

St Alban the Martyr Acton Parish Profile 2016/17



Table of Contents

About This Profile	2
Situation Analysis.....	3
About the Community	4
A Brief History	10
A Time of Transition	13
A Look at us Today.....	15
Looking Ahead.....	30
Appendix	33

About This Profile

Saint Alban the Martyr of Acton has been in transition since July 2016 under the leadership and guidance of our interim Rector, Rev. Joan Dunn. We have completed the five transitional tasks through meetings held in our Parish Hall and through surveys taken by our parishioners at large. We have reviewed the past, examined who we are at present and looked to the future during this process. This Parish Profile has been written by the Parochial Committee with input and review from the parish.

This profile not only represents what we think is an accurate reflection of our parish but also our vision and goals of our future that our congregation has developed.

Situation Analysis

"Our Church of Family Size" at St. Alban's, works to care for each other and is group centered. We have strong lay leadership, with our power and authority vested in a few individuals (Wardens and Parish council). We are an established congregation, centered on "group" rather than rector and we tend to be homogeneous in our membership.

An inventory of the things valued most by the congregation indicated what the parish values - faith and belonging as well as leadership. It is evident that the values we consider to be "core" are either already solidly evident in our attitudes and actions, or nicely "on the way". The parish family strives to continue to stretch and grow in our faith, discipleship, and membership. We cherish our friendships and the nurturing/encouragement that they bring. The parish is friendly, outgoing, welcoming, and caring. Our music associated with the main Sunday service is mostly traditional with a hint of contemporary style. We have a full choir with 14 members and a Choir Director. We have a unique community outreach which includes many programs for the local community. The overall feeling of family and willingness to help each other and others in the local community, accounts for the exceptional volunteers working on numerous initiatives. However, we use the same exceptional volunteers for our numerous initiatives. With our family size church dynamics, we do have a challenge sometimes to be forward thinking, willing to take risks and to know when something tried isn't working. It is a challenge to involve new people and initiate new ministries as we are challenged to extend our sense of purpose and vision beyond existing relationships. The congregation must come to terms with an understanding of growth and its dynamics, whether growth is desirable and if the culture can accommodate growth.

The parish is blessed with a beautiful traditional church facility that has been well-maintained, with accessibility as a priority. We do need attention to our Children's, Youth and Family Ministry as we are floundering at growing our church and we look forward to consistency and encouragement in growth. Pastoral leadership is needed to encourage people to follow Jesus as we move forward in carrying out God's mission and the Niagara diocesan Vision for Ministry and strive for relevance in today's society where God is not necessarily a priority. One of the main issues of the parish is that our parish family is dwindling (and aging), along with the monetary resources needed to maintain the facilities and fulfill our diocesan commitments.

St. Alban's Church, has found many ways to connect with our community in God's work. We seek to not only give charitable help to those in need, but to help people make steps to improving their own lives. We actively, through our community partnerships, teach and represent Jesus' teachings both inside and outside the church's walls. We do our best to work in concert with other diocesan churches, make ecumenical connections in the community and discern our mission in national and global initiatives. We have sponsored and supported a Syrian refugee family with the generous support of our congregation both financially and with in-kind support. We want to actively teach and represent Jesus' teaching both inside and out. We are trying to maintain a balance between struggling with finances and investing in the future. We remind ourselves to not lose sight of our overall parish mission and regularly support and encourage one another. We want to continue to spread the Gospel and to build around the current member's young and old who are faithfully building the church.

About the Community

The Municipal Structure

Acton was first named Danville in 1828. It was later called Adamsville, after three settlers from a family of the name. In 1846, the postmaster named the community after the area of Acton in West London, England. Originally part of Esquesing Township, Acton was incorporated as a town in 1874. The town is often referred to as Leathertown by the locals because of the tanning industry that was dominant during the 19th Century and early 20th Century (existing right up to the closure of the Beardmore Tannery in the early 1980's).

On January 1st, 1974, one hundred years after its incorporation, Acton became part of the Town of Halton Hills when it amalgamated with the Town of Georgetown and most of the Township of Esquesing.

At the time of the 2011 census, Halton Hills covered an area of 276.3 km sq. and had a reported population of over 59,008 and Acton covered an area of 16.14 sq. kms. Georgetown and Acton remain as the two-principal urban centres. The Regional Municipality of Halton includes Halton Hills, Milton, Oakville and Burlington.

<u>Population Distribution 2011</u>		
<u>Area</u>	<u>Population</u>	<u>Proportion</u>
Georgetown	40,150	68.0%
Acton	9,704	16.5%
Hamlets (e.g. Norval)	2,360	4.0%
Rural Areas	6,794	11.5%
Total	59.008	100%

The estimated growth of medium and high density housing units in Halton Hills between 2006 and 2031 is distributed as follows: Georgetown – 80.1% and Acton – 19.9%. It is forecast that Georgetown will receive roughly 79% of all row/townhouse growth and 82% of all apartment growth, with Acton receiving the remainder of the growth for these unit types.

Georgetown will receive much of the growth to 2031. However, as affordability declines in Georgetown we expect that Acton may capture a larger share of growth over the course of the forecast period. It should be noted that the majority of the increased growth of medium, as well as some high density, units in Acton is reliant on the clean-up and build-out of the South Acton (Maple Leaf) lands. These lands are located within the designated built-boundary of Acton. 3. The Rural/Hamlets are expected to grow minimally to 2031. Already approved and pending applications in the Hamlets of Glen Williams, Stewarttown and Norval are expected to add over 200 units in the next few years. Beyond these developments, due to Town and Provincial policies, the Rural/Hamlet areas are expected to add only a small number of units each year, mainly through lot severance and lots of record. It is expected that all future units built in these areas will be exclusively single-detached.

Downtown Acton

With a highly-fragmented lot pattern in the downtown Acton area and few amenities or services for typical buyer groups such as seniors, there is a limited near term potential for high density residential

intensification in this area. However, as the area grows and becomes increasingly serviced with population related amenities and services, including the GO station, and as land values climb in other competitive areas; downtown Acton will become increasingly attractive for new investment.

Former Maple Leaf Lands

The Maple Leaf lands are a large parcel formerly occupied by industrial uses along the southern boundary of Acton. These lands offer the potential for a master planned community that might attract a good portion of townhome development. Small scale apartment development, set within a strong community design may also prove feasible, especially if priced affordably. The GO train service has two trains to Toronto in the morning and return trains in the evening. Increase in the service has been discussed with all day service extended to Kitchener.

Low density housing forms are forecast to remain the most sought after housing type in Halton Hills. However, during the forecast period it is expected that the population of Halton Hills will mature and the demand for higher density housing begin to take hold. The demand for medium and high density units are forecast to rise steadily in the near future as; housing in Halton Hills becomes less affordable, the number of people over the age of 55 increases, and as people's lifestyle choices evolve. In Georgetown and Acton, the demand for intensified residential development will be focused on row/townhomes and, to a lesser degree, apartment units. The demand for row/townhomes in the two combined communities will be equivalent to roughly 118 units per year, while the demand for apartments is expected to be roughly 55 units per year to 2031. The community of Georgetown is expected to receive much of medium and high density growth in the Town of Halton Hills. This is due to Georgetown's greater availability of land relative to Acton, abundance of amenities and services, as well as its proximity to other urban areas and its superior transportation infrastructure.

Population Growth

Population growth in Halton Hills and the Halton Region has been very strong since 2001.

Growth in Halton Region continues to be dominated by the growth of the Town of Milton which, at 75% in 5 years, has been the highest growth rate in Canada in this millennium.

Population Change: 2006 to 2011

<u>Area</u>	<u>2011</u>	<u>2006</u>	<u>Change</u>
Acton	9,704	10,045	-3.4%
Halton Hills	59,008	55,290	+6.7%
Halton Region	501,629	439,255	+14.2%

The Town of Halton Hills continued to experience significant growth between 2006 and 2011 (6.7%) while Acton has decreased slightly (-3.4%). After a period of rapid domestic construction at the east end of Acton which took place primarily between 2000 and 2006 Acton was once again constrained by water and sewage as well as the greenbelt surroundings and the Greater Golden Horseshoe (GGH) intensification policy.

Immigrant Population

Of the immigrants living in Halton Hills in 2011, 400 came to Canada between 2006 and 2011. These recent immigrants made up 4.8% of the immigrants in Halton Hills.

The most common countries of birth of immigrants living in Halton Hills were: United Kingdom (accounting for 31.2% of the immigrant population in Halton Hills) and Portugal (6.0%). In comparison, the top countries of birth of immigrants living in Ontario were: India (accounting for 8.6% of the immigrant population in Ontario), and United Kingdom (8.1%).

According to the 2011 National Household Survey (NHS), 8,360 (14.4%) of the population of Halton Hills were foreign-born (immigrants), 49,440 (85.3%) were Canadian-born (non-immigrants) and 145 (0.3%) were non-permanent residents. In comparison, the proportion of the population of Ontario who were immigrants was 28.5%, 70.4% were non-immigrants, and 1.1% were non-permanent residents.

Visible minority population and ethnic origins

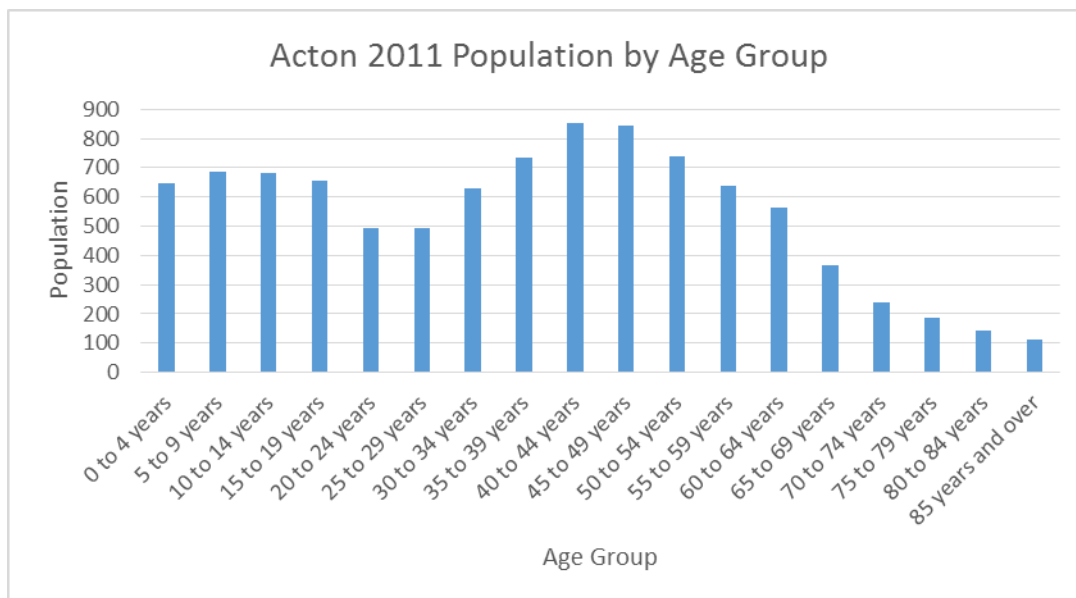
The 2011 NHS estimated that 2,975 individuals in Halton Hills belonged to a visible minority group, accounting for 5.1% of its total population while Acton had 415 people in this category accounting for 3.4% of its population. In comparison, visible minorities comprised 25.9% of Ontario's population.

The largest visible minority groups living in Halton Hills were South Asian and Black. In Ontario, the largest visible minority groups were South Asian and Chinese.

The three most frequently reported ethnic origins in Halton Hills, for people reporting either one or multiple ethnic origins, were English, Canadian and Scottish. This compared to the top three in Ontario, which were Canadian, English and Scottish.

In 2011, among Halton Hills's immigrant population, 82.4% spoke English and/or French most often at home. Meanwhile, the three most frequently reported non-official languages spoken most often at home by immigrants in Halton Hills were Polish, Portuguese and Croatian. This compared to the top three non-official languages for immigrants in Ontario, which were Cantonese, Chinese and Panjabi (Punjabi). There are no statistics available for Acton on this subject.

Age Profile



Seniors

Seniors increased by 16.2% to 1,110 persons (2006-2011). This represents about 10.6% of total population. Older seniors (80 years and over) increased by 15.2%. Over 57% of older seniors are female and 1 in 4 (26%) of seniors live alone.

The family unit

Acton's age profile continues to reflect the Provincial demographics and remains relatively unchanged from the last report. We continue to see the highest age concentration between 40 and 49 years of age and much lower numbers for the age groups 60 and over.

Median & Average Ages: 2011 census

<u>Area</u>	<u>Median</u>	<u>2006</u>
Acton	38.9	36.5
Halton Hills	38.9	37.9
Halton Region	39.0	38.4

Acton Families

	<u>2011</u>	<u>2006</u>	<u>Change</u>
Couple-family households, no children at home	900	1,050	-14.3%
Couple-family households, with children	1235	1535	-19.5%
Lone-parent family households	310	340	-8.8%

Dwellings

There are a total number of occupied private dwellings numbering 3,600 in Acton. Single-detached housing has 2,515 units, followed by row housing at 285 units, semi-detached housing at 205 units, apartment with fewer than five storeys 360 units, apartment with 5 or more storeys 150 units,

Housing tenure for all households, Halton Hills, Ontario, Canada

Housing tenure	Halton Hills (T)		Ontario	Canada
	number	percentage	percentage	percentage
Total households	20,260	100.0	100.0	100.0
Owner	17,615	86.9	71.4	69.0
Renter	2,640	13.0	28.4	

apartment – duplex 75 units.

The number of households in Halton Hills was 20,260. The homeownership rate in Halton Hills was 86.9% - which was higher than the Ontario homeownership rate of 71.4%.

Income

Population aged 15 years and over by total income, Halton Hills, Ontario, Canada

Total income	Halton Hills (T)	Ontario	Canada
Population 15 years and over by total income (count)	45,880	10,473,665	27,259,525
Without income or less than \$27,815 (%)	39.6	49.6	50.0
Without income or less than \$12,025 (%)	21.8	25.6	25.0
\$12,025 to \$27,814 (%)	17.8	24.0	25.0
\$27,815 and over (%)	60.4	50.4	50.0
\$27,815 to \$51,304 (%)	23.3	23.8	25.0
\$51,305 and over (%)	37.1	26.6	25.0
\$80,420 and over (top 10 percent) (%)	18.1	11.3	10.0
\$102,305 and over (top 5 percent) (%)	9.8	5.5	5.0
\$191,150 and over (top 1 percent) (%)	1.7	1.1	1.0

Employment income

Of those persons with employment income in Halton Hills, 57.7% worked full year, full time in 2010 compared to 52.2% in Ontario. The median employment income was \$60,022 for these workers (\$50,116 for those in Ontario).

The top three most common occupations for those working full-year full-time in 2010 in Halton Hills were: Specialized middle management occupations; Middle management occupations in retail and wholesale trade and customer services; and Administrative and financial supervisors and administrative occupations.

The following is a comparison of major occupation groups by % of labour force.

Occupation Groups	Acton	Halton
Trade, transport, equipment operators	21.1%	25.3%
Natural resources, agricultural	17.5%	1.3%
Business, Finance and administration	16.7%	26.4%
Management	14.3%	12.1%
Education, law, social, government	8.9%	17.2%
Natural and applied sciences	5.4%	3.9%
Health	4.4%	8.3%
Sales and services	2.2%	3.3%
Manufacturing and utilities	1.9%	0.6%

Educational Achievement

The following information compares Educational Achievement in Acton to Halton Hills based on the 2011 Census

Standard achieved in Halton Region	Acton	Halton Region
No certificate, diploma or degree	10.2%	5.4%
High School diploma or equivalent	34.8%	5.6%
Apprenticeship or trades certificate or diploma	7.9%	6%
University certificate, diploma or Degree	15.3%	37.6%

Transportation

Acton now has a mini Go Train station and is offering one way service to Toronto in the morning and a return service in the evening. It should be noted that Go Transit offers bus service both east and west of this community.

The majority of Actonites still rely on driving to work in private vehicles. There is no public transit in Acton.

Religion

According to the 2011 NHS, 73.7% of the population in Halton Hills reported a religious affiliation, while 26.3% said they had no religious affiliation. For Ontario 76.9% of the population reported a religious affiliation, while 23.1% had no religion.

The most frequently reported religious affiliation in Halton Hills was Roman Catholic, reported by 19,420 (33.5%) of the population. Other frequently reported religions included: United Church (10.5%) and Anglican (8.6%). In comparison, the top three most frequently reported religions in Ontario were: Roman Catholic (reported by 31.2% of the population of Ontario), United Church (7.5%) and Anglican (6.1%). There are no statistics available for Acton.

A Brief History

Saint Alban the Martyr was established in 1870 when The Rev. Mr. Bates with our forbearers met in a temperance hall somewhere near where the flower mill stands today. The Sharp family donated the land to "The Church of England in the Dominion of Canada" as we were called then. William F. Swallow became Rector and named the parish St. Alban's (Diocese of Toronto). In 1876, one year after the Diocese of Niagara was formed; the Church building was consecrated by Bishop Fuller. We were a two-point parish in 1881, Acton & Rockwood, with W. W. Pigott our Rector. St John's in Rockwood built their new church and St. Alban's interior was refurbished but it wasn't until 1899 that we got electric lights a year after the bell tower was installed.

In 1951 the Parish Hall was built and named after the Rev William Luxton who died suddenly in 1952. He was the driving force behind the building of the hall. The Narthex was built in 1985 with money left to the church by the Bennett family.

The building has had many improvements over the last 5 years. With the receipt of the first of two Trillium grants, the church has been able to make the buildings fully accessible with an updated accessible entrance and a ramp. An elevator was also added as part of this project. The second Trillium grant was used for a new community kitchen and refurbishing the parish hall, servery and the downstairs hall. These improvements have increased our community outreach and partnerships over the past few years as well with programs such as (food for life, winter clothing program, learning to cook classes). These are just to name a few.

We are a parish that likes to socialize via worship and the many events listed throughout the year that are well attended; Seder Supper, Talent Night, Guess Who's Coming to Dinner, Various Dinners, typically Pot Luck in nature, Valentines Dance, Dance & Silent Auction. We cap off our year with a year-in-review including a PowerPoint of pictures of our Parish Life through the year. We were riding a high 10 years ago, as our congregation was growing, with a Jr. St. Alban's full of kids and we were meeting all our financial commitments.

Although we have kept up most of these activities they are generally attended by the same people and we have very few new people joining us, the decline in these activities has been consistent. This is also reflected in our Jr. St. Alban's as it has shrunk to less than 6 children. The core group of parishioners is concerned about the future of St. Alban's as we are not attracting new members to our church, in particular, young families. We enjoyed some growth with our former Rector but a lot of the leadership was left up to a group of lay people. From one standpoint, this led to a very strong lay leadership team within our congregation but we haven't been able to translate this into attracting new families.

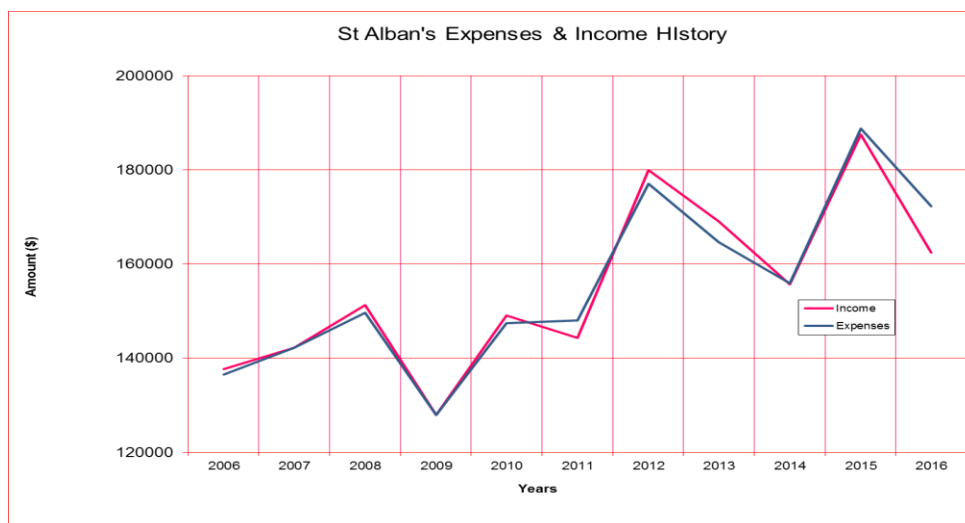
Participation

Parish Statistic	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Total Number of Souls	442	432	374	218**	246	243	257	259	270	268
Number of Households	178	162	162	118**	137	133	134	131	135	134
Communicants Easter Day	210	172	139	103	107	131	124	127	127	121
Attendance Christmas	243	204	198	209	186	188	193	187	187	146
Average Sunday Attendance	99	87	74	70	70	78	79	76	65	60
Baptisms	8	9	14	6	5	6	8	5	2	9
Weddings	7	8	3	1	1	6	4	2	2	5
Funerals*	67	72	28	7	3	13	11	10	9	5

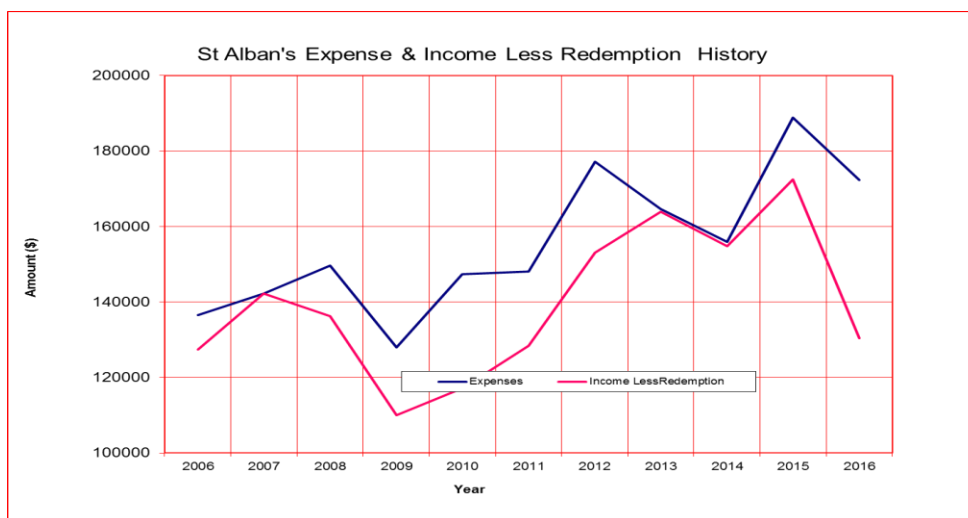
Finances

The budget for 2016 is just over \$186,000 and is a bare bones budget with very little discretionary spending.

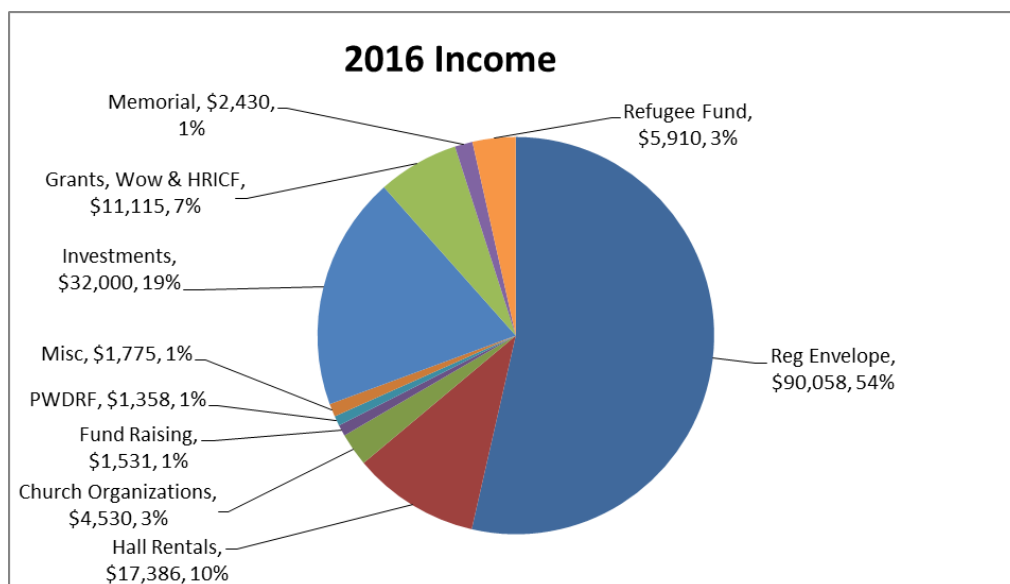
We are blessed to have very generous parishioners who have left us large endowments. However, in the 2000's we used most of the principal from one of these endowments to meet our general operating expenses. This left us with very little in our reserves and we began to struggle financially. Several years ago, we received another large endowment and the Parish Council voted to use only the interest from this endowment to meet our general operating expenses and to use the principal only for capital projects such as the renovations mentioned above.



We have had to draw on the interest from our endowment over the last ten years to meet all our financial obligations including our Diocesan Mission and Ministries (DMM) contributions. St. Alban's does not owe any large amounts of money and so there are no mortgages or loans to repay.



Over the years, we have run several different stewardship programs. The congregation of St. Alban's does respond to the challenge of meeting our budget when approached. We took a break in major fund raising during 2016, using \$32,000.00 of our investments interest. We have a strong core of volunteers with good ideas and intend to once again run a major fund raising campaign.



St. Alban's income comes primarily from the sacrificial offerings of our parishioners with 63% coming either directly or indirectly from them. We have realized an increase in rental income after the renovation of our parish hall and kitchen in 2016 this represents about 10% of our income. We have also sponsored a refugee family and raised the funds to support them during their initial year in Canada

A Time of Transition

While the general transition time between our Rector's resignation, the installation of an Interim Rector, and the selection of a new Rector seems to vary from 9 – 18 months, it is St Alban's goal to have a new Rector in place as soon as feasibly possible if the right fit is found.

Our Interim Rector is the Rev. Joan Dunn who seems to excel in this important ministry. Joan, being our first point of contact at the commencement of her interim ministry, has guided and advised us on all the intricacies involved in the long journey to the installation of a new incumbent. She has directed us in the areas of concern that the Parochial Committee and the parish had to deal with. These areas are namely the Five Developmental Tasks of:

1. Building/celebrating our History
2. Naming our Identity
3. Preparing for leadership change
4. Renewing Denominational Linkages
5. Ready for new directions, including: What we hope for from our new Rector? What do you think a new Rector would want from you?

The Rev. Canon David Linn our Transitional Consultants and the Rev. Canon Terry DeForest Vision Advocate and Director of Human Resources from the diocese have also met with Joan and the Parochial Committee to advise us on the route to take in documenting our Parish Profile. They have worked with us and the parish to help with this journey.

Our Parochial Committee, worked alongside our Interim Rector, the Rev. Joan Dunn, and consists of:

1. Jim Garrett, Rector's Warden and Chairman of the Committee
2. Annette Lewis-Copeland, Deputy People's Warden
3. Barbara Smith, People's Warden
4. Keith, Smith, Deputy Rector's Warden
5. Terri Forbes, Lay Delegate to Synod
6. Chris Miller, Lay Delegate to Synod

Parish Council has been kept up to date on the progress of the Parochial Committee and was recently engaged, along with members of the congregation, in the process to complete the survey regarding what they thought were the primary requirements of a new Rector, part of the fifth transitional task.

Information accumulated in the completion process of our Profile, has been gathered from several sources. They are as follows:

1. Parish records
2. The Diocese
3. Governmental agencies
4. Long time parishioners

The five developmental tasks were completed by the parish with a mixture of uncertainty for the future, but always with enthusiasm towards the learning process and the eventual completion of the project.

Challenges identified to-date in our journey is as follows:

1. Sustainable growth and the requirements to accomplish and maintain it.
i.e. a) Regular parish member visitation
b) Introduction of a complete Youth Ministry
2. Parish Finances
a) Balanced budget through expense trimming

A Look at Us Today

1. Parish Family

Mission Statement

The first mission statement was developed by the Parish in the early eighties and was accepted by the Parish Council of the day after a long discussion about the wording.

In 2009 at the vestry meeting it was suggested that the Mission Statement did not reflect the current mission of St. Alban's. A new Mission Statement was proposed that was a modification of the original statement but better reflects St. Alban's today.

The Parish was asked to comment on the new Mission Statement and the Wardens reviewed all comments and incorporated them into the new Mission Statement. The Parish Council then discussed it and was asked to pass it. It was passed almost unanimously.

The current Mission Statement:

The Purpose of St Alban the Martyr, Acton

As a vibrant and visible Parish family, we seek growth by contributing spiritual strength and service to the community, thus bringing people into a deeper relationship with God through Jesus Christ our Lord.

2. Strengths and Challenges

St. Alban's has a rich history as the oldest church in Acton. A tour of the church acts as a testimony to its 140 plus years of establishment. The church is adorned with symbols of the faithful who have gone before, such as generous gifts like the pipe organ or the church hall, to the more modest but equally devoted efforts that give us the various tapestries and plaques of honour that illustrate a rich Christian history.

Today's St. Alban's continues to display similar symbols such as the Spirit of St. Alban's award or the capital upgrades that have been achieved through the devotion of the congregation. Community partners and facility rentals utilize our hall. These, underscore that the strength of St. Alban's rests with the people that choose it as their place of worship. St. Alban's has a well-established framework of volunteer ministries enacted by people who put forth considerable effort in their roles. During the parish definition process, more than sixty volunteer roles were identified. The process also identified that the St. Alban's parish family was viewed as welcoming and comforting. St. Alban's is visible within the community of Acton, participating in partnerships such as various Ecumenical Events, Community Garden, Community Dinners, Food for Life, Diabetic Clinics, North Halton Community Kitchen, the Winter Clothing Program and most recently, welcoming a Syrian family to Acton. Countless volunteer hours have been used to assimilate this family into our community and in a very short period all the children are now attending school, English as a second language is being spoken and employment has been gained. We also have several public events in our calendar which are quite popular (e.g. the bazaar, bake sale, car wash, special dinners and dances) as well as its open-door policy with respect to special events such as baptisms, Lent and Easter, extra services added for special times such as Christmas.

St. Alban's does, however, face several challenges. The parish council often debates difficulties such as:

- The attainment of financial stability.
- The declining attendance.
- The disproportionate demographic skew towards older persons and, specifically, the lack of young families and children.
- The absence of fresh volunteers for some of our ministries.

These problems all stem back to the reality that while Acton did have growth. St. Alban's attendance shrunk by a similar amount. The good attendance at special services such as Christmas illustrates that St. Alban's is well known in the community. The low attendance on a regular Sunday therefore demonstrates that St. Alban's is not delivering its mission in a manner that is attractive to the "latent-Christians" in Acton. If St. Alban's is to reverse the trend, it must embrace a path of change that generates a more appealing and accessible way for people to join the St. Alban's family for worship and to enjoy the fellowship that it brings. We, the people of St. Alban's, must be prepared to stand back from the structure that we may be comfortable with, and start to mold St. Alban's into the church that will attract new membership and so develop the next generation of faithful.

Designing, embracing, and acting out change is St. Alban's single most important challenge!

3. Worship

Regular Sunday Services

Times of Service;	9:00 a.m. and 10:30 a.m.
Average attendance;	9:00 a.m. (6 – 12)
	10:30 a.m. (20-30)
	Jr. St. Albans (2-6)

Types of Liturgy;	9:00 a.m. – BCP
	10:30 a.m. – BAS

Attendance patterns:	9:00 a.m. Adults
	10:30 a.m. various ages
	45 people overall attendance.

Summer schedules: From July 1 to Second Sunday in Sept. one service at 10:00 a.m.

Special Services

Epiphany;	3 Wise Men attend 10:30 a.m. service
Ash Wednesday;	Imposition of ashes 7:30 p.m.
Healing Service;	Yearly with guest ministers
Ecumenical Lenten Services;	Held every Wednesday from 12:00 - 1:00 pm
Prayer Vigil;	Pre-Lent and Pre-Advent 8:00 pm to 8:00 am
Palm Sunday;	Blessing of Palms

Holy Week;	Services held three evenings – 7:30 pm
Maundy Thursday;	Seder Supper followed by Eucharist and Stripping of Altar
Good Friday;	9:00 and 10:30 am
Easter Sunday;	9:00 and 10:30 am
Pentecost;	9:00 and 10:30 am
P.W.R.D.F. Sunday	
Youth Services;	1 a year plus Christmas Pageant – 10:30 am
Church Picnic;	Outdoor service with Eucharist and children's games 10:00 am
Flower Service;	Blessing of the Back Packs and start of Jr. St. Albans 10:30 a.m.
Harvest & Patronal Festival;	10:30 am
Remembrance Day;	10:30 am
Advent Carol Service;	10:30 am
Candlelight Service;	7:30 pm
Christmas Services;	5:00 pm (Children's), 7:30 pm (Family), 10:00 pm (Traditional)

Lay Involvement; 4 lay people conduct Morning Prayer when needed, Chalice Bearers; 9, Readers; 18, Servers; 2, Sides people & Greeters; 15, Counters; 9, Healing Ministry; 6.

Children Involvement; Children's Focus at beginning of service, Christmas Pageant and 1 youth-led service per year.

Music: Traditional and Contemporary lead by our Music Director and Choir at the 10:30 a.m. service. New Book of Common Praise is used along with "Songs of a Gospel People".

The Relationship of St. Alban's with the wider Church

1. Diocese of Niagara
2. Other Christian Churches Local and Globally
3. Other Faiths or Religions

We are effectively involved with our diocese being nourished by and supportive of them in six areas of ministry and stewardship. We follow diocesan guidelines in worship and Christian education.

- Utilize diocesan resources
- Seek opportunities to have more parishioners be "diocese- oriented" through participation in and information activities
- Pray for our diocesan family

Seven of our Parishioners received Diocesan awards from Bishop Michael

Parishioners attended: The Pursuit of Excellence in Ministry, Bishop Bird, St. Matthias', Guelph, Vision progress Bishop Bird, St Steven's Hornby and Grace Church Milton

Parishioners attend various Cathedral services in Hamilton. One parishioner has been trained to assist in services at cathedral.

We send two Lay Delegates to Synod each year several parishioners attended the Bishops Company dinner, several are members. We encourage our parishioners to read and support the Niagara Anglican/Anglican Journal. We utilize Diocesan expertise in assisting us in our ministries e.g. Interim Pastor, Parish Transition Consultant, and the Speaker on Youth issues.

2 National Church

Primates World Relief and Development Fund is an ongoing campaign and education process in which we participate. Every year members of our PWRDF committee set up displays, provide literature, videos, speakers on current issues and provision (fundraising) for monetary help for this important mission in striving for justice, peace and respect for the dignity of every human being, responding to HIV/AIDS, emergency relief, sustainable development, and other global justice issues and needs. Parishioners have attended PWRDF workshops and training providing leadership and evangelism, St Alban's has two adopted foster children we support, Christian Children's Fund – third world. We participate in Christmas Shoe Box ministry and dedication service, pray every week for our Anglican pray partner in Cuba.

3 Local Christian Churches, Ecumenical Services

In January, during the "Week of Christian Unity" nine churches of different denominations join and worship as one at the Acton Legion. All the churches rotate leadership roles. Our rector was very active in this ministry.

We exchange pulpits and combine choirs twice a year with Churchill Community Church in the spring and the fall followed by a social.

We host a Shrove Tuesday Pancake Supper open to the community.

We participate in noon hour service/soup & sandwich lunch every Wednesday during Lent and take turns hosting it.

We host a community Seder Supper Maundy Thursday followed by a Eucharist and stripping of the altar.

We participate in the Good Friday walk with the Cross to Churchill Community Church to all other Acton churches with a reading and hymn at each church, followed by a service at the last church we visit.

We attend Easter Sunrise service at Churchill Community Church, 7:00 AM Easter morning.

The first Friday of March we participate (reading) and take turn hosting World Day of Prayer.

A guest provides a healing service for the community each year, followed by a social.

There is an annual pre-Christmas memorial service for all who have died in our community during the year, sponsored by the funeral home in Acton.

We host a well-attended annual candlelight service open to the community and a reception afterwards.

4 Current Ministries, Groups and Outreach

Organizational Structure

Wardens – Term of Office; 2 years, i.e. Deputy Warden for the first year and Warden for the second.

- Duties; Wardens assists the Rector and together form the corporation to conduct the business of the Parish.
- Prepare a Warden's report for Parish Council Meetings.
- Have signing authority to bind the corporation.
- Attend Monthly Warden's meetings.
- Wardens act as direct liaison between the congregation and the rector.
- The Rector's Deputy Warden and the People's Deputy Warden both assist the Wardens in their respective area.

Corporation

The Corporation meets monthly to discuss issues that affect the parish on an ongoing basis. The Rector, all wardens and the Treasurer are present for this meeting.

Committees & Organizations

- ACW (Anglican Church Women)
- BAC (Brotherhood of Anglican Churchmen)
- Caring and Outreach
- Stewardship Committee
- Worship and Christian Education
- Altar Guild
- Choir
- Evangelism
- Activities Group
- Servers Guild
- Readers
- Greeters & Salespersons
- Chalice Bearers
- Junior St. Alban's
- Building Repair Committee

Special Committees/ Task Forces

- Campaign Committees (as required)
- Maintenance/Cleanup Committees (as required)

Decision Making

- All major decisions are made between the Corporation, Parish Council and Special Vestries (as required) always with input from the parish.
- Wherever possible and when practical i.e. "What are we looking for in a new Rector", the opinions of the congregation at large are solicited.

Staff

- | | |
|---------------------|-----------------------------------|
| -Interim Rector; | The Rev Joan Dunn |
| - Music Director; | Jennifer Culpepper |
| - Treasurer; | Anne Stewart (volunteer position) |
| - Parish Secretary; | Louise Tuffner (part time) |
| - Sexton; | Bill Switzer |

Programs

Christian Education

Children – Junior St Albans Sunday School

“Numbers are low” as reported in the Vestry Report of 2016.

- Numbers are still low today.

Adult –The parish holds Bible Studies, for adults, held in the evening to allow for more opportunities for people to join the group, it is led by a layperson.

Other Programs

-Christmas Shoe Box Program

-PWRDF

-Visitations

4. Instruments of Ministry

Saint Alban the Martyr Church,

Church Hall and Narthex

Complex stands on a property

bounded on the South by St.

Alban's Drive, and on the East by

Willow St. North.

The Church proper was built in

1872. It is a stucco clad wood

frame structure. There is an

appendage on the South side,

which was built in 1900 or 1901, named

the Hinton room. The Parish Hall was

built in 1951 a little to the North of the

church. The space between the church and the parish hall was filled in with a flat roofed

Narthex in 1985.



To the north of the parish hall is a paved parking area, there is an unused piece of land roughly 14 X 26 yards at the west end of the parking lot. It is a little lower in elevation. The West boundary is marked by a fence only a few feet from the buildings, which around the parking area and unused land. Drainage is not a problem on this property.

The trees surrounding the church and parish hall are mostly on city property or neighbour's property. Those on the unused land have recently been trimmed and dead branches removed.

The Church Building

The building is sound. The East and South walls have been painted, by volunteers, approximately eight years ago. The roof is a painted steel roof, which was installed in 1998. At the East end, of the roof, is a small open cupola holding a bell, it was also rebuilt

in 1998. The fencing base of the cupola was rebuilt in 2015. The roof trusses are sound. The interior walls and ceiling are finished in wood. The floor which was of asbestos tiles in the Nave has been overlaid with a new floor of plywood and finished with a hard-wearing vinyl covering. The carpets in the Nave and Chancel were all renewed at the same time. A large group of parishioner volunteers did the unskilled work on this project in 2008. The windows are of coloured glass and one is of stained glass. A Franklin Legge Pipe organ built in 1946 was completely rebuilt by Dedder Kinser of Kitchener in 1985. The organ has 15 speaking stops and is in good condition. A Hazelton Bros. of New York Baby Grand Piano was acquired in 2002. There is a modern sound system. Lighting in the church is provided by traditional church lamps which are quite adequate. The Hinton Room is a furnished sitting room and is used for small meetings. A Foot Clinic is a licensee of those premises on a weekly basis. The basement below holds the furnace for the Church. The furnace was replaced in Oct. 2009 with a new high efficiency furnace. A new steel staircase has been fitted. There is no basement under the church. The church and narthex is wheelchair accessible, through the original main entrance to the church. The washroom in the narthex is also wheelchair accessible. The main doors to the church and Narthex were refurbished in 2009.

The Narthex

The Narthex, built in 1985, is a relatively narrow long room with three large skylights in the roof, which makes the interior bright. At the west end of the room is the Sacristy with a sink and work top. The wheelchair accessible washroom is also there.

The Parish Hall

The Parish Hall, built in 1951 is a stucco clad cinderblock structure. It too has a painted steel roof installed in 1998. The roof trusses are exposed inside the hall. While the church, narthex and the foyer of the parish hall are on one continuous level, one encounters stairs both up and down at the Parish Hall. The Parish Hall is wheelchair accessible via a three-stage elevator, which accommodates the 3 operational floors and was installed in 2014. Going upstairs to the third level, there is a door to the left leading into the Rectors' office. Beyond that, is a spacious upper hall with a composite material floor. There is a small kitchen in the NE corner which has been refurbished and converted into a commercial kitchen in 2014.

Between the kitchen and the stairs there is a narrow stairway up to the top level which had been used as a nursery in the past. Because of it being a hazard if there should be a fire, it is now used only for storage. In the NW corner of the Parish Hall, there is an emergency exit, fitted with panic hardware, which leads to a wooden platform and stairway down to the parking area. There is a portable electronic piano in the Parish hall that is used for special events and pre-service warm up by the Choir. From the foyer, downstairs is the Turkosz room. It has a drop "T" bar ceiling, the walls are of finished drywall and a composite floor installed in 2014. This is a fair-sized room with a completely renovated commercial kitchen closed off by sliding pocket doors. To the right of the kitchen on the adjoining wall is an emergency exit which leads to a concrete stairway up

to the parking area. This door is fitted with panic hardware. The door to the furnace room is on the south west corner. This furnace heats the parish hall and was replaced in 2015. On the NE side, can be found the lady's choir change/photocopying room. To the right of the stairs can be found the men's choir change room, along with the Sexton's storage area and a wheelchair accessible co-ed washroom. There is access to a storage area under the stairs. The Decennial Inspection of the building was conducted in 2013 and the report (from which most of this description was taken) is available in the church office. The areas of concern raised by this report are currently being addressed. Of chief concern was the outside entrance to the basement furnace room underneath the Hinton Room. This was addressed in Nov 2016. The physical plant is in good working condition.

Communication

There is a modern sound system in the church and a portable sound system used for special events.

There is a laptop computer in the church office with a color inkjet three-in-one printer. There is also a wireless router in the office. There is a laptop, projector and screen in the sanctuary used to project the liturgy for the 10:30 Sunday service.

5. Narrative Budget

2017

St. Alban the Martyr Anglican Church, Acton ON



ST ALBAN'S NARRATIVE BUDGET

St. Alban the Martyr Acton Narrative Budget

Our 2016 Narrative Budget tells the story of St. Alban's Parish and how we are investing in our resources of time, talent and treasure in ministries in our community.

The story answers questions such as

- *How are donations to St. Alban's Parish used?*
- *How do we support mission and ministry?*
- *What is being accomplished in the parish?*

Investing in our Ministries

Our Parish has six major areas of ministry

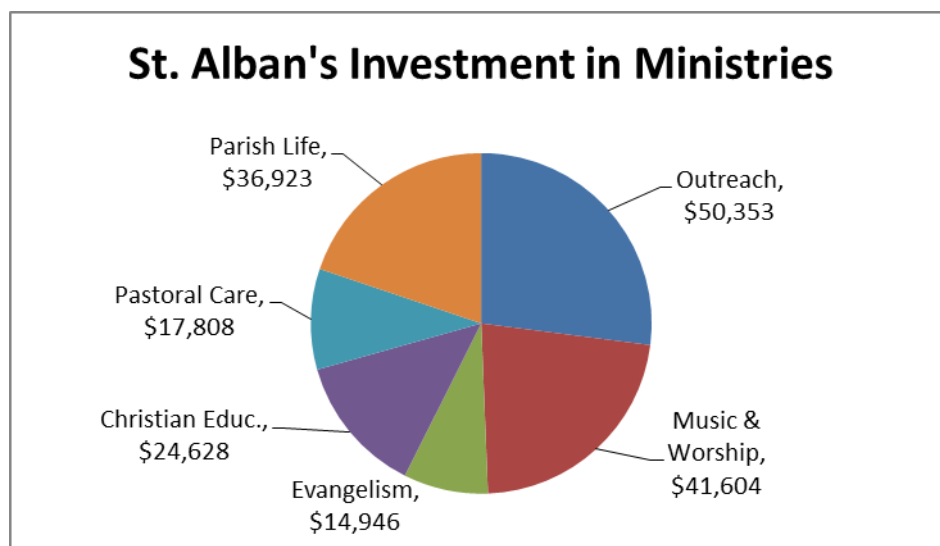
- *Outreach*
- *Pastoral Care*
- *Christian Education*
- *Worship and Music*
- *Evangelism*
- *Parish Life*

Our expenditures include wages and benefits, diocesan maintenance, property costs, etc., but rather than thinking of these as expenditures, we think of them as investments in ministry.

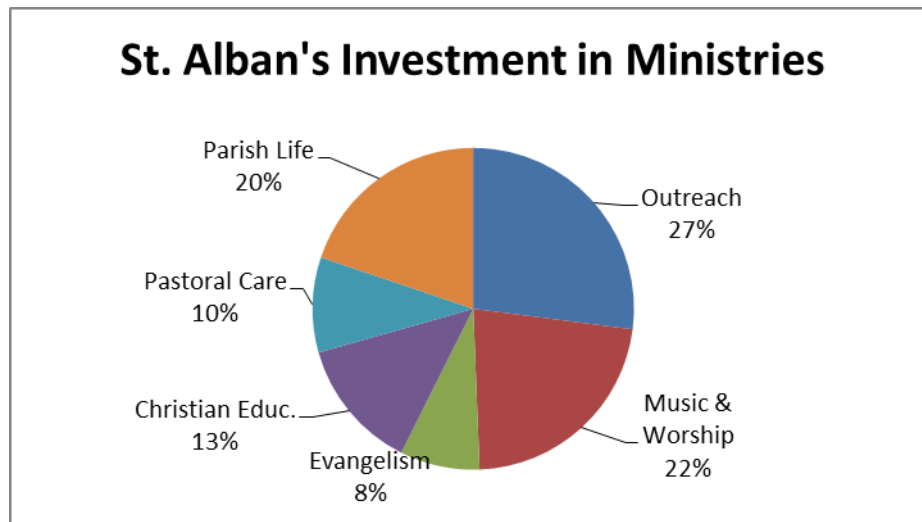
When you give to St. Alban's Parish, your donations affect in a positive way, the lives and hopes of others through one or more areas of these ministries.

Using a spreadsheet, we've carefully allocated all our "investments" to our six areas of ministry, and calculated our planned ministry investments for 2017.

Here are our investments in ministry expressed as pie charts . . .



Total Budgeted Expenditures \$186,415.00 up 5% from 2016



Ministry of Outreach

Our Scripture Reference for this Ministry:

Matthew 25:40 "Truly I say to you, as you did it to one of the least of these my brothers and sisters, you did it to me."

Our Objectives: we have a distinct awareness of our community and we serve it by:

- accepting Christ's challenge to work and help those who are less fortunate
- accepting responsibility for meeting our Diocesan allotment for Outreach
- supporting diocesan, national, and international outreach programs including the Primates World Relief and Development Fund (PWRDF).
- participating in outreach programs in our community such as Food for Life, Community Dinner, Come Dine with us, Winter Clothing Program, Connections with Group Home residents, Community Garden and the Mentally impaired etc.
- providing space for others providing outreach in our community such as HOPE Place Centres, Halton Healthcare Services for Diabetics, Bayshore Senior's Wellness Programs, Active Chefs, etc.

Action and Commitment:

Last year our total contribution to this area of ministry was 5,033 volunteer hours this reflects \$50,353.00, or 27 % of our total budget. We also made a direct contribution to PWRDF in 2016 of \$2,755.08.

Ministry of Pastoral Care

Our Scripture base for this Ministry:

1 Peter 5:2 "Be shepherds of God's flock that is under your care, serving as overseers --not because you must, but because you are willing, as God wants you to be".

Objectives: our Rector, staff, and parishioners are mindful of people in need, and provide:

- the Sacraments of Baptism, Eucharist, Confession & Absolution, Matrimony and Anointing of the Sick.
- preparation for Confirmation and assistance in preparing for Ordination
- spiritual support and guidance, on an ongoing basis and at times of crisis
- prayer companions to pray privately with or for people after 10:30am Sunday service
- Holy Communion and/or Anointing for shut-ins, seniors, and those in Hospital, Hospice, Group Homes or Senior's Residences
- hospital visits, and meals, flowers, cards, and notes to seniors and shut-ins
- Baptism and Marriage preparation
- funeral planning, funeral services, and bereavement visits
- transportation to medical appointments, shopping, hospitality gatherings
- representation on diocesan, ministerial and community groups, local developments, and worthy causes

Action and Commitment:

Last year our estimated investment in our Ministry of Pastoral Care was 1,904 volunteer hours and 643 hours of our Rector's time this reflects \$17,808.00 or 10 % of our total budget.

Ministry of Christian Education

Our Scripture base for this Ministry:

Matthew 9:35 "Jesus went through all the towns and villages, teaching in their synagogues, preaching the good news of the kingdom and healing every disease and sickness."

Our Objectives: to continue to grow spiritually we must:

- regularly plan for ongoing Christian education for the congregation
- support children's and youth ministry
- acquire and use quality educational materials from the Diocese and other sources
- encourage and support youth and adult education opportunities, workshops, and retreats
- maintain contact and discussions with others involved in Christian education in our community and throughout the diocese

Action and Commitment:

Last year our estimated investment in our Ministry of Christian Education was 1,952 volunteer hours which reflects \$24,628.00 or about 13% of our total budget.

Ministry of Worship and Music

Our Scripture base for this Ministry:

Psalms 100:2 "Worship the LORD with gladness; come before him with joyful songs."

Our Objectives: to facilitate our worship of God we assist our clergy by:

- arranging for Greeters who welcome the community, provide introductions and information, assist with coats, seating and provide any assistance after the service as required. Direct newcomers to the

altar rail, introduce newcomers to the clergy and other parishioners, collect the offering, tidy the pews, and communicate the needs of the community to the wardens.

- coordinate the development and scheduling of Servers who assist Clergy, serve at the table of Holy Communion, and symbolize God's call to all of us to serve one another in the love of Christ
- coordinate the development of Readers who speak with clarity and confidence on behalf of God to the congregation
- coordinate the development of Prayer Leaders who prepare and lead intercessions, share our concerns with each other and God, and provide opportunities for corporate and individual prayers
- coordinate the activities of the Altar Guild who prepare the vessels, linens, and lectionary used in services, as well as decorate the Church for special festivals
- selecting appropriate music and drama for regular services and special occasions
- developing and providing quality instrumental music and singing to enhance the spiritual experience
- providing musical leadership and training for the congregation
- leading different liturgical expressions of worship that are both life giving and life changing

Action and Commitment:

Last year our estimated investment in our Ministry of Music & Worship was 5,188 volunteer hours which reflects \$41,604.00 or about 22% of our total budget.

Ministry of Evangelism

Our Scripture base for this Ministry:

Matthew 28:19 "Therefore go and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit".

Our Objectives: we will both live and support the Diocesan Vision

- developing parish brochures and welcome packets and using our outdoor sign and the local newspaper, to publicize church worship, educational and social activities
- welcoming new members and families and encouraging their involvement.
- talking about our faith often and comfortably
- encouraging other parishes, clergy, and laity to respond to the challenge of evangelism
- being passionate about mission, prophetic social justice and attuned to our role as evangelists in the community
- understanding ourselves as ministers of the Gospel by virtue of our Christian baptism
- implement a culture of innovation to ensure that our liturgies are alive, relevant, and transforming
- develop outstanding Christian leaders by empowering ourselves through ongoing Christian education
- developing and implementing our parish plan for evangelism
- acquiring the resources needed for evangelism
- recognizing Cathedral place as a valued partner in and resource for our ministry
- being a thriving and financially self-sufficient parish through a generous culture of stewardship
- welcoming new members and families and encouraging their involvement.

Action and Commitment:

Last year our estimated investment in our Ministry of Evangelism was 4,552 volunteer hours which reflects \$14,946.00 or about 8% of our total budget.

Ministry of Parish Life

Our Scripture base for this Ministry:

John 10:10: "I have come that they may have life and have it abundantly."

Our Objectives: we affirm, accept, and welcome visitors and members into the life of the congregation by:

- using language that is meaningful to everyone, especially newcomers
- promoting and cultivating a caring community
- providing a Guest Book, a Welcome Booklet, follow-up information and thank you cards
- maintaining our physical facilities, lawns, gardens, and creating a user friendly building
- publicizing parish events through our newsletter and other community channels
- providing a network of relationships where every person can be connected to some ministry or group
- providing regular gatherings and opportunities for fellowship e.g. Coffee Hour, Men's Breakfasts, Parish Suppers, Plant & Garden Sales, Bake Sales, and Christmas Bazaar,
- publishing the Parish Photo Directory

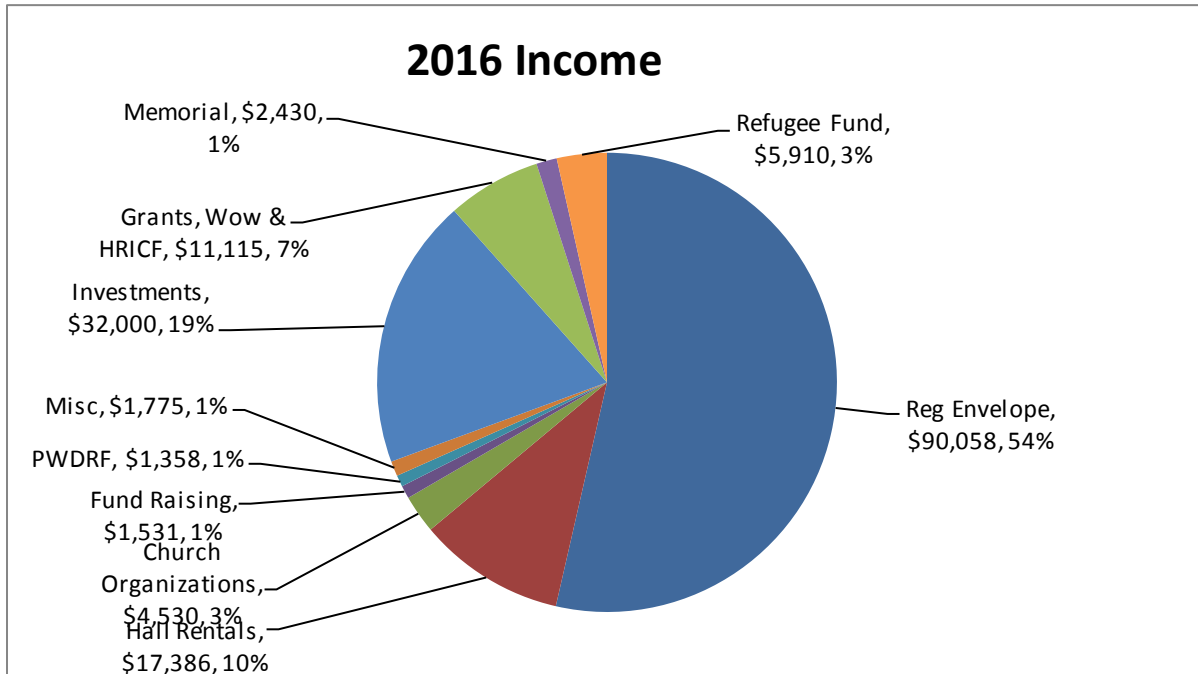
Action and Commitment:

Last year our estimated investment in our Ministry of Parish Life was 4,188 volunteer hours which reflects \$36,923.00 or about 20% of our total budget.

Parish Income

Many Anglicans give their time and talent in abundance. But when it comes to escalating heating costs, offering adequate incomes for clergy, and supporting a multitude of ministries, their gifts of treasure often fall short of parish needs.

This past year was a challenge for us as we lost two members who gave substantially to the church, our Regular Envelope income dropped from \$112,000 to \$97,000 and our rental income and our rental income dropped by approximately \$2,000. We will have to make up for this in 2017.



Our average annual gift per envelope was \$1103.63 up from \$972.00 in 2015 and it is lower than the Diocesan average annual gift of \$1170. It is estimated that Anglicans in Niagara give on average about 1.5% or \$1.50 for every \$100.00 of income. We are just below the average. Generous givers experience the spiritual benefits of generosity in their own lives, a deepened trust in God, a reordering of personal priorities and the experience of God's abundance providing for their own needs.

PROPORTIONAL GIVING

So how much is enough? We ask you to please consider giving at least 2% of your income or an amount equivalent to 1 hour's pay per week.

Some parishioners give 3%, 5%, or more of their income. If you are working toward the goal of giving 10%, please consider increasing your current pledge by an additional one or two percent.

Annual Income	2%	4%	6%	8%	10%	12%
\$10,000	\$200	\$400	\$600	\$800	\$1,000	\$1,200
\$20,000	\$400	\$800	\$1,200	\$1,600	\$2,000	\$2,400
\$30,000	\$600	\$1,200	\$1,800	\$2,400	\$3,000	\$3,600
\$40,000	\$800	\$1,600	\$2,400	\$3,200	\$4,000	\$4,800
\$50,000	\$1,000	\$2,000	\$3,000	\$4,000	\$5,000	\$6,000
\$75,000	\$1,500	\$3,000	\$4,500	\$6,000	\$7,500	\$9,000
\$100,000	\$2,000	\$4,000	\$6,000	\$8,000	\$10,000	\$12,000
\$150,000	\$3,000	\$6,000	\$9,000	\$12,000	\$15,000	\$18,000
\$200,000	\$4,000	\$8,000	\$12,000	\$16,000	\$20,000	\$24,000

ENVELOPE GIVING AND PRE-AUTHORIZED CONTRIBUTIONS (PAC)

Note in the following chart that the number of Envelope giving was 79 regular envelop givers in 2016. It is our hope that the number of regular givers will grow along with the number of parishioners who give through Pre-Authorized Contributions (PAC). Currently there are only 21 PAC givers.

PAC donations help to even out offerings especially in the summer months when offerings are low. PAC donations are convenient, regular, and can be easily arranged through our Envelope Secretary.

	2013	2014	2015	2016
Dollars Given	# of Units	# of Units	# of Units	# of Units
1 – 100	21	39	26	13
101 – 500	31	30	28	23
501 – 1000	22	16	22	21
1001 - 2000	20	24	19	12
2001 - 3000	4	4	5	6
3001 - 4000	4	4	3	0
4001 - 7000	1	2	3	1
7001 +	3	2	4	3
Total	106	121	110	79

2016 Giving's Distribution	
Dollars Given	
1 - 500	46%
501 -1000	27%
1001 - 2000	15%
2000 +	13%

Budgeted Income

Our challenge to St. Alban's Parishioners is to become self sustaining and to preserve our endowments so that our ministries will continue to thrive. We are on our way to achieving this as we relied only on interest from our investments to supplement our general operating expenses.

In order to meet our expense budget of \$186,413.00 we have budgeted a 7.5% increase in our Regular Offerings with fund raising at \$20,000.00, Hall & kitchen rentals at \$24,000.00 and using \$35,000.00 of interest from our investments..

As always this is a challenge but one that is achievable with some hard work.

We believe St. Alban's is up to this challenge.

Looking Ahead

Vision

The Mission Statement of Saint Alban the Martyr Anglican Church Acton Ontario, Reads;

“As a vibrant and visible Parish family, we seek growth by contributing Spiritual strength and service to the community, thus bringing people into a deeper relationship with God through Jesus Christ our Lord.”

Our vision is to make our mission statement come alive.

1. Vibrant and Visible in our Community
2. Spiritual Growth
3. A deeper relationship with God through Jesus Christ
4. Living the diocesan Vision for Ministry

Goals

1. Bring new young families and youth into our congregation to help us grow and become more vibrant. Most of the goals listed below go towards making this happen.
2. Place of peace and welcoming. St. Alban's has a reputation of having a warm and welcoming atmosphere, we will build on this and extend this environment to all who come into our midst.
3. New and creative worship. We experimented in the early nineties for about a year with a third service Sunday morning at 9:30 AM. It was held in the parish hall with contemporary music and a very open setting. It made going to church easy for young families and we gained new parishioners as a result. Bringing new young families and youth into our church is our primary goal, new and creative worships will help us achieve it.
4. Focus on youth-centered programs to bring them into our church. We have a small core of youth and potential youth leaders to build on.
5. We have a strong but small core of volunteer lay people that run our ministries and programs. Many of these people have been lay leaders for many years and are burning out. We need to embrace new members who can take on these leadership roles and help us achieve our goals.
6. We are completing a survey of lapsed parishioners (see the appendix) to see what we do well and how we need to change to welcome them into our community. This is a start and we would continue this on a broader basis.
7. Make better use of our resources, local and through the diocese. We have many parishioners with diverse backgrounds that we can tap into. St. Alban's is blessed with a modest endowment fund that helps us maintain and renovate our physical plant (capital projects). We also draw on the interest to help us meet our day to day expenses. We would like to become more independent of our endowments and gain financial stability through a larger congregation and greater income from the rental of our facilities.
8. St. Alban's has many traditions that has helped us establish who we are through the years. We realize that hanging on to certain traditions may limit our ability to grow but we are Anglicans and we love our traditions. At the core of our traditions is the sense of family, we enjoy getting

together to worship, eat, party and live the vision. We need to retain this part of our tradition while building new traditions that are relevant to the extended family that we welcome.

9. St. Alban's has reached out to the community at large over the last six years and has gained quite a few partners many of whom support St. Alban's in their outreach programs. We need to continue our work here and provide the services that are needed.

By achieving our goals, we will be living our vision.

We journey through this transitional period feeling very positive in hopeful anticipation, of the new ministry about to begin. We as a congregation have a deep and abiding love for the Church and hope to continue to be vibrant and visible in our Community. We will accomplish this with; commitment and dedication to our Church and church family, the warm friendships we have established, the love and caring for each other, and good attention to the relationships we have established with the greater community and maintaining those partnerships.

The challenge through all of this is to remain focused on our goals and not be distracted by obstacles and changes that may present themselves as we journey down this road. We must overcome our own resistance to change and be more open to new ideas as they are presented.

We are committed to be open minded, more adaptable, listen carefully, be change agents and pray devotedly do God's work in our Community.

Our New Rector

Our new rector will lead and guide us in our vision and help us achieve our goals. We conducted a survey of our congregation as to the role of our Rector. The survey consisted of 30 questions related to the duties and responsibilities and how they ranked from one to five, (five being the most important. (see the appendix).

The top five duties and responsibilities according to our survey were;

- 1 Ministers to the sick, dying and bereaved
- 2 Administers sacraments of baptism, communion, marriage; conduct funerals
- 3 Teaches and works directly with children, nurturing disciples through Church School visits, preaching children's sermons, etc.
- 4 Preaching homilies and sermons
- 5 a) Tries to maintain harmony and resolve conflict among parish members over programs, finances, Vestries, bazaars, etc.
b) Teaches and works directly with young people (senior public and high school) nurturing disciples through classes or youth groups

Note 5 a and b were tied at 28.21%

We see a need for our new rector to be engaged in Pastoral Care especially with home visiting not only with shut-ins but with all our parishioners. This is particularly important with new members of church. Our new rector will be youth orientated with a primary emphasis of building our congregation with new young families. The new rector will have strong interpersonal skills and be a strong communicator helping to improve communication within our parish.

Our new Rector will be collaborative and consultative but must also possess the strength of purpose and commitment to champion difficult changes for the long term good of St. Alban's. This will be a key attribute in leading us to live our vision through achieving our goals.

Covenant

We recognize that a successful relationship between our Rector and congregation relies on team ministry, with each party executing its agreed duties and responsibilities. As partners in the life of St. Alban's, the congregation is committed to;

- Participating in church ministries
- Attending and supporting worship and church activities
- Providing the leadership to develop and continue ongoing ministries
- Our continuing growth as individual Christian persons
- Being good stewards in the fullest sense: participation, offering special talents and providing financial support.

Appendix

Rector's Survey

Exploring Clergy Role Expectations

Using this tool adapted from one published by the Alban Institute (Sept. 1976) please:

- a) Rate on a scale of 1-5 the importance (to you as an individual parish member) of each of 30 functions which a Rector might be expected to perform, with:
 - 1 – being unimportant, a questionable use of time
 - 2 – being not really important
 - 3 – being a necessary routine function
 - 4 – being important, deserves attention
 - 5 – being extremely important, deserves time and skill
- b) Mark **with a star** the top five functions which you believe deserve the most time and attention from the Rector.
- c) In recent years, clergy roles have evolved with many responsibilities now being shared with lay leaders. **Circle** whether, in your estimation, this responsibility would be exercised primarily and **directly** by the clergy-person or would a clergy leader enable, support and/or oversee lay leaders so that it is a **shared** ministry.
- d) Please return your form to the facilitator of this survey by

#	Roles	1 to 5 Rating	"Top 5" stars	Directly or shared with Lay leaders?
1	Teaches and works directly with adults to nurture disciples through adult religious education classes or special seminars (e.g. Lenten studies)			Directly/Shared
2	Provides leadership for community partnerships and serves on community boards			Directly/Shared
3	Ministers to the sick, dying and bereaved			Directly/Shared
4	Leads public worship			Directly/Shared
5	Works with Parish Council and committees			Directly/Shared
6	Maintains a disciplined program of prayer and person devotion			Directly/Shared
7	Oversees church office activities, bulletins, correspondence, records, etc.			Directly/Shared
8	Tries to maintain harmony and resolve conflict among parish members over programs, finances, Vestries, bazaars, etc.			Directly/Shared
9	Preaches sermons			Directly/Shared
10	Visits residents in the neighbourhood, making disciples			Directly/Shared
11	Oversees parish communications: web-site, newsletters, social media, etc.			Directly/Shared
12	Counsels people about their personal problems; makes referrals to suitable medical, mental health & social service professionals			Directly/Shared

13	Develops (in consultation) and pursues a focused continuing education learning plan			Directly/Shared
14	Teaches and works directly with children, nurturing disciples through Church School visits, preaching children's sermons, etc.			Directly/Shared
15	Fosters social justice advocacy and community engagement in direct partnership with those seeking justice and with social justice, service & community organizations/agencies			Directly/Shared
16	Teaches and works directly with young people (senior public and high school) nurturing disciples through classes or youth groups			Directly/Shared
17	Administers sacraments of baptism, communion, marriage; conduct funerals			Directly/Shared
18	Cultivates a home and personal life with some friends and interests outside church circles			Directly/Shared
19	Leads stewardship and capital campaigns			Directly/Shared
20	Mentors or talks with individuals about their discipleship, spiritual development, religious life and beliefs			Directly/Shared
21	Participates in diocesan and national church activities, programs and conferences			Directly/Shared
22	Promotes awareness of and enthusiasm for parish, diocesan, national church, ecumenical/inter-faith programs in the parish			Directly/Shared
23	Helps to plan parish budget and to manage parish finances			Directly/Shared
24	Fosters sense of community at parish gatherings			Directly/Shared
25	Serves as an example of high moral and ethical character			Directly/Shared
26	Plans overall parish strategies and programs and maps out objectives			Directly/Shared
27	Recruits, trains and assists lay leaders; interests people in using their gifts and exercising their baptismal ministries			Directly/Shared
28	Visits regularly in the homes of parishioners			Directly/Shared
29	Counsels and prepares people for major changes in life, such as marriage			Directly/Shared
30	Casts a vision and new ideas for pursuing God's mission; promotes awareness of and engagement with Niagara's Vision for Ministry, the Marks of Mission of the Anglican Communion, and/or the promises of our baptismal covenant			Directly/Shared

St. Alban's Rector's Survey Results 2017		
Question No.	Weighted Avg.	Respondents Rating %
1	3.88	17.95
2	3.98	23.08
3	4.55	48.72
4	4.12	15.38
5	4.3	23.08
6	4.14	17.95
7	3.91	10.26
8	4.12	28.21
9	4.29	30.77
10	3.75	17.95
11	3.53	2.56
12	3.88	23.08
13	3.5	0
14	4.37	33.33
15	3.63	7.69
16	3.95	28.21
17	4.55	35.9
18	3.66	2.56
19	3.71	7.69
20	3.83	2.56
21	3.79	7.69
22	3.76	12.83
23	3.95	10.26
24	4.19	10.26
25	4.25	15.38
26	4	10.26
27	4.2	12.82
28	3.51	7.69
29	3.95	2.56
30	4.15	10.26

2016 Vestry Report Available upon request