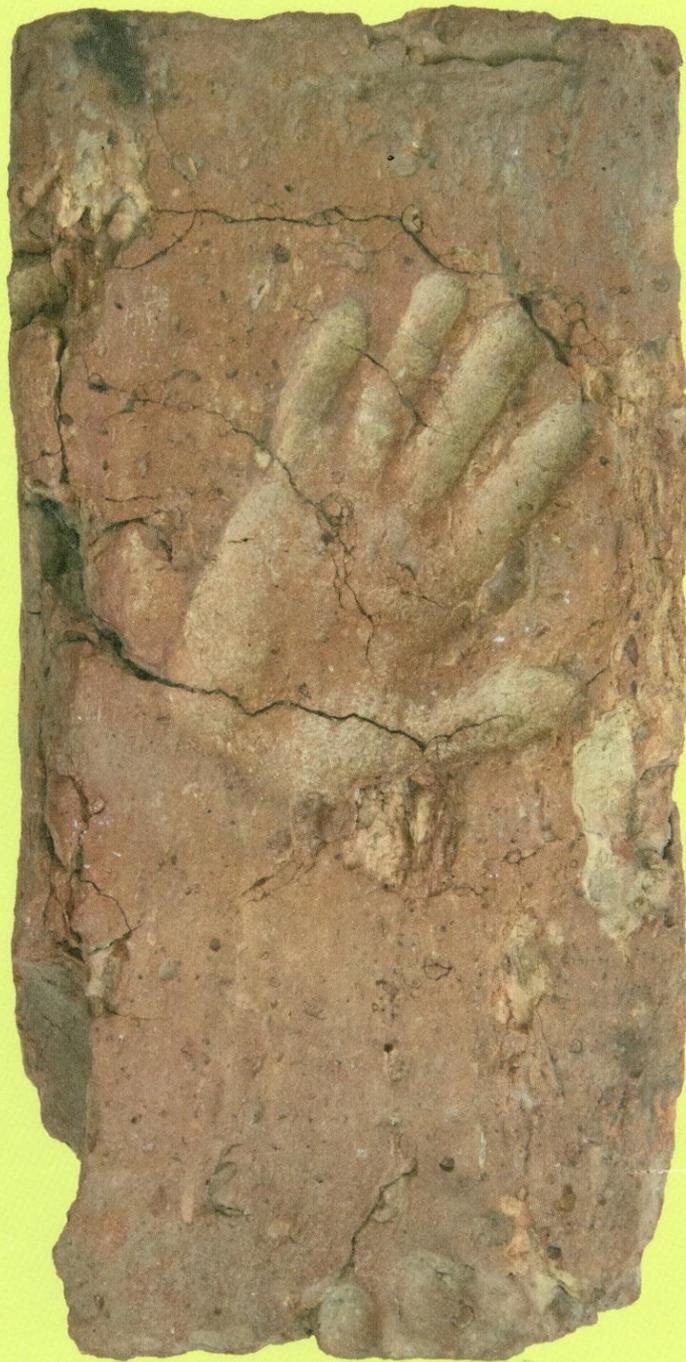


STICHTING OUDE
GRONINGER KERKEN



Beacons of meaning

POLICY PLAN The Groningen Historic Churches Foundation **2017-2020**

December 2016

English translation by Ian Boersma

If we want to preserve culture, we must continue to create it.

Johan Huizinga

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Foreword

The motto of this policy plan for the period 2017-2020 is a statement by the Groningen cultural historian Johan Huizinga: "If we want to preserve culture, we must continue to create it." *The Groningen Historic Churches Foundation* ([Stichting Oude Groninger Kerken](#) - SOGK) is the keeper of buildings that in many cases have a history spanning six, seven or sometimes even eight centuries. The preservation of these old Groningen churches is seen as our our core task.

What does it mean to "keep on creating" in relation to old churches? Creating, or making something, is a human act. People have once built the churches, people have adapted them over the centuries to meet their requirements, and people have made good use of them.

During the years 2017-2020 we want to continue to create culture together. We see that as the best guarantee for support and involvement in our efforts to preserve our beautiful churches, these unique cultural-historical monuments in the Groninger land, as beacons of significance.

Society is changing rapidly. Our task is to give substance to our mission in a contemporary, future-oriented way: By rolling up your sleeves and putting your hands to work; by looking for new ways, forging strong alliances and taking on challenges together; by striving for the highest quality in our work. And so doing, create culture.

In 2019 the foundation will have existed for 50 years. In that year, our vision for these churches as 'beacons of meaning' will receive attention in colourful and direction giving ways. A new course has been set through the project 'On the path to 2019' and celebrations for the jubilee year are being prepared. We will draw on fifty years of experience, which has made our foundation one of the leading heritage conservation organizations in the Netherlands.

Board and management of *The Groningen Historic Churches Foundation*
Groningen, November 2016





1 50 Years of The Groningen Historic Churches Foundation

ESTABLISHED IN 1969

The Groningen Historic Churches Foundation was established in 1969. What prompted this was the deplorable condition into which many churches had fallen. The glory years of reconstruction after the Second World War were over, and the nation's economic engine was no longer purring along so smoothly. Rural and village populations were in decline because of mechanization and other developments in agriculture. This development was disastrous for the churches which already had to contend with rapid secularization after the Second World War. Moreover, there was extensive liturgical renewal in the turbulent sixties, and many people felt that the old buildings were no longer suited for contemporary worship. By transferring responsibility for the care of old churches to special foundation, denominations could direct their efforts to erecting new churches in new neighborhoods. The heritage value of old churches was recognized by the government, after all they were monuments that had been entered in the national heritage list. However, conservation, maintenance and management were seen as the responsibility of society as a whole. Responsibility for care of these church buildings shifted fundamentally. The future of the old churches was placed in the hands of society.

NATURE OF THE ORGANIZATION: PRIVATE AND SECULAR

The Groningen Historic Churches Foundation was established as a cultural-heritage organization. The foundation was, as appropriate at that time,

organized 'from grass roots'; carried by the villagers who, as external volunteers of all denominations, took over from the ecclesiastical administrators as managers of these church buildings. From the beginning, the financial basis was also organized 'from grass roots', via donors and subscribers. They supported the values that the foundation represented, and were proud of the beautiful and unique church landscape of Groningen. In general, politicians and policymakers in Groningen had little to do with churches and with local or regional identity during that period, politicians kept themselves away from these issues for the first few years. It was not until the 1980s that they recognised the social importance of the Foundation, but even then initially with great reticence and miserliness. However, the Provincial government did establish a modest recurrent fund for support of the organization.

WORKING ON SOCIAL SUPPORT

In 1969, the Foundation's first board made 'the awakening of interest' its foremost strategic goal. From the outset, the board used publications and excursions as means to increase appreciation. Publications were pitched to be factual, but, above all, appealing to their audience. With this, the board laid the foundation for what is now a much broader social recognition of religious heritage. The board even managed to engage the national television channel in raising awareness of the problem of the Groningen churches. The success of this initiative had much to do with an effective one-liner, 'Save the Groninger Churches'; as well as images of

dilapidated churches, footage of pigeons flying in and out of and nesting in a closed church, and images of a tree that had grown in the choir of the first church that was acquired by the Foundation. Many donors were drawn to the Foundation. The urgency of the cause had been demonstrated, and a modest base of social support was laid.

GROWTH AND DEVELOPMENT

In the years that followed, the *The Groningen Historic Churches Foundation* has undertaken and achieved much. Promising outcomes were soon achieved. The first major restoration took place within one year after the establishment of the Foundation. Ever more churches, and also other objects, came into our custody. We drew more donors and more active volunteers, which resulted in a huge increase in the number of cultural events in and around our churches. Important monuments were restored to good condition and thus retained. Putting the churches to appropriate uses had visibly positive effects on local communities. The churches were reestablished as the beautiful centers of the villages. In a number of cases, the churches saw a return to ecclesiastical use in a modest way. Many forms of cooperation and partnership arose.

WIDE RANGE OF USE

Over the years, an ever broader range of new uses for these churches has emerged. From the mid-1980s, *The Aa-kerk Groningen Foundation* became a subsidiary of our Foundation, with a shared board and management. From 2006, *Special Locations Groningen* ([Bijzondere Locaties Groningen](#) - BLG) has been operating as our professional rental organization for the Der Aa-kerk, the remonstrant church, the church of Leegkerk, and the church of Klein Wetsinge; as well as the promoter for [De Amshoff](#) restaurant and function centre in Kiel-Windeweer. When it comes to use, on one end of the spectrum we have BLG places operating at

we have pure not-for-profit management reliant on the fully voluntary efforts of villagers. There places that operate at various points of the spectrum between these extremities.

FUTURE-PROOFING OUR FINANCING MODELS

Our collection has grown considerably in recent years. From the outset, the financing model that *The Groningen Historic Churches Foundation* has used to meet its conservation challenge has been primarily based on government schemes and subsidies for monuments, contributions from culture-related funds, and donations from private individuals. In addition, funds provided by the former church owners (the designated reserves), which came with the ownership transfer of particular churches, form a source of funding for the restoration and maintenance projects of these churches.

For activities in the fields of promotion, donor recruitment and commitment, (new) use and education, the substantive investment was from our own financial capital but funds were also sought from government sources and grants.

Successes in fundraising activities in all policy areas have in recent years been achieved thanks to the increasing professionalism of the organization's office. The fact that the Foundation has a strong financial base gives it a necessary capacity to maintain its extensive property portfolio in the long term and to continue to work on increasing support, education, and promotion of use.

Key figures

The Foundation has undertaken and achieved much in its forty-five years of existence

	1979	1989	1999	2009	2014
Churches owned	 35	 38	 45	 62	 74
Other buildings owned	 1	 4	 7	 19	 28
Graveyards	 2	 5	 17	 34	 44
Donors	 5140	 5824	 5993	 6225	 5950
Restored churches	 14	 25	 40	 60	 65
Active volunteers	 150	 190	 350	 545	 575
Permanent employees	 1	 3	 7	 15	 15
Cultural events in our churches (estimated number)	 20	 90	 120	 200	 800

PROFESSIONAL ORGANIZATION FOR THE CONSERVATION OF HISTORIC MONUMENTS

In 2013, the Minister of Education, Culture and Science bestowed on us the formal designation of a Professional Organization for the Preservation of Monuments ([Professionele Organisatie Voor Monumentenbehoud](#) - POM). As a POM, we can submit highly simplified subsidy applications for monuments, and in situations where subsidies are over-subscribed these applications are given priority consideration. With these subsidies, we can guarantee the multi-year maintenance of our national monuments. The scheme will be reviewed in 2018. Should the outcome be a required increase of the owner's contribution in this subsidy scheme, this will have major consequences for the financing of our total conservation programme.

PRESERVATION: TRADITION AND INNOVATION

The fabric of our churches provides insights into the cultural life of past centuries. These insights can be gained from examining the specific construction, decoration and furnishing of the churches. We refer to this as the 'heritage character' (Dutch: 'monumentale kwaliteit'). Occasionally we have reason to be concerned that an emphasis on the use of churches endangers this heritage character. Until now, the Foundation has never chosen to adapt its church buildings to an entirely new function (such as conversion to residential or commercial office/retail use), as has happened elsewhere. We have always sought new uses that are in line with the historical use: the church as a place of gathering and meeting, culture, and reflection.

The outcome of this approach is that the heritage character and the design of new elements reinforcing each other, no less in the case of innovative redevelopments. We have always looked for suitable use, with respect for history and tradition; and have had ambition to innovate, always in consultation with the local community, governments and social organisations.

THE CHURCH IN ITS ENVIRONMENT

Initially, our focus was primarily on the preservation and restoration of the historic church buildings, but soon we also paid attention to the physical environment of the church. The grassed areas, the cemetery, the outbuildings and the wider surroundings form environmental elements that are often of cultural-historical significance. In many cases, the special quality of the Groningen churches - the beacons in our landscape - lies in this combination; where there is much more value in giving attention to all aspects holistically.

A good example of this holistic approach is the group of eight churches on the edge of the Wadden Sea (in Dutch, an area known as 'de Waddenrand'), which together are promoted under the name 'Landmarks'. A special viewpoint has been identified at each of these churches, and interpretive information is presented using new technologies in combination with contemporary design. There are geocaches and short walks. In other locations too, the Foundation has laid out effective and often beautiful interpretation for its churches which incorporate the surroundings of these churches, the effect of which promotes both use and tourism visitation.

LOCAL COMMITTEES AS A BASE

Since its inception, the Foundation has assigned the local community an important role in the management of churches. The direct involvement of the villagers themselves is seen by us to be a prerequisite for sustainable conservation and management. While as owner, we play our role in the preservation and management of our historical heritage, this role only has meaning if the outcome is that the historic monument has a place in today's society; and that is primarily the (village) community. When taking up ownership churches in the coming years, further emphasis will be given to social involvement as a condition of the handover. Prudent decisions based on sharp thinking are

necessary to guarantee the continuity of our organization. This approach will come in play during this policy period as the time is ripe for it.

continued delivery of quality leads to further appreciation and recognition. For that very reason, this pursuit of quality is firmly incorporated within our values.

THE IMPORTANCE OF COOPERATION

To strengthen its support, the Foundation constantly seeks cooperation with various social and cultural organizations in the fields of cultural heritage, nature and landscape, arts and culture, education, rural policy and social planning. Together with dozens of partners, we have organized many activities and carried out projects. Without these partnerships, we would never have had the same degree of success in achieving our goals. Looking to the future, we will cherish existing partnership and also enter into new forms of cooperation. In some cases, instead of forming a new local commission, we seek cooperation with existing local organizations in order to give the management of a particular church a broader social and structural embedding. The use of the church of Opwierde as practice space for a music company or the new use of the church of Beerta by the village association as a community house are good examples of this.

INTEREST, APPRECIATION AND RECOGNITION AS A DRIVER FOR QUALITY

Over the years we received numerous awards for our work, including from the [Prins Bernard Culture Fund](#), [Europa Nostra](#), the [Province of Groningen](#) and the [Royal Institute of Dutch Architects](#). We also received the Dutch Design Prize for the redevelopment of the Tower of Uitwierde and the Architecture Audience Award for the redevelopment of the church of Leegkerk. In addition to a POM status, we also have the quality mark of the [Central Bureau for Fundraising](#) (CBF). In the same manner as the founders of our organisation, we continue to direct effort in raising interest in and awareness of our church heritage. Acknowledgement that these awards give us the for the quality of our work further motivates us to deliver quality outcomes. And the





Goal, mission and vision

Goal

The Groningen Historic Churches Foundation is committed to the material and functional preservation of old Groningen churches.

Mission

The Groningen Historic Churches Foundation strives for the meaningful use of old churches. We want churches to be open, representative places, where people reflect on the values that our heritage embody and on how we can collectively maintain, strengthen and enhance these values. **The future can not exist without knowledge of the past, and without support in the present.**

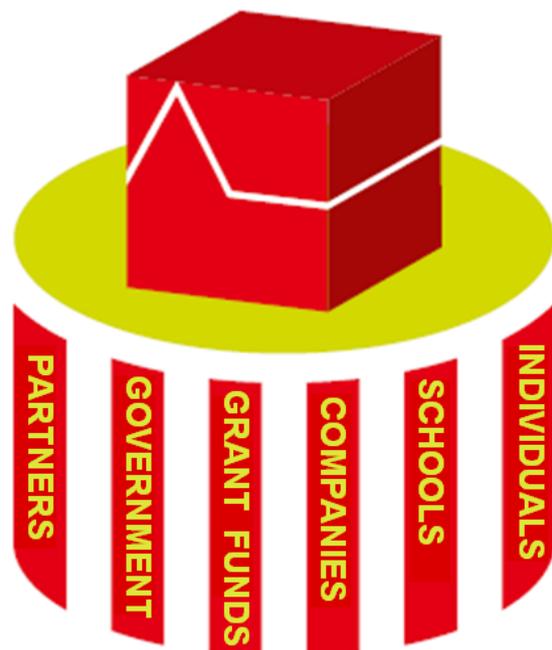
Churches represent the multifaceted history of Groningen. They are benchmarks of this history in the landscape and in the villages. They offer space for art and culture, meeting and gathering, aesthetics and meaning. To secure our heritage from the past as a valuable legacy for the future, we need to continually invest in it. To do that, we invite and encourage people to participate and contribute in very diverse ways. We want to listen to the possible tangible and intangible significance that people assign to churches, and shape the future together. In this way, churches can function as beacons of meaning (ie: significance), which not only tell where we come from, but which can also give direction to our future.

Vision

In our vision, we show how we look ahead from our current situation. How can we implement our mission? What is needed to do this? In this policy period we want to continue to grow towards a resilient, flexible and future-oriented organization. We seek to increase the social mandate of individual donors and volunteers, schools, companies, grant funding bodies, partners and governments.

FROM PATRONAGE TO MANDATE

Since 2012 we have directed efforts into becoming a future-oriented organisation. This resulted in the pillar program 'Modern patronage'. The program focused on the question of how we can strengthen the support base of our organization and our objectives, with a view to the long term and the



identified threats (ie: ongoing secularization and consequent threat of vacancy, earthquake problems, aging of grassroots supporters, negative demographic developments in the region).

In 2012 we identified six pillars that support our organization: individuals, schools, companies, grant funding bodies, governments and partners. These pillars represent the key groups that we will continue to focus on during this policy period, in order to work as effectively as possible to strengthen and renew our social mandate.

In the past policy period, the pillar program focused on exploring forms of modern patronage. The word 'patronage' refers to patron, a benefactor who contributes financially (derived from Maecenas, patron of Horace and Virgil, among others).

In this policy period we consciously choose the term '(social) mandate'. 'Mandate' is derived from the word hand (manus). Instead of holding up a hand in a giver-receiver relationship, we want to reach out and look for partnerships. In the project 'On the path to 2019' we use the experiences we have gained in the pillar program and the underlying sub-project 'Church in the heart'.

STRENGTHEN SOCIAL MANDATE: COLLABORATE WITH THE PROVINCE AND THE MUNICIPALITIES

The Province of Groningen supports the preservation and presentation of the Groningen Collection (of heritage places) in the context of The Story of Groningen. The provincial government invests in the preservation of the cultural infrastructure, the development of tourism in our province and the promotion of liveability in the countryside. In the coming policy period, we will develop (cooperative) projects in these policy areas from the starting points set out in this policy plan.

Given the great importance that the preservation and use of our churches has in maintaining the quality of life in the local communities, we will also explicitly involve the municipal governments in our objectives. We foresee that a municipal contribution

in the acquisitions will become increasingly important because over time the church owners will no longer be able to pay the often large amounts involved in a custodial transfer. A municipal contribution is also indispensable in the case of the social transfer and adaptive re-use churches.

STRENGTHEN CORPORATE MANDATE: STRIVE FOR OPTIMAL USE

During the policy period, we will strive for the optimal use of our churches – ongoing and tailor-made. This means that our churches will be used as meeting places for our target groups and will be made available to the public.

In the project 'On the path to 2019', a central goal was the opening up of our churches and making them available to as many social groups as possible. In this way our beacons get meaning for an increasing number of people. Optimal use can only be achieved through the commitment of our highly motivated volunteers. That was demonstrated by the sub-project 'Church in the heart'. What we have learned from these experiences will be evident during the policy period through our stimulus program for the use of churches in the context of 'On the path to 2019' and the re-structuring of our volunteer management.

Churches contribute to the marketing of the province of Groningen; they significantly strengthen the overall attractiveness that the region has for tourists.

Churches also make a positive contribution to the business economy. The Foundation has a significant role as purchaser of goods and services for its conservation, restoration and re-use. Its purchasing in these three areas has a positive influence on the economy of the province of Groningen.

In strengthening corporate mandate, we will also highlight these economic factors.

The functioning of BLG will be further optimized in this policy period. A particular area that we will review for possible adjustment is our relationship

with the business community, which is present in the role of tenant at various properties. There may be potential to enter into partnerships with a number of companies.

OUR ADMINISTRATIVE OFFICE

Within the structural model of *The Groningen Historic Churches Foundation*, our administrative office has primary responsibility for coordinating conservation and restoration. We take care of the 'bricks and mortar' aspect of the buildings. Responsibility for use is delegated to the local community, to our volunteers.

In addition to the responsibility for the bricks and mortar, the administrative office also the primary role in overall organisational management. After all, the office represents professionalism and continuity of the organization as a whole, for the execution and monitoring of policy goals, and for leading the organisation down new paths. A strong office organization is therefore indispensable, especially when looking forward to the future. In this policy period, we strive to achieve our policy goals through clear priorities in our policy intentions, and a strong commitment to efficiency and effectiveness. The Internal Quality Assurance project, in which the various work processes are described and analyzed, provides a good tool for achieving this. The strengthening of our client-focus and in particular our volunteer management, will receive further attention through this.





3 Policy intentions 2017-2020

PRESERVATION

Our core task is to achieve excellence in the preservation of Groningen's religious heritage. Our collection of old Groninger churches offers a broad ensemble of architectural styles and also houses unique historic church interiors and historic organs. We keep the churches in good condition, through long-term maintenance and where necessary through restoration. The earthquake problem has caused damage to 60% of the total collection of the Foundation. Extra attention has therefore been required for damage repair and structural reinforcement. Each church building is part of the Foundation's multi-year maintenance cycle. Our cycle requires adjustment to account for the current situation of earthquake damage. The major maintenance work that during this policy period has been scheduled for 'Der Aa Kerk' will be combined with other works relating to enhanced energy efficiency, sustainability and renovation of the user amenities.

PRESENTATION

Our churches, as beacons of meaning, are opened to the public with a desire to strengthen their appreciation and interest in our heritage. This makes it essential for our presentation of the church buildings to be public-oriented.

With a view to supporting tourism development and quality of life, the opening up of the churches is a high priority. The target is to have 50 open churches in 2019, when the Foundation marks the 50th year since its establishment. Using grants provided for work in the areas of quality of life and tourism, we hope to make the necessary investments to develop our resources on the theme 'host / womanhood'. Possibilities for promoting visits by tourists from abroad are further investigated. Increased

recognition of the international quality of our churches and organs will be the basis for this. To implement this vision, we will seek cooperation with provincial and local organizations and companies, and of course also with our location managers.

We offer a wide range of excursions and activities every year. The festival 'Back to the Beginning' has been a success in presenting the old churches as a cultural stage.

INVESTING IN RE-USE AND ADAPTIVE RE-USE

We have the ambition to complete six reuse or adaptive reuse projects during this period. These are the churches of Winsum-Obergum, Beerta, Garmerwolde, Ulrum, Onderdendam and Overschild. The projects will only move ahead with full agreement and commitment of the village communities, and will be developed with the close involvement, creativity and entrepreneurial spirit of the future managers. The financial feasibility of these projects will largely be dependent on government support and grants. Excellence, with a view to aspects of both tradition and innovation, is guaranteed by us. In realizing these projects, an important outcome will be the creation of facilities that use energy sustainably.

THE STORIES OF GRONINGEN

The Groningen Historic Churches Foundation actively contributes to the presentation of the Groningen collection. We present our churches and towers, synagogues and church sites to the public. But we also like to put our famous historical organs and the rich burial culture of Groningen in the spotlight. We are always setting new goals for our delivery of multi-layered and informative presentations of the Groningen collection.

The primary means by which the Foundation puts the spotlight on the story of Groningen and the Groninger churches is through its work of maintaining, opening up and stimulating use. But it also does so by doing qualitative research. Stories are published in tourist resources, printed series, in our magazine, on our own website, and the website of [De Verhalen van Groningen](#) (The Stories of Groningen).

KNOWLEDGE SHARING AND DIGITIZATION

The registration program '[digital church collection](#)', managed by Museum Catharijneconvent in Utrecht, contains details of religious objects. The inventory of many Groningen churches has also been registered. In the coming years we want to continue to add to the 'digital church collection' with our data, and to also grow in a role in which we can co-manage the site when it comes to quality representation of the Groningen Collection within the field of churches.

From the European partnership '[Future for Religious Heritage](#)' (in which 32 countries and 42 organizations participate) the tool 'Religiana' is under development, which provides basic information accessible via all smartphones, tablets and computers according to a set international standard. The tool has great tourism opportunities.

ON THE PATH TO 2019

In 2019, *The Groningen Historic Churches Foundation* will celebrate its 50th anniversary. In this jubilee year, attention will be directed to remembering and celebrating. The role of *The Groningen Historic Churches Foundation* as a trendsetter will be highlighted.

The project "On the path to 2019" works in various ways to strengthen our social mandate that is based on the understanding we have of churches as 'beacons of meaning'. This results in the start and

delivery of three high-profile jubilee projects in 2019. The anniversary year itself will receive the title 'Beacons of meaning', in line with the current policy plan.

1. 'Celebrate! Know what you are commemorating' realizes the re-use and adaptive re-use of church, tower and clubhouse in Garmerwolde. 'Celebrate!' is also realized in the Folklingestraat synagogue in conjunction with the Garmerwolde location. An objective of this project is to promote knowledge of the intangible heritage of religious festivals as a basis for social dialogue. The project is being realized in collaboration with Museum Catharijneconvent in Utrecht, local communities, various cultural and educational institutions and Marketing Groningen. In 'On the path to 2019', the fundraising campaign is prepared and executed, the organization model is set up, and a marketing concept and educational program have been developed.
2. In 'On the path to 2019', the permanent set-up of at least 50 of the Foundation's churches will be prepared in 2019. There will be an enhancement of the quality of the interpretive information and forms of hospitality provided at these places. Collaboration will be sought with local managers, primary school pupils such as Key Holders, village associations, the local business community and Marketing Groningen to be able to deliver a strong social and tourist product.
3. Cultural Celebration Programming: in the run-up to the jubilee year 2019, a high-profile cultural celebration program will be prepared. It will involve publications, exhibitions, music and a very special edition of 'Back to the Beginning'.

CHURCHES IN THE GREEN

In coming years, we will work together with [‘Landscape Management Groningen’](#) (Dutch: Landschapbeheer Groningen) on the project 'Churches in the Green'. We consciously present the churches in their surroundings as part of the Groningen Collection. 'Churches in the Green' strengthens the environmental quality and the tourist attractiveness of these places.

A LIFETIME

Education has traditionally been a cherished field for *The Groningen Historic Churches Foundation*. We have now built up sufficient experience to develop successful projects and initiatives in collaboration with partners in the field of cultural education. Having regard for those duties we consider to be our priorities, we will now focus more closely on results, coherence, reach and financial viability. We will elaborate these points of interest in 'On the path to 2019'.

Further development of the successful 'key depositary project' is high on the agenda during this policy period. This promotes structural cooperation between the primary schools or local organizations and our local administrators. We see the cooperation project as an important opportunity to strengthen our social mandate at local level. And to thus also reach the target group of young parents with children; a target group that has been on the wish list for some time.

The same applies to the ambitious jubilee project 'Celebrate! know what you commemorate' in the church and the tower of Garmerwolde, and in the Folkingestraat synagogue. In 'On the path to 2019', a broad educational program to fit the primary educational curriculum will be developed. A professional marketing plan will be developed to stimulate the extracurricular visit to the church and the synagogue. This project will be realized in close collaboration with Museum Catharijneconvent in Utrecht.



4 Finance and budget

De meerjarenbegroting 2017-2020 sluit aan op de begroting 2017.

Alle bedragen * € 1.000

Inkomsten	2017	2018	2019	2020
Rijkssubsidie				
• voor instandhouding	488	497	507	517
• voor projecten	600	612	624	637
Gemeentelijke subsidie				
• te bestemmen voor instandhouding	128	131	134	136
• subsidie ihk van leefbaarheid	80	80	82	83
Provinciale subsidie				
• te bestemmen voor publieksbereik	123	125	128	131
• subsidie ihk van leefbaarheid	120	122	125	127
Subtotaal subsidies	1.539	1.568	1.599	1.631
Van particulieren				
Particuliere fondsen	807	823	839	856
Donateurs, giften, legaten	238	222	247	231
Subtotaal particulieren	1.044	1.044	1.086	1.087
Eigen fondsen en bestemmingsreserves				
• bestemd voor instandhouding	412	427	424	394
• bestemd voor publieksbereik	275	285	282	263
Subtotaal eigen middelen	687	712	706	656
Eigen inkomsten				
Dienstverlening aan derden	220	224	229	233
Verhuur locaties	528	539	550	561
Bijdragen promotie en werving	64	65	66	67
Beleggingen	1.034	1.055	1.076	1.097
Abonnementen en advertenties tijdschrift	85	87	88	90
Verkopen winkel	20	21	21	22
Subtotaal eigen inkomsten	1.951	1.990	2.030	2.071
Totaal	5.221	5.315	5.421	5.445

Uitgaven	2017	2018	2019	2020
Instandhouding				
Instandhouding gebouwen projecten	1.200	1.224	1.248	1.273
Meerjarenonderhoud gebouwen en terreinen	1.008	1.028	1.049	1.070
Bedrijfskosten SOGK	577	588	600	612
Subtotaal instandhouding	2.785	2.840	2.897	2.955
Exploitatie				
Beheer en dagelijks onderhoud	630	643	656	669
Gebouwen en terreinen	300	306	312	318
Orgels, klokken en uurwerken	23	23	23	24
Bedrijfskosten SOGK	36	37	37	38
Subtotaal exploitatie	989	1.008	1.029	1.049
Publieksbereik				
Tijdschrift	94	96	98	99
Digitalisering	30	31	31	32
Promotie en werving	175	168	172	165
Programma 'Op weg naar 2019'	130	133	135	-
Terug naar het Begin	158	161	164	168
Kosten beleggingen	58	59	60	62
Kosten winkel	41	42	43	44
Bedrijfskosten SOGK	311	317	324	394
Subtotaal publieksbereik	997	1.007	1.027	964
Dienstverlening aan derden				
Bedrijfskosten SOGK	191	194	198	202
Kosten beheer & administratie				
Kosten beheer & administratie	259	265	270	275
Totaal	5.221	5.315	5.421	5.445

Foto's binnenwerk: Omke Oudeman

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bij het begin van elk hoofdstuk: Benthe van Aalst
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Afgebeeld in het binnenwerk op pagina 4 kerk Holwierde,
op pagina 10 interieur en orgel kerk Godlinze en op
pagina 14 interieur kerk Pieterburen.

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