREET ST CATHARINES PROPERTY COSTS	1,932	4,040	4,430

FORMER ST LUKE'S HAMILTON PROPERTY COSTS

	2023 Actuals	2024 Full Year Budget	2025 Full Year Budget
RENTAL INCOME	(18,000)	(18,000)	(18,000)
TELEPHONE	1,415	1,200	1,000
MAINTENANCE / PEST CONTROL	1,247	1,000	1,600
MAINTENANCE / REPAIRS	3,309	7,500	3,000
MAINTENANCE / SNOW PLOW / GRASS CUT	713	0	0
MAINTENANCE / SUPPLIES	0	0	250
SECURITY MONITORING	311	850	600
INSURANCE	18,474	17,000	19,500
HEAT / OIL	4,266	4,000	4,500
HYDRO	2,147	4,000	2,100
WATER	(24)	2,000	1,700
MISCELLANEOUS	10,755	0	50,000
NET FORMER ST LUKE'S HAMILTON PROPERTY COSTS	24,614	19,550	66,250

FENNELL AVENUE HAMILTON PROPERTY COSTS

	2023 Actuals	2024 Full Year Budget	2025 Full Year Budget
RENTAL INCOME	(69,200)	(69,000)	(70,800)
MAINTENANCE / PEST CONTROL	1,829	1,600	2,000
MAINTENANCE / REPAIRS	30,314	7,500	15,000
MAINTENANCE / SNOW PLOW / GRASS CUT	9,085	15,000	11,000
MAINTENANCE / SUPPLIES	428	1,000	200
INSURANCE	11,356	12,492	12,000
HEAT / OIL	13,649	9,000	14,400
HYDRO	5,441	6,500	5,700
WATER	2,949	1,800	4,500
NET FENNELL AVENUE HAMILTON PROPERTY COSTS	5,851	(14,108)	(6,000)

ALL SAINTS HAMILTON PROPERTY COSTS

	2023 Actuals	2024 Full Year Budget	2025 Full Year Budget
RENTAL INCOME	(30,299)	(30,659)	(31,425)
CONDO FEE	7,663	2,989	4,650
LEASING/PROPERTY MANAGEMENT FEE	2,730	2,453	2,850
INSURANCE & PROPERTY TAX	0	7,440	13,400
CONTIGENCY FEE & MISCELLANEOUS	646	3,083	2,200
NET ALL SAINTS HAMILTON PROPERTY COSTS	(19,260)	(14,694)	(8,325)

SHELBURNE PROPERTY COSTS

RENTAL INCOME
MAINTENANCE / REPAIRS
MAINTENANCE / SNOW PLOW / GRASS CUT
INSURANCE
HEAT / OIL
HYDRO
WATER
NET SHELBURNE PROPERTY COSTS

2023 Actuals	2024 Full Year Budget	2025 Full Year Budget
(6,319)	0	(40,500)
0	0	10,000
0	0	2,400
4,010	0	15,300
2,618	0	4,900
0	0	2,900
0	0	4,500
309	0	(500)

NET VACANT AND OTHER PROPERTIES COSTS

RENTAL INCOME
TELEPHONE
MAINTENANCE / REPAIRS
MAINTENANCE / SNOW PLOW / GRASS CUT
INSURANCE
HEAT / OIL
HYDRO
WATER
MISCELLANEOUS
NET VACANT AND OTHER PROPERTIES COSTS

2023 Actuals	2024 Full Year Budget	2025 Full Year Budget
(147,138)	(24,996)	(58,200)
42	240	0
15,771	5,000	4,000
3,200	4,000	6,200
17,559	9,594	15,700
5,495	5,100	6,400
1,376	2,100	2,600
0	2,000	700
2,789	0	0
(100,906)	3,038	(22,600)
(97,705)	(9,474)	26,405

TOTAL DIOCESAN HELD PROPERTIES

DESIGNATED DIOCESAN MISSIONS - SCHEDULE 6

	2023 Actuals	2024 Full Year Budget	2025 Full Year Budget
ALL SAINTS MISSION			
DONATIONS	0	0	(57,150)
MISSION PROJECTS REVENUE	0	0	(3,750)
RENTAL INCOME	0	0	(34,500)
STAFFING	0	0	69,020
ADMINISTRATIVE COSTS	0	0	4,010
BUILDING COSTS	0	0	32,440
COMMUNITY CONNECTIONS	0	0	350
MISSION PROJECTS EXPENSES	0	0	600
WORSHIP MINISTRY	0	0	2,350
SUB-TOTAL - ALL SAINTS MISSION	0	0	13,370
TOTAL DESIGNATED DIOCESAN MISSIONS	0	0	13,370

CAPITAL BUDGET - SCHEDULE 7

	2023	2024	2025
	Full Year	Full Year	Full Year
	Actual	Budget	Budget
CAPITAL			
OFFICE	10,007	5,000	5,000
COMPUTERS	1,994	5,000	5,000
COMMUNICATIONS	0	5,000	5,000
CATHEDRAL PLACE BUILDING	0	50,000	50,000
TOTAL CAPITAL COSTS	12,001	65,000	65,000

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The 150th Synod of the Diocese of Niagara

November 2, 2024

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