



November 24, 2019

Dear Forward Family

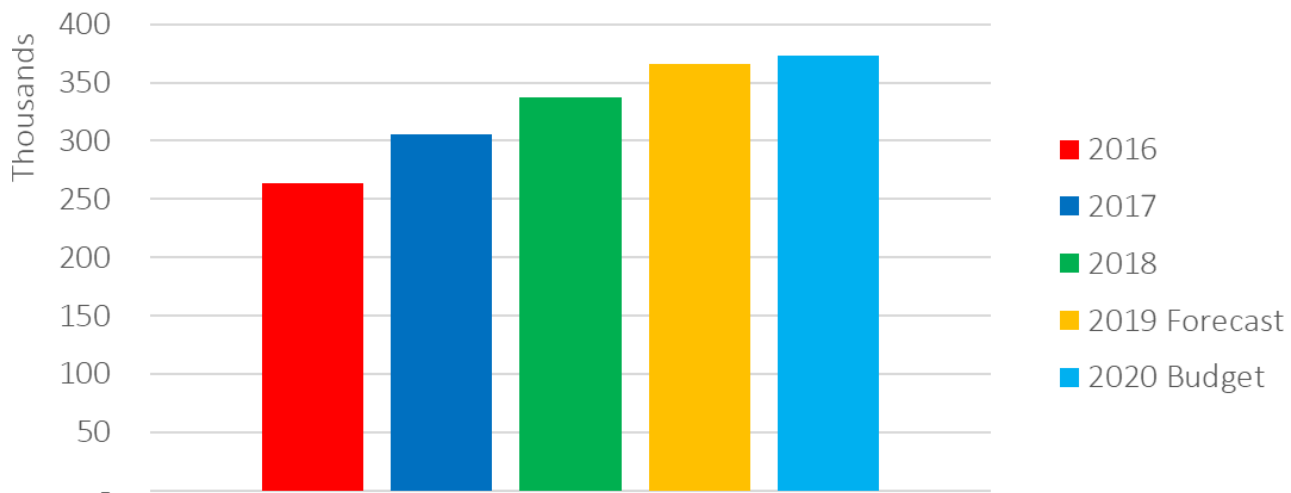
2019 was another year where we could see God working in our Church and our community. I continue to be encouraged to see how God blesses our Church with members that give so generously. This generosity has enabled the Church to execute on what we believe is God's will.

The budget is prepared to be aligned with what we as Forward believe God's will for our Church is. It is supposed to tell the story of Jesus, and how we plan on sharing it. This drives the activities and components included in the budget, that God then allows us to arrange or take part in with the funds made available to us. We have a faith budget that we believe means: God provides all the givers, and all funds therefore come from Him. God does not need a budget, it is suppose to be part of our spiritual tools that we use to execute His will. Seeing how God makes resources available to our Church has often been inspirational for me. It is a testament to me that what we are doing is God's will and that He will therefore provide what is needed to achieve it. I pray that we all can be quiet, filter out all the distractions, so that we can continue to clearly hear His voice as He leads us to serve in our City of Toronto that needs Him so much and all over the world through the Missions.

The analysis below shows the change in income and expenditure over the years. As mentioned above, I believe that the trends over the years shows a direct correlation with the changes at Forward and how God is leading us to perform his will. This is also evident in how our membership numbers have increased over the years, albeit slightly, but the number of people that attend the different outreach and ministry programs have increased substantially.

Staff and Pastoral costs:

We have amazing staff that do great work for our Church and community. The increase in costs over the years show how we continue to invest in people as this is a key component of how we execute God's plan for our Church.

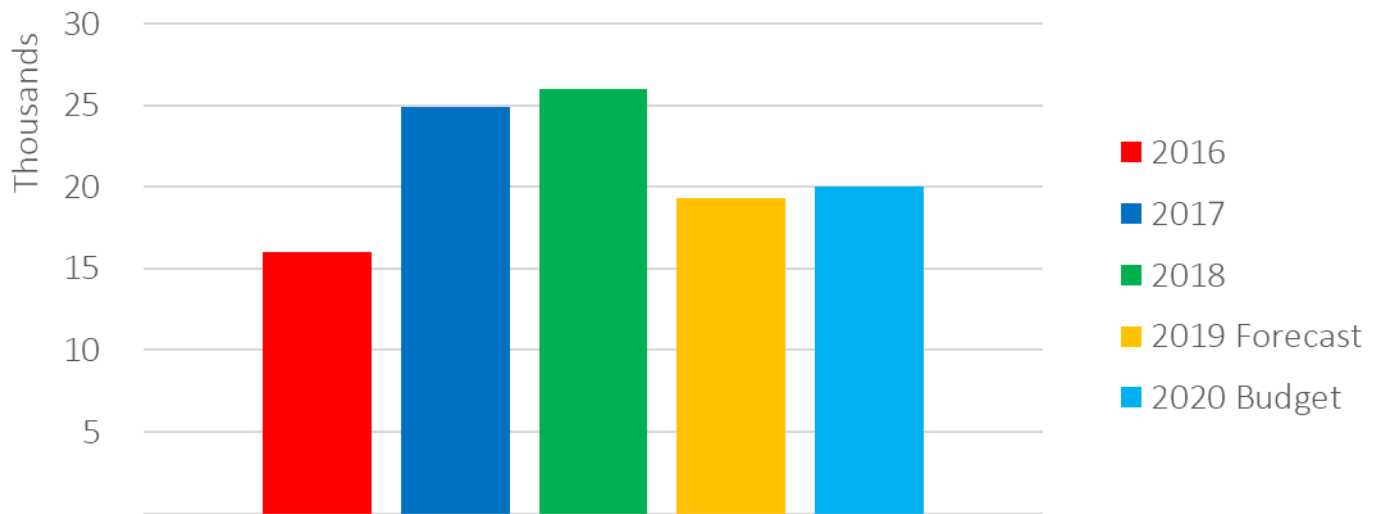


The budget includes the following for 2020:

- Steve Lambert – Pastor of teaching and Discipleship
- Aaron Woodhouse – Pastor of Community Engagement
- Sarah Quartel – Director of Worship and Communications
- Mark Memije – Pastor of Student Ministries
- Carol Bain – Bookkeeper
- Custodian
- Summer interns
- Liebenzell 11 month interns

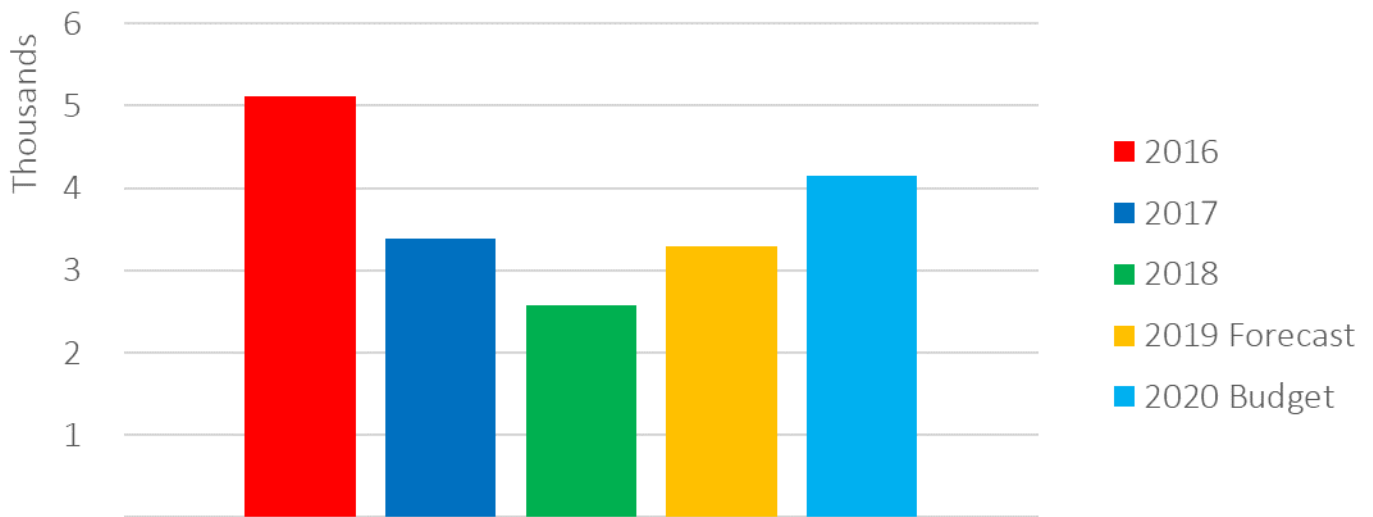
The increase from 2019 to 2020 relates mainly to cost of living adjustments and the addition of our 2 Liebenzell mission Interns.

Christian education



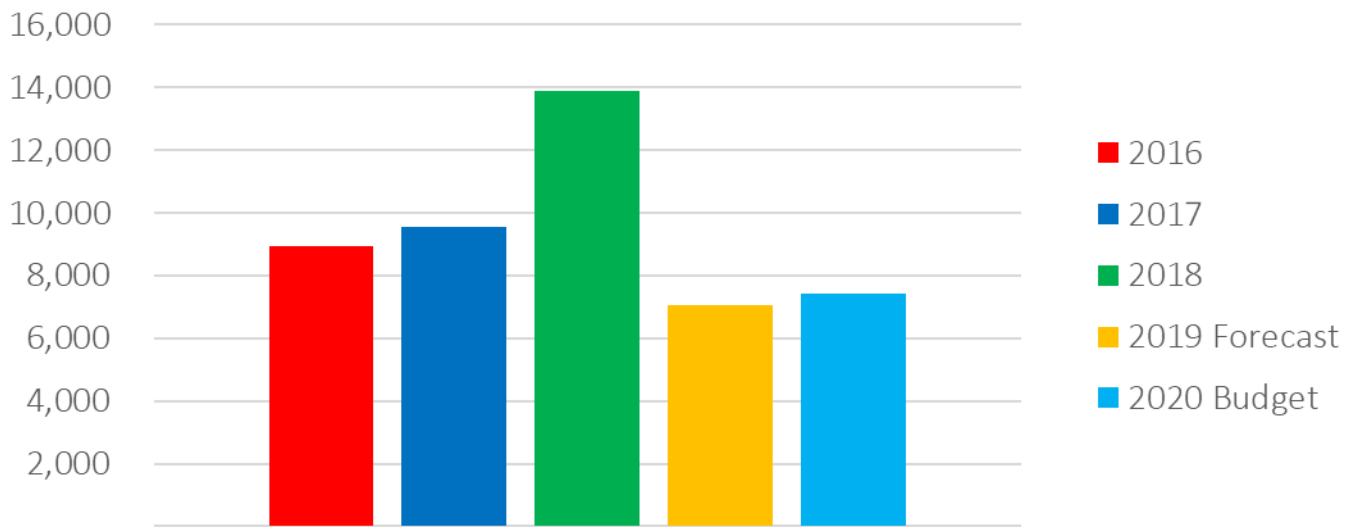
Christian education includes bible school supplies, day camp costs, developing ministries including the Beach Hill Choir, Men's, Woman's, Family, Youth, 55+ and other ministry expenses. Costs have increased over the years due to the success with the various day camps and developing ministries such as the Beach Hill Choir that strongly correlate with the Church's vision to reach the local community. Costs in 2019 is lower due to Beach Hill Choir not continuing this year and in 2020. It should be noted that most of day camp and Beach Hill Choir costs are recovered and is included in the "Other" category of income reported above.

Worship:



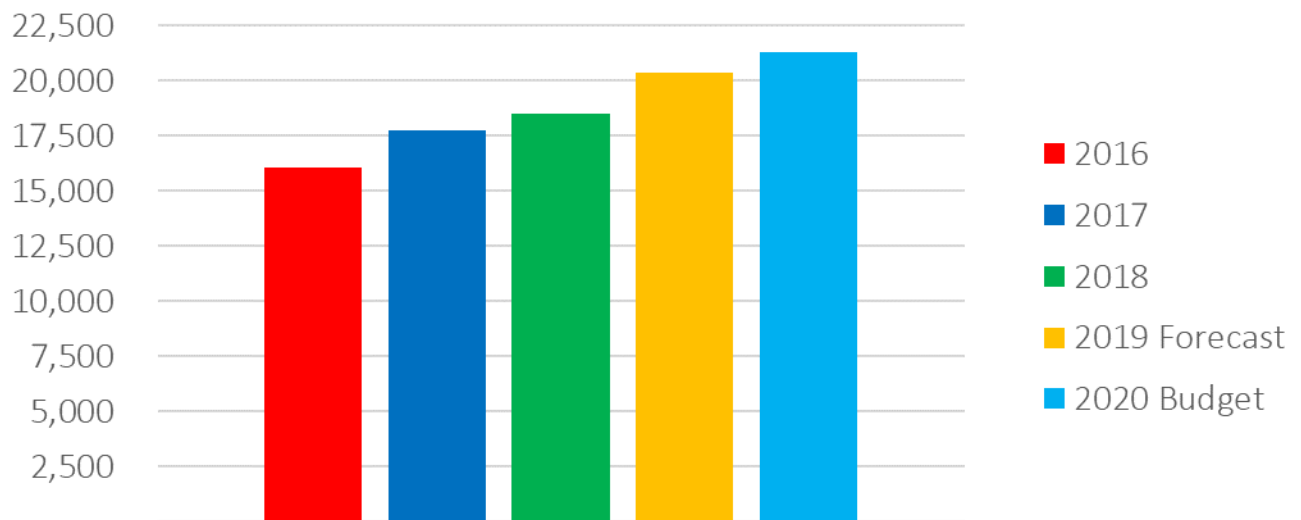
Costs include piano maintenance, payments for license fees to use and project music in the church and payments for special speakers. The 2020 budget increased due to higher worship expenses.

Communications and fellowship:



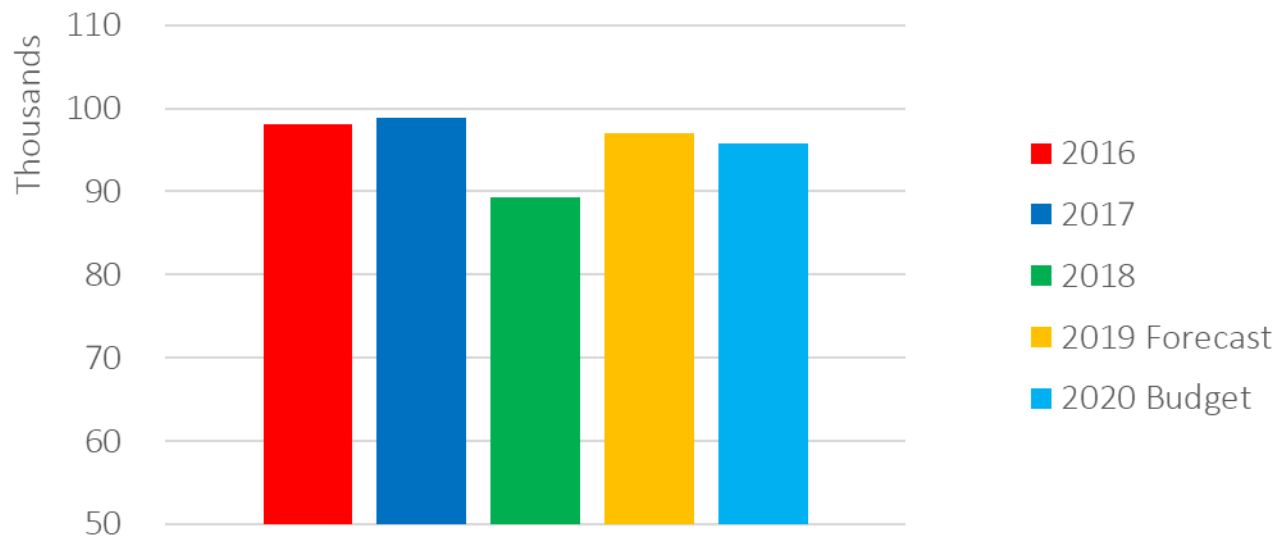
Costs include advertising, community outreach, flowers and costs associated with funerals. Advertising and funeral costs have increased over the last couple of years. The 2020 budget is mainly in line with the 2019 spending.

Office and general:



Office and general costs include bank charges, printing and communication charges. Printing costs are the largest component and initiatives such as printing monthly bulletins rather than weekly has helped to maintain these costs at reasonable levels, however it is still the main reason for the increase.

Building:



The building, parking lots and the Glenmore property are Forward's largest earthly assets. It would be very difficult to obtain these buildings in the same location for a church of our size and we are fortunate to be in the position that we are in. It is expensive maintaining the buildings and it forms a large proportion of the budget. Utilities are also expensive and costs vary based on how cold the winter season is. The 2020 budget assumes that gas and hydro will be in line with 2018 and 2019. 2019 spending and the budget includes repairs to the furnace.

Capital items:

Capital expenditure for 2020 include the elevator retrofit that is estimated at \$35,000. An allotment of \$40,000 has been made for general building restoration projects, that includes replacing windows, fixing water damage and other projects that are required to ensure that we can continue to have full use of the building. Each individual project will be presented and approved by the advisory board.

A study of \$12,000 is included to assess possible options to develop the Wildwood parking lot. Home affordability has become a major challenge for the city and acts as a barrier for attracting pastoral staff. A possible option is for Forward to develop the Wildwood parking lot into townhomes sitting atop an underground parking lot. Forward could sell some of the townhomes to pay for the construction, while retaining some units, and retaining some additional deeded underground parking spaces.

100th year anniversary celebration:

The 100th year anniversary committee has produced the following list of items for consideration in the 2019 budget. The forecast expenditure are expected to be \$40,569 as per the table below.

Item	2019 Budget	Forecast expenditure
Book	2,000	4,254
Video	1,000	314
Community event	3,000	8,928
Miscellaneous	4,000	2,073
Signage/advertising	25,000	25,000
Total	35,000	40,569

Summary:

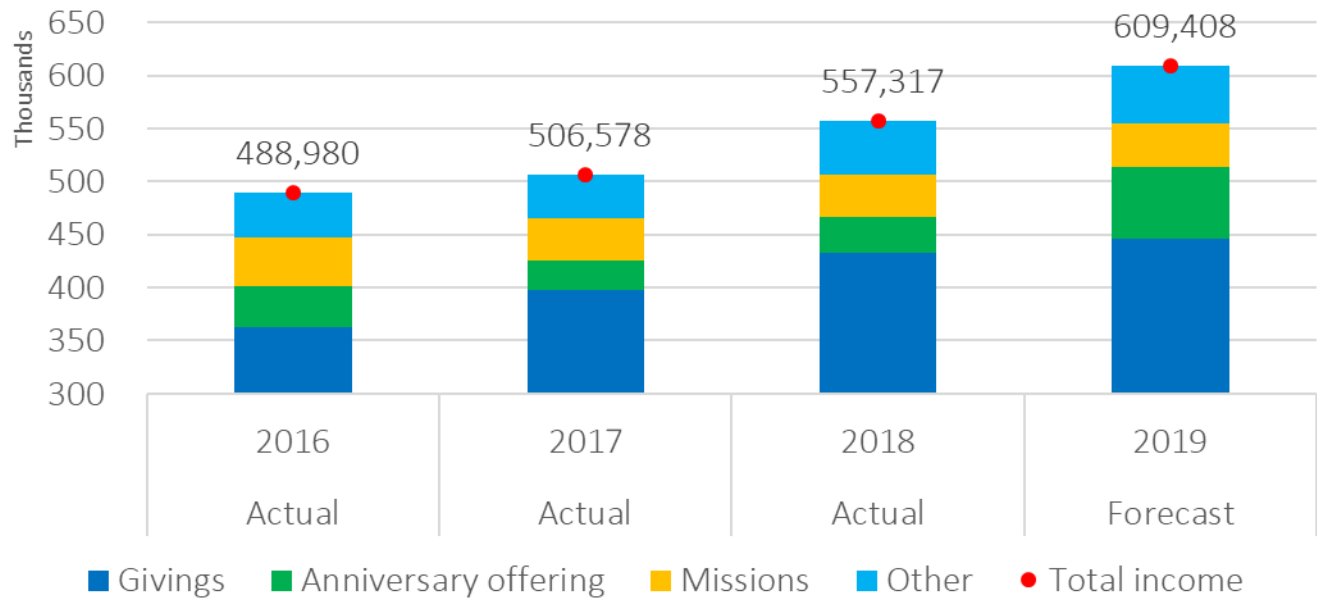
The table below summarizes the total expenditure for the year:

Item	2019 forecast	2020 budget	Change
Staff and pastoral costs	365,691	373,450	7,759
Christian education	19,324	20,000	676
Worship	3,288	4,150	862
Communications and fellowship	7,040	7,420	380
Office and general	20,396	21,325	929
Building	96,986	95,800	(1,186)
Bus ministry	652	1,830	1,178
Subtotal	513,377	523,975	10,598
Capital Items	7,423	87,000	79,577
100 year Anniversary	40,569	-	(40,569)
Subtotal	561,369	610,975	49,606
Missions	55,660	54,635	(825)
Total	616,604	666,210	48,781

The total expenditure for the 2020 budget of \$523,975, before the \$87,000 of capital expenditure and \$54,635 of missions expenditure, is \$10,598 more than the 2019 forecast. This represents a 2% increase in the standard costs incurred every year.

Income:

God, through the faithful giving from His followers at Forward, has continued to bless our church. The chart below illustrates how givings have increased from 2016 to 2019 and how the anniversary offering received in 2019 also increased substantially when compared to prior years.



The budgeted income is set at \$565,700, that is \$11,600 more than the budgeted income for 2019. It is less than forecast for 2019 due to the larger 100 year anniversary offering that was received in 2019. Forward also received bequests of \$110,519 during 2019 that is not shown in the table above. Based on this level of income and the budgeted expenditure of \$665,810, the budget has a deficit of \$100,110 for the year, reducing the expected available funds balance of \$256,465 at the end of 2019, to \$156,355 at the end of 2020.

If the income and expenditures, excluding capital items, remain the same in 2021, when compared to the 2020 budget, the Church has sufficient funds and liquidity to continue until approximately the end of 2022. This is relevant as it continues to demonstrate that we have a faith budget that we need to support with prayer and by listening closely to God's direction and guidance.

The attached schedules provide the detailed budget summarized above.

I would like to thank everyone that was involved and provided input and support during this process.

We serve the Almighty God, and it is an honour serving among His followers.

Sincerely yours,

Maarten Theunissen

FORWARD BAPTIST CHURCH
STATEMENT OF INCOME AND EXPENDITURE
FOR THE TWELVE MONTHS ENDED DECEMBER 31

	2019 Forecast	2019 Budget	2020 Budget
INCOME			
Envelopes	15,000	15,000	15,000
Where Most Needed	180,000	180,000	191,200
Pre-Authorized Gifts	130,000	130,000	130,000
Loose offerings	4,235	3,800	3,800
Anniversary offering	67,937	65,000	30,000
Gifts through Charities	111,004	80,000	110,000
Other donations	6,032	-	-
Total Givings	514,207	473,800	480,000
MISSIONS INCOME			
Envelopes	11,885	13,000	15,000
Special Mission Offering	25,000	25,000	25,000
Other Mission Donations	495	-	-
	37,380	38,000	40,000
OTHER INCOME			
Rent – various	20,200	20,200	20,200
Recoveries & Fees	23,680	15,000	15,000
Facility Rentals	9,500	7,000	9,500
Interest Earned	1,325	100	1,000
	54,705	42,300	45,700
TOTAL INCOME	609,408	554,100	565,700

FORWARD BAPTIST CHURCH
STATEMENT OF INCOME AND EXPENDITURE (CONTINUED)
FOR THE TWELVE MONTHS ENDED DECEMBER 31

	2019 Forecast	2019 Budget	2020 Budget
EXPENDITURE			
Staff and pastoral costs	365,691	348,150	373,450
Christian education	19,324	28,720	20,000
Worship	3,288	3,650	4,150
Communications and fellowship	7,040	9,750	7,420
Office and general	20,396	18,750	21,325
Building	96,986	94,200	95,800
Bus ministry	652	1,700	1,830
Capital Items	7,423	7,350	87,000
100 year anniversary	40,569	35,000	-
	561,369	547,270	610,975
MISSIONS EXPENDITURE			
Individuals	29,800	29,800	29,695
Mission Organizations	15,360	15,360	14,640
Other	10,500	10,500	10,500
	55,660	55,660	54,835
TOTAL EXPENDITURE	617,029	602,935	665,810
INCOME OVER EXPENDITURE BEFORE SPECIAL ITEMS	(7,196)	(48,835)	(100,110)
Bequest	110,519		
BALANCE, Beginning of year	153,567	99,432	256,465
BALANCE, End of year	256,465	50,602	156,355

**FORWARD BAPTIST CHURCH
SCHEDULE OF EXPENDITURE
FOR THE TWELVE MONTHS ENDED DECEMBER 31**

	2019 Forecast	2019 Budget	2020 Budget
STAFF REMUNERATION AND PASTORAL COSTS			
Salaries	227,497	224,000	228,000
Employee benefits	47,272	42,200	42,400
Temporary help	40,141	41,500	46,750
Summer Career Placement	35,494	26,000	35,500
Book allowance (pastoral staff)	2,009	2,000	2,000
Work Clothes (custodial staff)	-	400	-
Staff Education & development	5,640	7,000	6,000
Travel	1,821	650	1,900
Pastoral costs	2,332	1,200	2,400
Long term interns	1,109	-	6,000
Conferences - conventions	2,375	3,200	2,500
	365,691	348,150	373,450
CHRISTIAN EDUCATION			
Department supplies	2,463	3,200	2,500
Bible school curriculum	1,499	500	1,500
Library/resource centre	25	100	100
Day camp	10,149	8,500	10,500
Developing Ministries	2,472	12,000	2,500
Men's Ministry	225	100	250
Family Ministry	467	120	500
Youth ministry	1,912	2,000	2,000
Women's ministry and Women's Mission fellowship	112	1,200	150
	19,324	28,720	20,000
WORSHIP			
Organ & piano maintenance	644	1,300	1,300
Worship expenses	1,277	500	1,300
Special speakers	512	800	500
Song License	804	900	900
Ordinance	51	150	150
	3,288	3,650	4,150
COMMUNICATIONS AND FELLOWSHIP			
Communications inc Advertising	2,249	1,400	2,400
Community Outreach	844	1,750	900
Church Fellowships & Funerals	3,647	5,500	3,800
Catering	128	1,000	140
Flowers & Auditorium decorations	172	100	180
	7,040	9,750	7,420

FORWARD BAPTIST CHURCH
SCHEDULE OF EXPENDITURE (CONTINUED)
FOR THE TWELVE MONTHS ENDED DECEMBER 31

	2019 Forecast	2019 Budget	2020 Budget
OFFICE AND GENERAL			
Bank charges & interest	1,791	1,850	1,850
Cell Phones	2,141	2,400	2,400
Postage	2,085	1,600	2,200
Print stationery & office supplies	11,592	10,500	12,000
Telephone	2,787	2,400	2,875
	20,396	18,750	21,325
BUILDING			
Building maintenance, repairs and supplies	23,471	22,000	22,000
Gas	18,728	18,000	18,000
Hydro & Water	34,475	38,000	38,000
Insurance	6,300	6,300	6,300
P.A./ A.V. maintenance & supplies	3,827	2,400	4,000
Glenmore property	10,185	7,500	7,500
	96,986	94,200	95,800
BUS MINISTRY			
Bus insurance	160	1,300	1,300
Bus operating costs	367	150	400
Bus repairs & maintenance	125	250	130
	652	1,700	1,830
CAPITAL EXPENDITURES			
Pew Bibles	2,305	3,850	-
New projector for sanctuary	5,228	3,500	-
General building restoration	-	-	40,000
Elevator retrofit	-	-	35,000
Study			12,000
	7,423	7,350	87,000
100 YEAR ANNIVERSARY			
Book	4,254	2,000	-
Video	314	1,000	-
Community event	8,928	3,000	-
Miscellaneous	2,073	4,000	-
Signage/advertising	25,000	25,000	-
	40,569	35,000	-

FORWARD BAPTIST CHURCH
SCHEDULE OF INCOME AND EXPENDITURE – MISSIONS
FOR THE TWELVE MONTHS ENDED DECEMBER 31

	2019 Forecast	2019 Budget	2020 Budget
INCOME			
Envelopes	15,495	13,000	15,000
Missions Offering	25,000	25,000	25,000
Total Income	40,495	38,000	40,000
INDIVIDUALS			
Missions 3D Threshold: Aaron and Anna Bowes	19,000	19,000	18,095
SIM: Don and Erin Longworth	1,200	1,200	2,000
TWR: Ray and Sandra Alary	2,000	2,000	2,000
BMFP: Daniel and Emily Ford	2,000	2,000	2,000
AEBEQ : Louis Bourque / (Gilles and Irène Lapierre)	2,000	2,000	2,000
OMF Canada - Martha Oates	1,200	1,200	1,200
MOVEIN, Toronto - Valera and Laura Strugov	1,200	1,200	1,200
FEB Int'l Arab Missions: Bechara and Roula Karkafi	1,200	1,200	1,200
Total Individuals	29,800	29,800	29,695

FORWARD BAPTIST CHURCH
SCHEDULE OF INCOME AND EXPENDITURE – MISSIONS (CONTINUED)
FOR THE TWELVE MONTHS ENDED DECEMBER 31

	2019 Forecast	2019 Budget	2020 Budget
MISSION ORGANIZATIONS			
FEBC : General Fund	4,000	4,000	4,000
FEBC Church Planting	1,200	720	1,200
Fellowship – FAIR	720	720	720
Fellowship National support	720	720	720
Liberty Village Grace - FEB Church Plant	1,200	1,200	1,200
Toronto City Mission	1,200	1,200	1,200
Heritage College & Seminary	2,400	2,400	2,400
SAT-7 Canada	2,000	2,000	2,000
Leaders Formation (Fellowship International)	-	-	1,200
Pioneers	2,000	2,000	-
Total Mission Organizations	15,360	15,360	14,640
OTHER			
Conference & Special Speakers	3,500	3,500	3,500
Short Term Missions	3,500	3,500	3,500
Gifts to missionaries & retirees	3,500	3,500	3,500
Total Other	10,500	10,500	10,500
TOTAL EXPENSES	55,660	55,660	54,835
NET INCOME (LOSS)	(15,160)	(17,660)	(14,835)

Abbreviations:

BMFP - Baptist Mission to Forgotten Peoples

TWR - Trans World Radio

SIM - Serving In Mission