

# St. Michael's Anglican Church

Established 1956



## Parish Profile



1188 Fennell Ave. East,  
Hamilton, Ontario, L8T 1S6  
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[stmichaelshamiltonmountain.com](http://stmichaelshamiltonmountain.com)

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### *The Anglican Church of St. Michael*

*A God centred community of faith  
where all are welcome  
to joyfully celebrate, worship and work together  
to support wholeness and well-being  
in the neighbourhood and beyond.*

## 1. Location and Membership

St. Michael's is located on the east Hamilton "Mountain", between Upper Ottawa and Upper Kenilworth, at the corner of Fennell Avenue and High Street. It is the most easterly of the Anglican parishes in the city limits and on the escarpment. Two other parishes – Christ Church, Woodburn and St. Paul's Glanford are also on the escarpment within the boundaries of the Hamilton-Wentworth region.

The character of the area surrounding the church property is predominately residential single-family dwellings plus a number of apartment and townhouse complexes, particularly along the main thoroughfare - Fennell Avenue. Some of these buildings are being converted from rental units to condominium ownership. As most of the homes in the area were built in the mid to late 1950s, there has been a significant turnover of homes in recent years. This has been reflected in our parish family, with a number of people who lived in houses in the neighbourhood selling and moving into condominiums, apartments or retirement residences.

The following characteristics reflect the "dissemination area" in the areas surrounding the church property, as defined by Statistics Canada. This is a compilation of several areas which, on average, contain 200 – 400 households - often referred to as a "small neighbourhood". Although many of the parishioners at St. Michael's come from outside of the immediate area of the church, this data provides a starting point to understanding the composition of the population in the areas adjacent to the church property.

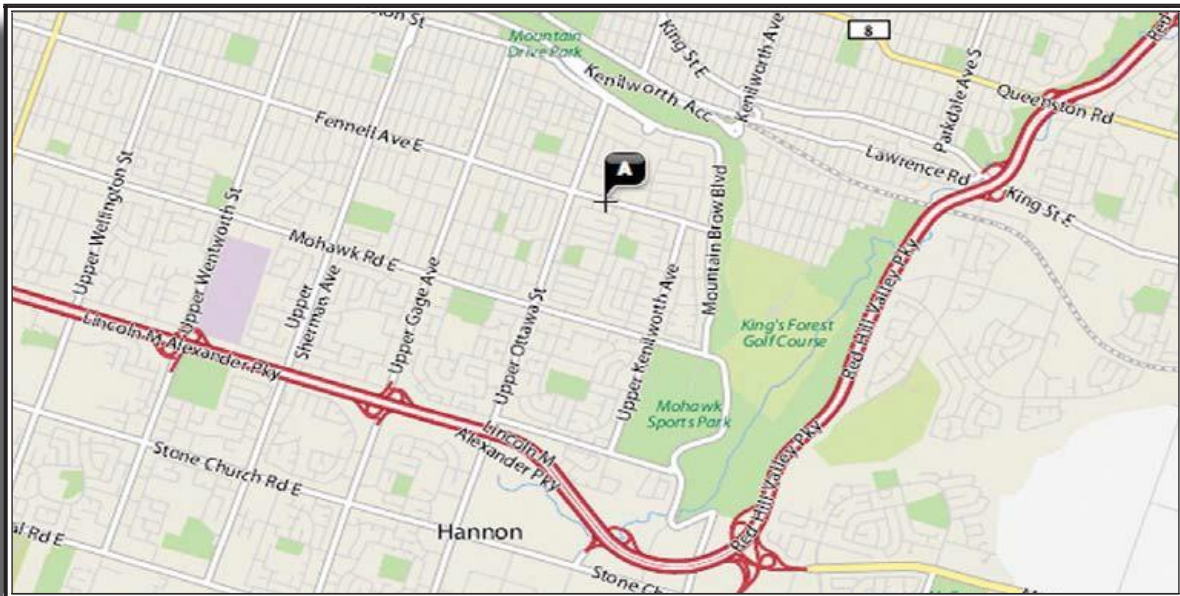
- Median Age – late 30's to late 40's with over half of the people in the 20 – 54 age bracket;
- Average Household Size – 2.1 – 2.7
- Average Household Income – \$100 000 +/- \$20 000 depending upon the area
- Population trends – steady maintenance of the numbers currently in the area
- Education – approximately 50% have either a university degree OR a certificate/diploma from a community college or other post-secondary educational facility
- Although the vast majority have identified English as their first language, there is also representation of French, Spanish and Italian.

Currently (mid 2019) there are 160 identifiable givers in our system, 54 of these contribute using the PAP system. As of July 2019 there are 215 families on the parish list with 392 members in total. The parish has recently added members from the community of Holy Trinity Church which closed earlier in 2019, and from the community of San Gabriel which closed in September 2019 due to the lack of an available Spanish speaking clergy to lead their service. Efforts are ongoing to make these members welcome and to integrate their members into our services.

The “catchment area” of the parish is widespread although there is a concentration on the “East Mountain” bordered by the escarpment, the Lincoln Alexander Parkway (the “Linc”) and Upper James Street (63% of the parish). Some of the other areas represented include:

- West Mountain 7%
- Hamilton below the escarpment 6%
- Glanbrook 4%
- Stoney Creek 4%
- Southern Hamilton (the Linc to Hwy 53) 3%
- Other 13%

“other” includes Ancaster, Dundas, Brantford, Smithville, Burlington, Caledonia and even Strathroy, London, Barrie and Caledon. It can be assumed that many of these do not represent “regular attendees” but they do associate with the parish.



## 2. Worship

Regular worship service times at St. Michael’s are 8 and 10 am on Sunday, with an additional weekday service on Wednesdays at 10:30 am.

The 8 am service, which averages 29 persons per week, is a said service using the Book of Alternative Services (green book). The 10 am service is a choral Eucharist with choir and hymns, also utilizing the Book of Alternative Services. There is both a Sunday School program and a nursery available for the younger members at this service. The choir presents an anthem on average once every 3 weeks from September until May. Average attendance at the 10 am service is 85.

Both services include the participation of servers, chalice bearers, readers and intercessor.

In July and August our two Sunday services are combined for a 9 am service which is sometimes held in the air-conditioned parish hall.

The Wednesday 10:30 am service has an average attendance of 15 (12 during the summer). This service includes Bible Study.

Special Services throughout the year may include the Children's Christmas Pageant in the early evening (7 pm) on Christmas Eve; or a family service with youth participation followed by Eucharist. This service is followed by a traditional Choral Christmas Eucharist at 11 pm with full choir; in 2018, attendance at this service was 79 persons. There is a Christmas Day service at 10 am.

Holy week usually consists of Eucharistic services Monday and Tuesday at 7 pm with a stations-of-the-cross service on Wednesday also at 7 pm.

For the past ten years we have held a Maundy Thursday dinner/service that has been well received. The service begins with the dining and concludes with the Eucharist and stripping of the sanctuary.

For the past nine years the Mountain Ministry has held a combined Good Friday service at 9 am, with combined choirs, rotating between the four (now three) mountain parishes followed by a Good Friday Walk between the churches.

Once a year the youth of the parish organize and conduct a Sunday service.

In the calendar year of 2018 St. Michael's had five baptisms, seven funerals and four weddings.

A blessing of pet animals service is held on St Francis of Assisi day.

St Michael's has two teams of volunteers that assist in holding two services a month at Macassa Long Term Care facility, in co-operation with St. Stephen-on-the-Mount.

The priest of St Michael's with an assistant, visits Kingsbury Place Seniors Residence once a month to conduct a Eucharistic service.

St Michael's has active Lay assistants and Eucharistic assistants who facilitate during each service.

Preliminary work has been done towards holding a Messy Church gathering; we are looking forward to direction and leadership to begin this initiative

### **3. Organizational Structure**

The organizational structure of St. Michael's Parish is fairly traditional in nature.

#### **Wardens:**

There are four warden positions in the parish. Priest's Warden, People's Warden, Deputy Priest's Warden and Deputy People's Warden. Each position has a two-year term. For continuity, attempts are made to have the positions staggered with one warden and one deputy warden up for election at each Vestry. Our current wardens have been serving as deputy wardens and wardens several times with their latest term commencing in 2019. The deputy wardens are new to the position and have both served since vestry in 2019. There is a recognized need to recruit newer members to the corporation to retain a balance between maintaining traditions and injecting new ideas which will keep the parish engaged and relevant in a changing local environment.

#### **Synod Delegates:**

There are two Synod Delegates and one alternate. Each has a two-year term.

#### **Corporation:**

The Priest, Wardens, Treasurer and Deputy Wardens meet monthly to discuss and decide on the directions and action for the business of the Parish. They may refer items to Parish Council for suggestions and input before making a final decision.

#### **Staff:**

Paid by the Parish through the Diocese: Priest, Secretary, Organist/Choir Director and Custodian. An honorarium is paid to the Honorary Assistant for special events.

#### **Parish Council:**

The Parish Council is a large body, with representation from many areas of the Parish. There are usually from eighteen to twenty people. Positions include the chair and secretary (both appointed by the corporation), Clergy, Wardens and Deputy Wardens, Synod Representatives including the Alternate, Treasurer, Envelope Secretary and representatives of a variety of parish groups active in the personal, pastoral, spiritual and community (both local and global) outreach components of parish life. Parish Council meets quarterly on a Wednesday evening. The agenda for the meetings is varied, but always includes a financial report. Other groups also give a report on their particular area of focus within the parish.

## **Volunteer Screening:**

Screening is conducted according to Diocesan policies but it is recognized that some are not current and efforts are ongoing to ensure that this is corrected.

## **4. Programs and Organizations**

### **Altar Guild:**

Currently we have 15 members of the Altar Guild, a reliable dedicated group who prepare the altar for all services including communion, baptisms, marriages funerals and celebrations of life. These ladies are divided into four teams and rotate once every four weeks.

### **Chalice Bearers, Readers, Servers and Intercessors:**

We are fortunate to have several people who assist at the altar and for the services, some of whom have more than one role. We have six intercessors who prepare and read the prayers of the people, ten chalice bearers and four servers. At present we have one youth server. Eighteen readers participate in the two Sunday services and the morning Wednesday service.

### **Choir:**

The 17 choir members supports the 10 am Eucharist with leadership in song. Anthem presentations remain a part of our liturgy.

### **Sidespersons:**

To be a side person you need a "smiling warm face" to be the meeters and greeters who welcome people into the church, hand out the order of service booklets, answer questions and direct people to the appropriate area for various concerns. They watch for late-comers and ensure that all persons are made to feel welcome. A schedule is prepared for the 15 people who volunteer for this ministry. They are also responsible for taking up the collection and finding volunteers to take the elements from the back of the church to the altar. A through count is provided of all persons in the church at each service including the church school and the nursery. At the conclusion of the service they will tidy up the books and remove any unwanted items.

### **Counters:**

Count the offerings and record the donors for the treasurer and the envelope secretary. The funds are readied for duty warden to make the bank deposit.

### **Bible Study:**

Each Wednesday Eucharist (15-17 people) includes Bible study and another group of about 7 people meet each Tuesday evening, to enhance their spiritual awareness through religious discussion of the Bible readings. During lent there is a group discussion of the book recommended by Bishop of Niagara.

A men's study group which includes members from outside the parish meets every Thursday morning at 7am.

### **Prayer Group:**

Three or four people meet weekly to say Morning Prayer (BAS) and to pray for those who are sick or in other need of prayer. The needs are either specific as noted on the prayer request slips available in the Narthex or simply names on the weekly sheet available prior to every service.

### **Greeting Card Ministry:**

Prayer cards, cards of achievements, condolences, thinking of you and one year anniversary cards of baptisms are mailed to individuals suiting their occasion. A very thoughtful and appreciated ministry.

### **Hope Committee:**

Founded in 2009, the purpose of the Hope Committee is stewardship and awareness, to research grant conditions and other funding opportunities; develop funding plans; complete any grant applications and address budget deficits. A notable success story is the fact that St Michael's is now fully accessible with automatic doors, non-slip entrance flooring and an accessible washroom. An Anglican Foundation grant of \$20,000 and parish donations raised a total of \$98,095 to pay for these upgrades.

### **Milk Bag Mat Weavers:**

This group meets weekly to weave sleeping mats for children and adults from plastic milk bags. They are on target to make more than 50 mats in 2019. These mats are transported to underdeveloped countries by Canadian Food For Children who use the mats to help with the packing of their transport containers, pushing the mats into the nooks and crannies between the food and other supplies.



## **CHILDREN AND YOUTH**

### **Sunday School:**

We welcome all children during the 10 am service each Sunday between September and June, with a weekly attendance of between 4 and 9.

### **Nursery:**

A safe and welcoming place is provided during the 10 am service for babies and toddlers.

### **Child and Youth Activities:**

The children and youth are actively included in services throughout the year and take a leading role on Youth Sunday and at the early Christmas Eve Service. We currently have 6 youth attending the Niagara Youth Conference held for a week in August at Canterbury Hills. The cost of the conference was, as in previous years, covered by donations from the congregation.

Every Christmas there is a "Lunch with Santa" for children of all ages.

## **OTHER GROUPS**

### **Crafty Ladies Outreach Group:**

This new group is a continuation of a group founded at Holy Trinity Church. Crafts are made to sell at the bazaar and for Outreach projects.

### **Green Facilitator:**

Our Green Facilitator is working towards obtaining our silver certification with the Diocese. She is also a member of the Diocese of Niagara Greening Committee.

### **Women's Group:**

This group plans, organizes and oversees several of the yearly fundraising events. These includes 2 rummage and garage sales, calendar sales, and cookie boxes for shut-ins at Christmas.

### **Reception Groups:**

There are several groups, one whose members prepare coffee, tea and refreshments each Sunday after both services. Another group makes sandwiches, desserts and prepare

the hall, serves the food and cleans up for Celebration of Life receptions. The St Michael's Day meal, Christmas dinner and the Maundy Thursday meal are organized by ad hoc groups of volunteers at the time of the event.

### **Outreach Group:**

The Outreach group consists of ten people who organize the many projects in the local area, nationally and internationally. Every week there is a collection for the local food banks, in the winter there is a mitten tree and winter clothing collection. At Christmas there has been a toy drive for the Diocese of Moosonee. Through the year there are fund-raisers for PWRDF, Council of the North and St. Matthew's House.

St Michael's provides Transitional Work Experience for a group of special needs students from Sherwood Secondary School one morning each week, for which we have received awards from the Council for Exceptional Children on both the local and provincial levels.

We host a Community Soup Lunch on the last Thursday of each month (except in July and August), which sees attendance between 45 to 60 people.

### **Maintenance Group:**

A core group of men provide the knowledge and skill to help maintain the buildings and outside property on an ongoing basis.

## **SOCIAL GROUPS**

### **Women's Volleyball Group:**

This group meets weekly for a non-structured volleyball game every Wednesday morning. The game is full of hilarity as well as exercise and also provides social support for one another.

### **Euchre:**

This is a popular outreach program where Euchre is played in the Parish Hall Every Thursday, where we average 14-15 tables of regulars.

### **Walking Group:**

The St. Michael's walking group meets every Monday and Thursday morning at Limeridge Mall. It is a good way to exercise and socialize, whether it is for health benefits or to have fun.

Several groups not associated with St Michael’s use our facilities for their activities. It has been noted that not all groups have the required rental insurance agreement; this is being addressed as a matter of urgency.

## 5. Finances

St. Michael’s meets the financial needs of the parish each year and does not carry any significant debt. This is not the say that the yearly budget is not a challenge for the parishioners of St. Michael’s.

In 2016 a line budget was prepared and presented at vestry. From 2017 both a line and narrative budget has been presented. The budgets for 2017 and 2018 were balanced budgets, but a deficit reduction campaign was needed to finish each year on budget. A deficit budget was presented and approved at the 2019 vestry meeting.

The year 2019 will be more of a challenge than the last two years, but there is confidence that this deficit budget will be overcome by our generous donors. Due to two years of a positive response to a deficit reduction campaign, a line item has been added to the budget for 2019.

In the past the parish owned a rectory and proceeds of the sale of the property are held by the Diocese of Niagara in the Rectory Trust Fund. In 2017 and 2018 \$10,000 was withdrawn from interest generated by the fund and applied towards the housing allowance for the priest. Following these withdrawals the value of the fund was \$63,956 at the end of 2018.

There is both a short term and a special fund investment with a combined value of \$23,667 at the end of 2018.

See Appendix 1 for the full budgets for 2018 and 2019 and projections for 2020 and 2021.

	Total Revenue	Total Operating Expense	Surplus
<b>2017</b>	\$224,308	\$223,571	\$737
<b>2018</b>	\$220,697	\$219,988	\$709
	Budget Total Revenue	Budget Operating Expense	Deficit
<b>2019</b>	\$221,900	\$234,513	-\$12,613

## **6. Property**

The Parish of St. Michael's was established in January 1956. The property was purchased at 1188 Fennell Avenue East, Hamilton, at the corner of Fennell Avenue and High Street. The first part of the building construction involved the Parish Hall and adjoining Fireside (meeting) room and a wing containing washrooms, choir rooms and offices. These facilities were constructed of cinder block and brick and were completed in 1957. The Fireside room at the west end of the hall seats 36 people comfortably for meetings. The building currently serving as a Parish Hall was used for services until the Church as it currently stands was constructed.

The Parish Hall and associated facilities contain a main hall, which seats 152 in a configuration involving tables. Overlooking the hall is a stage with removable gates. This allows its use as a well-equipped nursery.

A modern inspected kitchen (renovated in 2000) with two adjacent gas stoves and an industrial dishwasher is accessible from both the Fireside room and the main hall, as well as having direct access to the parking lot.

The church was built in the early sixties and dedicated in March 1964. It is constructed of cinder block and brick with a Florida-style roof. A 60 foot poured concrete open concept bell tower containing an electrically operated cast iron bell sits at the west end over the sanctuary. The oval shaped nave seats 300 people. The sanctuary has a stone altar. The building is equipped with a Rogers electric organ (new in 2016) and a sound system. A Memorial Room addition was added to the complex in 1980.

Four new furnaces were installed in the church complex in September 2007. At that time air conditioning was installed in all areas except the church.

The last Decennial inspection was completed on November 14, 2013 by Amerispec who made 8 recommendations. The three immediate items have been corrected (roof flashing and sealing; incoming utility line replacement; ground clamp connection). The five short term items have all been addressed (miscellaneous masonry repairs, downspout extensions and removal of a janitors sink that drained into the sump pump). The property is generally in good condition and has been enhanced by an accessibility improvement project undertaken in 2015. We have accessible entry doors on all sections of the building (church, office wing and parish hall) and a new accessible washroom in the Parish Hall section.

Lighting and electrical upgrades have been ongoing, which reduce our energy consumption.

## **7. Wider Church**

Two of our members serve on Diocesan committees. Canon Terry Charters is Chair of the Bishop's Advisory Committee on Property Renewal, Chair of the Cathedral Place Property Management Committee, Past Chair and member of the Bishop's Decennial Inspection Committee and member of the Bishop's Advisory Committee on Church Buildings. He is also Bishop's Appointee to Synod Council. Anne Young is a member of the Niagara Greening Committee.

Our parish supports St Matthew's House with volunteer time, donations to the food bank and donations towards the household needs of vulnerable seniors. At Christmas donations are made towards gifts for children. The Diocesan Canterbury Hills summer camp for children and teenagers in Ancaster is supported by an annual collection for their bursary fund. Our Good Friday service with other mountain churches followed by the Good Friday Walk is also a fund-raiser for a local charity. The World Day of Prayer is supported by our parish and we have a representative on the organizing committee. St Michael's is hosting the service in 2020.

The National Church Primates World Relief and Development Fund is supported by an annual Sunday dedicated to information about the Fund and solicitation of donations. The Council of the North is highlighted on a Sunday in the fall with information and a lunch following the 10 am service.

At Christmas our community has supported the community of Schumacher in the Diocese of Moosonee by collecting items for The Living Room.

## **8. Situational Analysis**

Pride is evident in the worship at St Michael's, in our generous commitment to the community both within and outside of our church, and in our many outreach initiatives – locally, nationally and internationally.

In preparing our Parish Profile, the Parochial Committee wanted to ensure that we spoke with the voice of the parish. We also struggled with how to best articulate our vision and mission. Two surveys have been conducted, the first being anecdotal and the second a quantitative survey based on a similar one from the Alban Institute. We were most pleased with the response from the parish – over 110 individuals were involved. The anecdotal comments will be shared with candidates who request them. The second questionnaire – Exploring Clergy Expectations – is enclosed in the Appendices. The results provided us with guidance and feedback; the committee made significant progress, which we hope is reflected in our situation analysis. St. Michael's is not unique among the churches in our community. We know that we have faced, and, in the future, will face significant issues as we move onwards.

The congregation of St. Michael's sees itself as a large family – both welcoming and supportive. The parish wishes to build on its strengths with the assistance of a new priest.

There are many opportunities for involvement and volunteerism. The atmosphere which is most evident is one of teamwork – clergy and parishioners, and parishioners working to serve the church with clergy leadership. With the closing of Holy Trinity and St. Gabriel (a Spanish-speaking congregation which shared the worship space but now lacks a Spanish-speaking rector), there is much to be done to welcome and integrate members of these two congregations into the family of St. Michael's. Since both of these occurred in 2019, this will be an on-going process which we hope to share with the new rector.

There are numerous groups open to parish involvement (see Programs and Organizations) and the parish reaches out to many other organizations and charities which it supports. In addition, there is always a generous response to "one-time" issues and causes identified locally and globally. There are also ways to socialize and in so doing get to know one other and provide support where needed. Help is available for the sick, the bereaved and the lonely.

Celebration of success is part of "who we are" and we always welcome the chance to joyfully celebrate and somehow find many reasons to have a celebratory cake at the coffee time after the service.

The surveys identified that most members of the parish family are willing to take a reasonable approach to solving the issues that we face based on factual information and an observation of the trends facing society today. We delight in being diverse in our theology and membership. We are an open and embracing community and we welcome someone who can awaken new ideas. At the same time, we recognize that we are an aging population and there is a need to introduce younger neighbours to the love of Jesus and the joy to be found in his service. This is reflected in the results of the clergy expectations in the questionnaire; pastoral care was at the top of the list; however, administering the sacraments and public worship were also near the top of the list.

When asked to provide areas in which the priest should be directly involved, several areas emerged including:

- Administering the sacraments
- Tending to her/his own spirituality
- Public worship

- Pastoral care
- Preaching homilies
- Providing counselling
- Providing mentorship

These results are a statistical expression of our commitment to active and directed governance combined with teamwork among the lay leadership.

The high level of congregation activity within the parish is reflected in the areas in which the parish feels are shared responsibilities between the priest and the members of the parish; this indicates a broad area of support for clergy within the parish family.

- Financial Stewardship
- Managing the office activities
- Leading Children's Ministry
- Preaching homilies
- Providing counselling and mentorship
- Pastoral Care

There is recognition that change is required but there is also anxiety related to the pace of change, concern of risk taking and worry about having sufficient financial resources. As might be expected, some would like to stick with tradition; others are keen to experiment with more contemporary services, the use of more modern and lively hymns, the provision of Christian education for younger people and more involvement opportunities for new members. We feel that we need direction to expand the existing congregation by reviewing our strengths and weaknesses.

There is a need to reach out to the community to identify their needs and to recognize that this may not lead to them becoming part of our community, but that we serve them because this is our mission.

Currently we only use social media through our website and Facebook to advertise ourselves and our mission. It is a challenge to update our information due to a lack of a qualified computer volunteer. We do not currently work with other churches or religions to further God's work other than our Good Friday service and walk with the Anglican churches on Hamilton Mountain. We could take more advantage of the programs offered by the Diocese of Niagara.

While there is some apprehension and fear of our future, many expressed optimism and are realistic about our need to face the future with hope and acceptance that change is needed and that we are a community dedicated to service and fulfillment of our Christian mission of love of God and love of our neighbour.

## 9. Photo Gallery



*Church Exterior*







***Accessible  
Walkways***



***Priest's Office***



***Parish Office***



***Memorial Room***



***Parish Hall***



***Kitchen***



***Fireside Room***

***Mountain  
Ministry  
Good Friday  
Walk***





***Easter Banners***



***Choir Anthem***



***Pentecost***

***Parish Kids  
and Youth  
Sunday***





**PWRDF  
Strawberry  
Social**

**Thanksgiving**



**Remembrance  
Day  
2019**



**Christmas**



## Appendix I - Budget and Financial Forecasts

### PROPOSED WARDENS' BUDGET FOR 2019 - OPERATING FUND

REVENUES	2018 Budget	2017 ACTUAL	2018 YTD ACTUAL	2019 Budget
Envelopes - Pre-authorized & regular	155,000	144,991	148,982	156,000
Envelope Offerings - Special Collections	10,500	10,478	11,432	12,000
Special Envelopes - Deficit	1,377	550	4,215	
Special Envelopes - Bill Payment Challenge	12,000	12,115	10,881	12,000
Attitude of Gratitude		50		-
Special Envelopes - Initial Offering	300	320	290	300
Loose Offerings	3,000	2,304	2,261	2,500
Church School	200	182	107	100
Misc. Donations	10,000	22,484	11,106	10,000
Hall Rentals	8,500	8,848	9,292	8,000
Interest on Investments		6	15	
Rectory Trust Fund Draw for Housing				
Organizations & Fund Raising	21,000	21,981	22,116	21,000
<b>TOTAL OPERATING INCOME</b>	<b>221,877</b>	<b>224,309</b>	<b>220,697</b>	<b>221,900</b>
<b>EXPENDITURES</b>				
SALARIES - RECTOR	64,425	62,638	60,455	66,090
BENEFITS	18,039	17,741	18,261	19,000
SALARIES - OTHER	47,964	46,977	46,854	48,923
BENEFITS	8,155	7,738	7,942	8,400
VACATION SUPPLY	4,000	5,195	5,660	6,300
<b>TOTAL SALARIES &amp; BENEFITS</b>	<b>142,583</b>	<b>140,288</b>	<b>139,172</b>	<b>148,713</b>
<b>UTILITIES</b>				
Gas/Heat	5,000	5,281	5,450	5,500
Hydro	5,500	5,020	4,741	5,000
Water	850	825	890	850
Telephone	400	384	399	400
Water Heater Rental	300	326	338	350
<b>TOTAL UTILITIES</b>	<b>12,050</b>	<b>11,838</b>	<b>11,817</b>	<b>12,100</b>
Diocesan Mission & Mtce	40,874	41,340	40,805	45,100
Fire Insurance	6,500	6,427	7,086	7,500
Contracts & Yearly Inspections		1,007	1,457	2,000
Repairs & Mtce	5,000	4,541	5,626	5,000
Equipment Purchases & Repairs	2,000	4,005	1,593	2,000
Snow Removal	4,000	4,365	3,865	4,000
Parish Hall & Kitchen Expense	1,000	957	1,198	1,000
Office Expense	5,000	6,360	3,851	4,000
Discretionary & Outreach	500	222	466	500
Education	250	216	45	200
Synod Delegate Fees	320	560	668	500
Worship Expense	1,000	850	1,405	1,000
Music	300	205	433	300
Altar Supplies	500	388	502	600
<b>TOTAL EXPENDITURES</b>	<b>221,877</b>	<b>223,571</b>	<b>219,988</b>	<b>234,513</b>
<b>SURPLUS (DEFICIT) OF TOTAL</b>	<b>-</b>	<b>737</b>	<b>709</b>	<b>(12,613)</b>

mo	12
yr	12

ST MICHAEL'S ANGLICAN CHURCH  
COMPARATIVE BALANCE SHEET  
December 31, 2018

ASSETS	2017	2018
<b>CASH / BANK</b>		
Current Bank	43,798	41,963
Petty Cash - Admin	40	40
	<b>43,838</b>	<b>42,003</b>
<b>RECEIVABLES</b>		
GST Receivable	465	496
PST Receivable	1,215	1,292
Accounts Receivable - Diocese		378
Prepaid Insurance	865	1,258
	<b>2,545</b>	<b>3,424</b>
<b>FIXED ASSETS</b>		
Rogers Organ	52,807	52,807
<b>INVESTMENTS</b>		
Capital Trust Fund - Diocese	21,683	21,228
Manulife Securities	1,630	2,439
Rectory Investment Fund	75,265	63,956
	<b>98,578</b>	<b>87,623</b>
<b>TOTAL ASSETS</b>	<b>197,769</b>	<b>185,857</b>
<b>CURRENT LIABILITIES</b>		
Accounts Payable insurance on rentals	868	1,141
Deferred Revenue	466	201
Tooney Jar		
PWRDF	-40	10
St. Matthews House		40
Council of the North		
Leprosy Fund		
<b>TOTAL CURRENT LIABILITIES</b>	<b>1,295</b>	<b>1,392</b>
<b>OTHER LIABILITIES</b>		
Fellowship Group	232	382
Youth Fund	2,953	2,366
Cash Flow Through		
Bank Charges	101	-25
Soup Lunches	337	445
Outreach Fund	1,885	1,911
Flower Fund	1,374	1,115
Parish Council		
<b>TOTAL OTHER LIABILITIES</b>	<b>6,882</b>	<b>6,194</b>
<b>TOTAL LIABILITIES</b>	<b>8,177</b>	<b>7,586</b>
<b>EQUITY - SPECIAL FUNDS</b>		
Restoration fund	9,431	11,839
Accessibility Fund	3,989	1,316
Capital Fund	21,683	21,228
Rectory Trust Fund	75,265	63,956
<b>TOTAL SPECIAL FUNDS</b>	<b>110,368</b>	<b>98,339</b>
<b>SURPLUS (DEFICIT)</b>		
Accumulated Surplus-previous Years	78,486	79,224
Surplus (Deficit) Current Year	737	709
<b>TOTAL SURPLUS (DEFICIT)</b>	<b>79,224</b>	<b>79,932</b>
<b>TOTAL LIABILITIES &amp; SURPLUS (DEFICIT)</b>	<b>197,769</b>	<b>185,857</b>

**Projected figures for 2020 and 2021 based on an annual inflation rate of 2.5%**

	2021	2020	2019	2018
Envelope Income	200,039	195,160	190,400	182,798
Open Income - Loose	2,627	2,563	2,500	6,476
Investment Income				15
Endowment Income				<b>10,000</b>
Rental Income	8,405	8,200	8,000	9,292
Fundraising Income	22,063	21,525	21,000	22,116
<b>TOTAL INCOME</b>	<b>233,134</b>	<b>227,448</b>	<b>221,900</b>	<b>230,697</b>
Clergy Expenses	89,398	87,217	85,090	78,716
Staff Expenses	66,844	65,214	63,623	60,456
Educational Expenses	210	205	200	45
Property Expenses	44,783	43,691	42,625	37,861
Worship Expenses	1,051	1,025	1,000	433
Outreach Expenses	525	513	500	466
Other Expenses	-	-		1,206
DMM Expenses	43,575	42,512	41,475	40,805
<b>TOTAL EXPENSES</b>	<b>246,385</b>	<b>240,376</b>	<b>234,513</b>	<b>219,988</b>
Net Operating Surplus/Deficit	(13,252)	(12,928)	(12,613)	10,709
				(10,000)
				709
	estimate	estimate	budget	actual

## Appendix II Parish Questionnaire

### EXPLORING CLERGY ROLE EXPECTATIONS

Read each of the 30 descriptors of expectations for clergy. Read all 30 **FIRST** before starting the survey.

Complete column one – ratings from 1 – 5

Complete column two – Is this a direct responsibility of the clergy or a shared responsibility with others in the parish?

THEN, indicate your top five choices with a

1. Rate, from your perspective, each expectation from 1 – 5 using this scale ....
  - 1 – unimportant or questionable use of time
  - 2 – not really important
  - 3 – necessary routine function
  - 4 – important and deserves attention
  - 5 – extremely important and deserves time and skill
  
2. Indicate with a “D” or “S” whether this expectation is one that should be the primary and direct responsibility of the clergy (D) ... or ... one that the clergy leader would enable support and/or oversee with lay leaders (S)
  
3. **Do not do this until you have completed the other two columns!!!!**  
Place a star - - beside the FIVE ... and only FIVE ... top descriptive areas you have for the incoming clergy leader.

		RATE 1 - 5	DIRECT (D) or SHARED (S)	TOP FIVE
1	<b>Nurtures discipline</b> – nurtures parish through adult education (e.g. Lenten studies)			
2	<b>Connects with the community</b> by involvement in boards and community partnerships			
3	<b>Pastoral Care</b> - provides for the sick, dying and bereaved			
4	<b>Public Worship</b> – leads regular services			
5	<b>Works with</b> parish committees (e.g. Parish Council, Stewardship, Worship Committees)			
6	<b>Tends to her/his own spirituality</b> through a disciplined program of prayer and personal devotion			
7	<b>Manages</b> the parish office activities – bulletins, records, correspondence			
8	<b>Solves Problems</b> to maintain/promote harmony and resolve conflicts			
9	<b>Preaches</b> homilies			

10	<b>Connects</b> with the parish using the website, newsletters and social media			
11	<b>Promotes evangelism</b> by visiting homes in the church neighbourhood			
12	<b>Provides Counselling</b> and refers parishioners to appropriate social service agencies			
13	<b>Evolves personally and professionally</b> by pursuing a continuing education learning plan			
14	<b>Leads Children's Ministries</b> – works with younger children, church school and delivers children's sermons			
15	<b>Advocates for Social Justice</b> by working with local service and community organizations			
16	<b>Leads Youth Ministries</b> – works with pre-teens and teenagers through classes/youth groups			
17	<b>Administers Sacraments</b> – baptism, communion, marriage and conducting funerals			
18	<b>Exercises Financial Stewardship</b> – by leading financial campaigns			
19	<b>Provides Mentorship</b> for individuals in religious life, beliefs and spiritual development			
20	<b>Promotes parish awareness of and engagement with</b> the Diocesan document - Niagara's Vision for Ministry			
21	<b>Extends parish activity and involvement</b> at the Diocesan and national church levels			
22	<b>Promotes programs</b> from parish, diocesan, national and inter-faith sources			
23	<b>Oversees Budgeting</b> – plans parish budget and maintains fiscal responsibility			
24	<b>Models</b> high moral and ethical standards			
25	<b>Visioning</b> – promotes new ideas for pursuing God's mission and the promises of our baptismal covenant			
26	<b>Fosters a sense of community</b> at parish gatherings			
27	<b>Contributes to the development</b> of parish objectives, strategies and programs			
28	<b>Visits</b> regularly in the homes of parishioners			
29	<b>Trains Lay Leaders</b> – recruits/trains people to use their gifts and exercise their baptismal ministries			
30	<b>Provides counselling</b> to assist with major changes in life (e.g. marriage)			

Adapted (July 2019) from a survey developed by the Alban Institute

## Appendix III Parish Responses

The following chart indicates the results of the parish questionnaire. All figures are in percentages of the approximately 90 respondents.

		RATE					DIRECT (D) or SHARED (S)		TOP RANK
		1	2	3	4	5	D	S	
1	<b>Nurtures discipline</b> – nurtures parish through adult education (e.g. Lenten studies)			87			56	44	
2	<b>Connects with the community</b> by involvement in boards and community partnerships		25	28	21	21	16	84	
3	<b>Pastoral Care</b> - provides for the sick, dying and bereaved				92		74	26	#1
4	<b>Public Worship</b> – leads regular services			91			82	18	#3
5	<b>Works with</b> parish committees (e.g. Parish Council, Stewardship, Worship Committees)				77		19	81	
6	<b>Tends to her/his own spirituality</b> through a disciplined program of prayer and personal devotion			34	27	31	86	14	
7	<b>Manages</b> the parish office activities – bulletins, records, correspondence		65				10	90	
8	<b>Solves Problems</b> to maintain/promote harmony and resolve conflicts			91			38	62	
9	<b>Preaches</b> homilies				78		81	19	
10	<b>Connects</b> with the parish using the website, newsletters and social media			67			16	84	
11	<b>Promotes evangelism</b> by visiting homes in the church neighbourhood		57				28	72	
12	<b>Provides Counselling</b> and refers parishioners to appropriate social service agencies				70		80	20	
13	<b>Evolves personally and professionally</b> by pursuing a continuing education learning plan			65			66	34	
14	<b>Leads Children's Ministries</b> – works with younger children, church school and delivers children's sermons			82			10	90	
15	<b>Advocates for Social Justice</b> by working with local service and community organizations			65			13	87	

16	<b>Leads Youth Ministries</b> – works with pre-teens and teenagers through classes/youth groups			85	19	81	
17	<b>Administers Sacraments</b> – baptism, communion, marriage and conducting funerals			92	92	8	
18	<b>Exercises Financial Stewardship</b> – by leading financial campaigns			63	2	98	
19	<b>Provides Mentorship</b> for individuals in religious life, beliefs and spiritual development			88	76	24	
20	<b>Promotes parish awareness of and engagement with</b> the Diocesan document - Niagara's Vision for Ministry			66	36	64	
21	<b>Extends parish activity and involvement</b> at the Diocesan and national church levels			68	25	75	
22	<b>Promotes programs</b> from parish, diocesan, national and inter-faith sources			66	23	77	#2
23	<b>Oversees Budgeting</b> – plans parish budget and maintains fiscal responsibility			77	11	89	
24	<b>Models</b> high moral and ethical standards			93	72	28	
25	<b>Visioning</b> – promotes new ideas for pursuing God's mission and the promises of our baptismal covenant			76	49	51	
26	<b>Fosters a sense of community</b> at parish gatherings			95	29	71	
27	<b>Contributes to the development</b> of parish objectives, strategies and programs			96	18	82	
28	<b>Visits</b> regularly in the homes of parishioners			54	43	57	
29	<b>Trains Lay Leaders</b> – recruits/trains people to use their gifts and exercise their baptismal ministries			89	63	37	
30	<b>Provides counselling</b> to assist with major changes in life (e.g. marriage)			93	87	13	



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