

# TEN SIMPLE THINGS TO IMPROVE YOUR PARISH INCOME

By Jim Newman

## Stewardship

Stewardship is about our relationship with God and understanding that all we have is a gift from God. It's not about paying the bills, or keeping the church afloat. When we give, we're giving back to God what is God's in the first place. Good stewards are generous givers of time, talent and treasure, and want to ensure that any gift or resource is well protected, well managed, and used for things they support.

### A Generous Culture of Stewardship in the Diocese of Niagara would be marked by:

- *A broad consensus among diocesan leadership, clergy, and laity that generosity is a leading indicator of spirituality*
  - *Ministries at all levels (parishes, Diocese, and the National Church) that are adequately and fairly resourced*
  - *People living out their Baptismal covenant*
  - *Governance, committees, and processes that embody and support our Vision*
  - *Diocesan budgets that realistically reflect anticipated revenue and support investment in resources consistent with living our Vision.*
  - *Other indicators? \_\_\_\_\_*
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### This workbook will help explore how to:

#### **Rejuvenate your Stewardship Team**

*Simmer your Stewardship all year long*  
*Frame your Narrative Budget*

#### **Get Insights**

*Healthy Parish Checklist*  
*Parish Giving Analysis*

#### **Build on Strengths**

*De-mystify DMM*  
*Connect to the Vision through DMM*  
*Six Sources of Generous Giving*

#### **Try Something Different**

*A "Thirteenth Month" Campaign*  
*Shepherding*

#### **Encourage Clergy**

*Advocacy - Our Biggest Need*  
*Effective stewardship announcements*  
*45 Scriptural Resources about Stewardship*

#### **PLUS**

*How to ask, thank, tell*  
*Encourage Bequests*  
*Tell your story*  
*And a whole lot more!*

## 1. GET INSIGHTS ABOUT YOUR PARISH

### Parish Health Check List

(Check if the statement applies).

Our parish has:

- A strong sense of community (but not closed)
- Increasing attendance
- Evidence of “parish shoppers” or “seekers”
- A high degree of spirituality (but not judgmental)
- Spiritually and socially connected children
- Spiritually and socially connected youth
- Engaging and needs-oriented programming
- Active outreach beyond the parish
- The ability to recruit and keep volunteers
- Capable and healthy leadership
- Able to love, mend, equip, & send parishioners
- Parishioner awareness of financial situation
- Giving increasing sufficiently to meet needs
- Giving widely distributed among parishioners
- Revenues that regularly exceed expenditures
- An endowment fund established
- An endowment fund that is growing
- Minimal liability owing to the Diocese
- Minimal line of credit with a financial institution
- Year end operating surplus(es)
- Average household giving above diocesan avg. (\$1280)
- Core supporters of ministry from all age groups
- Long range planning in place and well defined
- A realistic and detailed budget
- A widely distributed Narrative Budget
- A current year-round stewardship program
- A Corporation that talks about stewardship often
- Clergy that talks about stewardship often
- A congregation that talks about stewardship often
- A current Planned Giving program in place

Questions:

1. What are your parish’s strengths?

2. Kennon Callahan’s **Twelve Keys to an Effective Church** –

- |                                     |                               |
|-------------------------------------|-------------------------------|
| 1. One specific, concrete mission   | 7. Several excellent programs |
| 2. Shepherding visitation           | 8. Open accessibility         |
| 3. Stirring, inspiring worship      | 9. High visibility            |
| 4. Significant relational groupings | 10. Adequate land, parking    |
| 5. Strong leadership team           | 11. Adequate facilities       |
| 6. Solid decision process           | 12. Generous giving           |

### **Callahan's advice: Focus on Strengths, not on Weaknesses**

- Look at the 12 – think through them – which are your lead strengths?
- If you underlined 5 – pick one to expand, one new one to add, and be at peace with the others.
- Biggest mistake is to look at your weaknesses.
- The idea is to eventually deliver 9 out of the 12. It's different for every parish; wisdom is developing the 9 that fit your parish i.e. match the songs to your singers!
- Build on your strengths, not your weaknesses.
- Be at peace about 3 of them, they do not matter. The “spill-over effect” means that these other 3 will come along anyway.
- Work on the 20% of things that matter. e.g. delegate, don't discuss name tags.
- “97 page” long range plans are dust gatherers. The best long range plans claim your strengths. **Select one strength** to expand; add one strength to grow, total 3 pages. Then act on this plan
  - *Match the plays with the players*
  - *Send in the plays the players can run*
  - *Never send in more plays than the players can run*
  - *The reason people postpone action is to postpone failure.*
  - *There's a direct correlation between shepherding and giving*
  - *Money follows mission, not the reverse.*

## **2. REJUVINATE YOUR STEWARDSHIP TEAM AND PROGRAM - DON'T LET IT GRIND TO A HALT!**

### **Understand the Theology – ask your Clergy to help with this part!**

The David Gordon program suggests these points:

*God created everything and everything still belongs to God. Our role is to be the caretakers or stewards. We're stewards of our environment, others, and ourselves. The church is the basic channel for our personal stewardship. God is the great giver. Our offerings of time, talent, and treasure are offerings of ourselves in our role as stewards. Our motivation for giving comes from the realization of what God has done and continues to do for us. Stewardship is not just about money; it is a way of life. We can choose to accept this role or not.*

### **Getting Started**

- **Appoint a Stewardship Chair and Committee**
- **Hold a Parish Planning Day** to list, prioritize and cost parish needs, desires and projects.
- Begin to incorporate these needs, desires and projects into **your multi-year budget**

## **3. ORGANIZE AROUND THESE THEMES BY DR. KENNON CALLAHAN**

Callahan is a Presbyterian pastor, researcher, professor, church consultant: His research shows:

- *The churches that do the best in church finances have a rich, full, abiding passion for mission.*
- *They are motivated by a theology of service, not a theology of survival. Their compelling, driving spirit is one of giving, serving, loving mission.*
- *People are looking for grace, compassion, community, and hope.*

#### 4. DEVELOP A NARRATIVE BUDGET TO COMPLEMENT YOUR LINE ITEM BUDGET

- ◆ Tell your parish story emphasizing **mission, community, compassion and hope.**
- ◆ Present in both narrative and graphical formats the mission work of the parish, what's being accomplished, and how donations are used to support mission and ministry locally, in the wider community, and around the world.
- ◆ Encourage giving from a theology of abundance, not scarcity
- ◆ Show that when people make a donation, they are not just giving to the church; they are giving *through* the church to make a genuine difference in the lives and hopes of others
- ◆ Include strategies for the future, newcomer information, marketing and communication plans, and lists of committees and contact persons.
- ◆ Promote:
  - *Proportional giving* (an appropriate level of giving in proportion to your income)
  - *Pre-Authorized Giving* (giving "off the top", deducted like your phone or utility bill)
  - *Gift Planning* (contributing to the church from your accumulated assets e.g. *have you remembered your church in your will?*)
- ◆ Include parish information such as address and directions, telephone and fax numbers, web site address, and service times
- ◆ Revise and update your Narrative Budget regularly - *it is a living document, and THE BASELINE DOCUMENT*

**Integrate your Narrative Budget into your parish life** with these "Seven Secrets to Amazing Stewardship" by Terry Parsons, the Stewardship Staff Officer for the Episcopal Church:

1. *Pray - stewardship must be prayer based*
2. *Engage the Gospel – it's more than reading and listening; engaging means seriously asking yourself "what you are you going to do about the Gospel message?"*
3. *Rebuke scarcity and*
4. *Claim abundance*
5. *Say thank you every chance you get (to others and to God)*
6. *Teach and nurture "holy habits" (e.g. praying, tithing)*
7. *Set the example you want to see*

**Kennon Callahan's Sources of Generous Giving – *there are 6, not one or two!***

1. **Spontaneous** - 3 – 5 invitations a year - worthwhile causes, impulse giving (appeal to people who give to tsunami relief)
2. **Major Community Sundays** - Easter, Christmas, plus up to 8 more – add one or possibly two each year e.g. Blessing of Animals, Pentecost. Attendance high, giving high
3. **Special Planned Events** - 2 – 4 a year - vary causes every 3 years
4. **Major Project** - 1 every 3 to 4 years - mission, improvements, debt reduction, new ideas
5. **Annual Giving** - Regular Envelope/PAG Givers - promote this first with envelopes being the back up
6. **Enduring (i.e. Planned) Gifts** - Have 5-8 major enduring projects with balance, integrity, broad-based appeal

People give to people, not to rising costs or gaps. In 2013 people in Canada gave \$185.3 million to The Salvation Army - 86 cents on the dollar goes to mission. Salvation Army creates only one picture – the poor. It's mostly spontaneous giving.

**Your budget is about investments, not costs. (narrative budget)**

Have 3-5 spontaneous giving opportunities per year

People will give to your impulse giving opportunity to a worthy cause (or they will give somewhere else)

Take 3 line items out of the budget and make them spontaneous giving opportunities e.g. choral scholarships, CISO, VBS (or Youth to Camp, PWRDF, Sudden Disasters, Special Causes, etc)

Know what you are going to do, but don't publicize it months ahead

Select 1-3 persons who have a sense of confidence and assurance, to do the invitation to spontaneous giving. Short, well done, positive and encouraging. (Not, "I don't suppose you'd give . . ." or "If you were a Christian . . .")

**People will give to a major project of a combination of mission, staffing, new facilities, capital improvements, debt retirement**

**Ways NOT to ask for Money**

- "People with vision give"
- "Move up 1 step"
- "If you don't give we'll go under"
- "Purposeful people practice purposeful giving"
- "We're behind, help us catch up"
- "We're a dying church"

**Looking for new content for your Narrative Budget? Consider some of these . . .**

a) A connection to the worldwide Anglican Communion . . .

**OUR MISSION**

As a partner in the worldwide Anglican Communion and in the universal Church, the people of St. Swithin's:

- proclaim and celebrate the gospel of Jesus Christ in worship and action
- value our heritage of biblical faith, reason, liturgy, tradition, bishops and synods, and the rich variety of our life in community
- acknowledge that God is calling us to greater diversity of membership, wider participation in ministry and leadership, better stewardship in God's creation and a stronger resolve in challenging attitudes and structures that cause injustice

Guided by the Holy Spirit, we commit ourselves to respond to this call in love and service and so more fully live the life of Christ.

- from the Anglican Church of Canada Mission Statement

b) An introduction to the Diocesan Vision . . . the culture and environment in which we strive to live, worship, serve, and grow . . . include examples from your parish . . .



The vision:

- Defines and celebrates our values
- Invites participation
- Describes a team-based quality experience
- Integrates our behaviour
- Measures our success

c) A reference to or quotation from our Bishop . . . e.g.

**LIVING OUR VISION** is about building and maintaining a fire that shines a light out into the darkness and confusion of our world and invites people to join us on our Christian journey. It is a fire that sparks a new sense of passion that generates inventive and inspired new ideas to engage with the people of a new generation, calling them back into community with each other and offering hope and healing to so many in need.

## 5. KEEP STEWARDSHIP “SIMMERING” ALL YEAR LONG

**A low-key consistent focus on mission and ministry is the best approach.**

- **Bulletins:** regularly use pages of your narrative budget as bulletin inserts
- **Ministry Minutes:** brief parishioner presentations about specific ministries
- **Hospitality, New Member Ministry and Evangelism:** rejuvenate & educate
- **Homilies:** regularly reinforce the theology
- **Education:** selected speakers, topics and seminars such as planned giving, generosity, mission, and ministry
- **Repeat the cycle:** two or three times per year
- **Annual Vestry:** Use the line item budget for reviewing last year, and the narrative budget for outlining next year’s plans

### **Questions:**

1. Do you have a year-round Stewardship program? What elements are missing?
2. Have you begun to integrate the Diocesan vision into your Narrative Budget?
3. Have you reviewed the Vision specific areas on the Diocesan web site for recent examples?  
<http://www.niagara.anglican.ca/vision/index.cfm> What ideas could you share to help others?  
Current Vision Leaders info is listed on the website [www.niagaraanglican.ca](http://www.niagaraanglican.ca)

## 6. GENEROSITY COMES FIRST; SPIRITUALITY FOLLOWS

- The goal in stewardship teaching should be to develop and nurture generous people (Canon Harold Percy).
- Stewardship is often unrecognized in day to day activities. Archdeacon Ian Dingwall (Niagara Anglican December 2009) said “there are two words that are essential if we are to understand the basic stuff of real faith experience. The first word is hospitality; the second word is friendship”.
- Stewardship is about a way of life, and it is inexplicably tied to generosity and spirituality. The theme of “time, talent and treasure” can be misleading because it can be too focused on giving.
- Stewardship is also about the development and management of our resources, our environment, ourselves, and each other.
- Callahan’s themes of mission, service, compassion, community, and hope should be your primary focus. Build your program on these themes of generosity!
- Stewardship is NOT about parish survival or paying the bills. It’s about our relationship with God!
- If our parish is doing what we believe God is calling us to do . . . we must assume that God expects us to meet the costs involved.
- If your parish had \$1 million in the bank it would not diminish your need to give!
- Narrative Budget – the baseline document, and where you integrate your themes, plans, strategies, parish information, and vehicles for giving.
- The Framework by Parsons seems obvious but few parishes embrace all of it.
- You need to keep stewardship simmering all year long. It’s not an occasional or yearly event although it needs to be brought to the fore periodically.



## 7. DO MORE THOROUGH ANALYSIS OF PARISHIONER GIVING AND THEN FOLLOW UP

**Right now you may be wondering if any of this works.** Here are some statistics from a parish that works hard to keep their stewardship program simmering all year round:

- **(In 2010)** this parish’s average annual gift per household is \$1550 – significantly higher than the average annual gift in Niagara of \$950. In 2012 their average gift was up to \$2200.
- (2013 average gift in The Diocese of Niagara is now \$1280)
- In 2010 regular parishioner giving shows 33% Increase YTD for Jan – Sept 2010 over same period in 2009.

They’ve also been working hard on:

- |   |   |
|---|---|
| - Hospitality and welcoming                 | - clearly communicating their financial situation |
| - building community and involvement        | - understanding their mission and ministry        |
| - being specific about our needs            | - their narrative budget                          |
| - thinking systematically and strategically | - quality of music, preaching, and liturgy        |

### **Proportional Giving**

The Biblical notion of proportionality is the ultimately fair way of giving. You give in proportion to what you have or make. There's no hidden standard or some sort of "dues" structure, though some people mistakenly imagine there is.

***The difficulty seems to be in getting parishioners to seriously consider their place on the chart, and respond accordingly. Their actual response is often disappointing.***

#### **ANNUAL GIFT BASED ON A PERCENTAGE OF INCOME**

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

### **A SOLUTION**

***Parishioners show much more interest in following a chart that provides detailed analysis of actual giving. When included in a letter asking for prayerful consideration of a significant increase in annual giving, the first 31 responses showed an average increase of 18% per giver.***

**Analysis of Regular Givers 2009**

Range of Annual Gift	Nbr of Gvrs	Cumulative Total Givers	% of Total Givers	Total Gifts	Average Annual Gift	Cumulative Total Gift	% of Total Gift	Cumulative % of Givers	Cumulative % of Giving
\$15,000-\$21,000	1	1	0.7%	\$20,480	\$20,480	\$20,480	7.1%	0.7%	7.1%
\$10,000-\$14,999	3	4	2.0%	\$35,663	\$11,888	\$56,143	12.4%	2.7%	19.5%
\$9,000-\$9,999	0	4	0.0%	\$0	\$0	\$56,143	0.0%	2.7%	19.5%
\$8,000-\$8,999	0	4	0.0%	\$0	\$0	\$56,143	0.0%	2.7%	19.5%
\$7,000-\$7,999	4	8	2.7%	\$30,567	\$7,642	\$86,710	10.6%	5.4%	30.2%
\$6,000-\$6,999	4	12	2.7%	\$25,527	\$6,382	\$112,237	8.9%	8.2%	39.1%
\$5,000-\$5,999	3	15	2.0%	\$15,940	\$5,313	\$128,177	5.5%	10.2%	44.6%
\$4,000-\$4,999	5	20	3.4%	\$22,258	\$4,452	\$150,435	7.7%	13.6%	52.4%
\$3,000-\$3,999	13	33	8.8%	\$45,825	\$3,525	\$196,260	15.9%	22.4%	68.3%
\$2,000-\$2,999	11	44	7.5%	\$27,159	\$2,469	\$223,419	9.5%	29.9%	77.8%
\$1,000-\$1,999	27	71	18.4%	\$37,722	\$1,397	\$261,141	13.1%	48.3%	90.9%
\$500-\$999	23	94	15.6%	\$16,737	\$728	\$277,878	5.8%	63.9%	96.7%
\$1-\$499	53	147	36.1%	\$9,430	\$178	\$287,308	3.3%	100.0%	100.0%
<b>Total</b>	<b>147</b>		<b>100.0%</b>	<b>\$287,308</b>	<b>\$1,954</b>		<b>100.0%</b>		

Nearly 40% of our total \$ comes from 12 regular givers

Over half of our total \$ comes from 20 regular givers

30% (or 44) of our givers give 78% of our total \$

The remaining 70 % of our givers (or 103) give the remaining 22%

36% (more than one in three) of our regular givers gives an average of \$3.42 per week

The overall average annual gift is \$1,954 or \$37.59 per week

**A "TARGETED ASK" - SAMPLE DRAFT LETTER**

**(You need 4 DIFFERENT letters – tithers/generous givers, growing Christians, contributors, non-givers)**

Dear [name],

Thank you for your faithful support to St. Swithin's Parish - a place of community, compassion and hope. Your gifts of time, talent, and treasure provide ministry in the name of Christ to a multitude of people in our parish, our neighbourhood and around the world.

Our vision for our parish is: \_\_\_\_\_

We have many reasons for giving thanks for the life and ministry of our parish. We do indeed have a rich past and we have a dynamic present. There has been a tremendous response within the parish to

We are writing to ask you to help create an abundant future. We can no longer incur a deficit. Our two town hall meetings and the letter from Wardens outlined the challenges we face, and the Corporation is recommending cuts in 2011 operating costs. But cuts alone will not balance the budget, nor will they create an abundant future. The need is great, and this is not a time to simply hope that others will rise to the challenge – each of us needs to do what we can and together we will achieve our goal of self sufficiency.

Our committee has prayerfully and carefully considered this bold and necessary step. We are asking you to reflect prayerfully and intentionally on what our Parish (name) and its ministry in Christ's name means, and to **increase your giving by \$\_\_\_\_\_ or more per week.**

Before you make your final decision on your financial support for 2010, please review the enclosed Analysis of Giving chart on the back of the Intention Form. It provides interesting perspectives on giving patterns.

You'll notice, for example, that \$\_\_\_\_\_ per year (almost half of our total parishioner support) comes from only \_\_\_\_ regular givers. At the same time one in every three regular givers donates an average of \$\_\_\_\_\_ per week – that's \_\_\_\_ donors who give a grand total of \$\_\_\_\_\_.

We hope that you will take time to identify your own level of giving on the chart and prayerfully consider adjusting your annual gift accordingly.

Finally, to facilitate the Corporation's planning responsibilities, we respectfully ask you to confirm your intention on the enclosed confidential form. Our preference is that you use the Pre-Authorized Giving method because this ensures (parish name) has the regular cash flow to sustain its operations.

God has blessed our parish through \_\_\_\_ years. Please give as generously as you can.

Yours in Christ,

## Your parish name Intention Form for 2015

*We are grateful for the compassion and generosity of God's gifts in our lives, and we are thankful for the hope in which God blesses us. Together, as a diverse, open and caring community of faith, we will continue to welcome everyone into joyful thanksgiving: honoring our rich past, embracing our dynamic present, and creating an abundant future.*

Name \_\_\_\_\_ Postal Code \_\_\_\_\_  
Address \_\_\_\_\_ Phone \_\_\_\_\_  
\_\_\_\_\_ E-mail \_\_\_\_\_

*My gift of \$ \_\_\_\_\_ plus my increased pledge of \$ \_\_\_\_\_ totaling \$ \_\_\_\_\_  
will be paid: weekly  monthly  quarterly  annually  beginning on \_\_\_\_\_  
I would like more information about: Gift Planning  Wills  Gifts of Shares  Our Ministries*

I will use: \***Pre-Authorized Giving**  Weekly Envelopes  Post Dated Cheques

***Pre-Authorized Giving (PAG)** ensures that your gift will be received even when you can't be here in person. It's easy to initiate PAG - it works just like automatic insurance or utility bill payments. PAG is administered by the Niagara Diocese Synod Office, secure and easily changed.*

***\*For Pre-Authorized Giving (PAG) only, please complete the \* information and attach a voided cheque***

\* **Name of Bank** \_\_\_\_\_ \* **Date of first debit** \_\_\_\_\_

\* **Branch** \_\_\_\_\_ \* **Signature** \_\_\_\_\_

\* **Type of account** \_\_\_\_\_ \* **Date** \_\_\_\_\_

*Donation Cards are available in the pews for those who donate by way of PAG, to place on the collection plate as an outward sign of support to "Parish name".*

Kindly return this form in an envelope marked CONFIDENTIAL to:  
Envelope Secretary, Parish Name and Address  
You can return it by regular mail, or give to one of the Wardens or Greeters, or place on the Collection Plate. Thank you.

***Parish name – a place of community, compassion and hope***

## 8. DE-MYSTIFY DMM

See Resource: **A Guide to Diocesan Mission and Ministries** (Available for downloading at <http://niagaraanglican.ca/vision/stewardship/development> under Articles & Resources)

- This informative booklet is a narrative budget in itself – it tells the story of how your DMM dollars are invested in mission and ministry in the Diocese and beyond
- 78% of your DMM dollars provide programs, staff and administration that benefit parishes and clergy in Niagara. This is direct “flow-back” to parishes!
- 22% goes to the national church and provincial synod
- You are supporting clergy in the North, lay and clergy training and much, much more.
- There are objections to DMM. But the base rate of approximately 32% of income is adjusted to a net actual rate of between 15 and 20% (average 17%) after allowable deductions.
- Some ask why the rate is not 10% (biblical tithe) – that would be possible if parishioners gave an average of 3.7% of household income; but in reality parishioners’ average annual gift to parishes in Niagara is about 1.9% of household income or around \$950 - \$1,000.00 per year
- The Diocese of Niagara in turn sends its own DMM apportionment requested by the national church; by doing so we ensure that we are part of and contribute to the work of the National Church which includes supporting ministry in the North, Faith Worship and Ministry, Resources for Mission, Mission and Justice relationships, Indigenous ministries, the Office of the Primate and much more.

Your parish fair share is used to advance the mission and ministry of **the whole Anglican Church**. Clearly this calls for more education and advocacy at all levels in our parishes, dioceses and National church. It behooves us all to:

- Study the pamphlet
- Inform those who quote the 30 or 32% rate (see above)
- Learn more about the National church ([www.anglican.ca](http://www.anglican.ca))
- Learn about mission and justice programs, theological students, volunteers in mission, partners in global relations, the Anglican church in the North, indigenous ministries, wellness in ministry and more
- Get involved at the parish, diocese, and the national church levels
- Educate others

**Be an advocate for your parish, the diocese and the national church**

### ***Advocacy – Is it our Greatest Need?***

*(excerpts from an article for the Niagara Anglican, Jim Newman 2009)*

#### ***Opportunities for the Church***

*In tough times, people are drawn to churches, and clearly churches can't sit idly by waiting for the economy to recover. Callahan says "the churches that do best in church finances have a rich, full, abiding passion for mission. Strange, I thought Anglican churches were beacons of community, compassion, hope and mission. And they are, once people get to know them. But churches are declining, so perhaps this message is not getting through.*

### **Learn from the experts**

*Hospitals and universities are certainly not in decline. They have their own version of compassion, community and hope, and they're especially aware of their mission and service. The results are evident – they are highly respected, and hardly a week goes by without an announcement of a major gift of a million dollars or more to McMaster, the University of Toronto, Sick Kids' Hospital, or some other educational or health care institution. They may or may not know about Callahan, but they use a Callahan-like approach mixed with expertise in Public Relations, Marketing, and Advocacy.*

### **Our biggest need is Advocacy**

*There's a role for public relations in a parish – this is who we are, and what we do. It's about getting your parish's message across and it's where your narrative budget pays off big time. There's a big role for marketing in a parish too: how can we change to be aligned better with what people want and need. Sometimes we lump these together and call it Evangelism.*

*But we must go further. Our biggest need is Advocacy. Advocates are parish promoters who:*

- *create conditions that enable others to act for us*
- *tell stories, such as their own early childhood memories of church school that encourages new families to get involved*
- *create displays of parish history along side posters of current outreach ministry to confirm and promote identity*
- *enhance awareness, appreciation, and support through relationships, partnerships, and coalitions in their wider communities*
- *understand the importance of hospitality and friendliness*
- *respect the views and priorities of others*
- *are willing and able to make a difference*

*Advocacy is the responsibility of all leaders. We need at least a dozen advocates in every parish and hundreds across the diocese.*

*There are barriers to advocacy, of course. Some will say – that's someone else's job; or it shouldn't be necessary. Others will think it's too commercial, too flashy, and just not acceptable for a church. And we're much too busy, too powerless, and unskilled. But none of these statements are accurate. Anyone can **learn to be a better advocate**, and the fact is the elimination of these statements alone would do much to enhance the future of the church.*

### **Comments and questions**

How many advocates can you name in your parish? Are you one of them?

Are you or others ever a “negative advocate” for your parish or the wider church?

Can you be a parish advocate?

- Do you understand the Callahan approach?
- Do you see what hospitals and universities are doing?
- Do you agree that action must be taken?
- Do you have time to dedicate to some serious parish advocacy efforts?
- Will you *make* some time available?

What's important to you about your parish?

What's your parish's mission?

Is it a rich, full, abiding, and passionate mission?

Is your parish motivated by a theology of service or a theology of survival?

There's lots of competition out there!

- There are more than 85,000 registered charities in Canada!
- Many tell stories better than we do (but our story is the BEST)
- Asking people to give "because our parish needs the money" just isn't going to do it! Nor are subsistence budgets!

People love their parishes, but parishes can't live on love. We must re-position and redevelop our parishes effectively and we must do it soon. Parishes will have to be healthy to survive in the future

Ways to engage support as an advocate

- Start with your personal story
- Be prepared to tell it
- Help write your parish story (Narrative Budget)
- Help to redevelop it year to year
- Assistance and tools are readily available
- These are the foundations for Advocacy

## 9. ENCOURAGE AND ENCOURAGING CLERGY

### **Callahan's advice about Shepherding**

A shepherding visit is a sacrament of grace, vision, commitment, compassion, and hope  
It's about listening.

*Have a good volunteer set up the visits – breakfast, tea, lunch – set it up so you have fun*

To start the visit you can simply say, "Tell me what you have fun doing".

*Visit with people the way they visit with each other (e.g. over lunch)*

*"Share with me what you have fun with"*

*Try to convey a genuine interest in the person.*

***The more shepherding the more effective the preaching; the less shepherding the more bickering  
It's not in the programs or the glitz – it's in the shepherding***

*The service is a gathering of shepherding groups.*

*People will form their own groups based on many things – hurts, choir members, hopes, car pools, etc.  
Gather the shepherding leaders of these informal groups once a year to thank, encourage, and bless them.*

*People don't live geographically; they live by common interests, (sometimes more than one)*

*Good shepherding leaders include in their groups people who don't go to church. Let them know they are welcome to join us on Sunday*

*Bless, encourage and thank – create a warm and welcoming parish*

*When newcomers attend your services, don't say:*

*“First time visitors” – people are in your church to worship, not visit  
“Thanks for visiting us this morning” – that sets up “you and us”  
“Come back and visit when you can” – that is teaching “shop around for a parish”*

*On a Sunday morning:*

- *the second visit is the greeter*
- *the third visit is the service*
- *the fourth visit is what happens after the service*
- *the fifth visit is the follow up by Tuesday morning*

*Say “Those of you visiting – welcome – we’re glad you are part of the family!”*

*80% of the decision to come back happens between Sunday am and Tuesday am. Don’t try to teach them about the church or the program! Put the focus on the person!*

*Occasional worshippers – C&E’s – best time to shepherd them is in Feb-Mar-April*

*Best time to visit constituent families is Oct-Dec.*

*Use shepherding teams - specialized shepherding teams for regular worshippers, shut ins, neighbourhoods, etc.*

*Select 4 of the following groups to shepherd and select 4 excellent shepherd leaders*

***Shepherding Visitation – listed in order of difficulty***

- 1. Regular Worshipers**  
Sept, Jan, May
- 2. Shut-ins, Hospitals, Nursing Homes**  
Key Times
- 3. First Time Worshipers**  
Sunday, Monday
- 4. Occasional Worshipers**  
Major Community Sundays
- 5. Persons Served in Mission\***  
Celebrative, Anniversary Events
- 6. Constituents\*\***  
Oct – Dec, Start of Activities
- 7. Relational Persons**  
Oct - Dec
- 8. Specific Vocation**  
Life Patterns
- 9. Specific Neighborhood**  
Major Community Sundays
- 10. Newcomers to Community**  
Four Months of High Density Move-in
- 11. Community Persons**  
Life Stages, Celebrative, Anniversary Events
- 12. Inactives**  
Celebrative, Anniversary Events

*Save #12 (Inactives) for 3 years hence*

*Best way to kill shepherding interest is to begin with #10, 11, and 12*

*\*\*Constituents are non members who participate in some activity*

*\*Persons Served in Mission have been helpful in some way – they likely think of themselves as members*

*Relational are part of the friendship networks of members*

**Think about and list other ways you can and do encourage your clergy**

***Choose to live in a culture of stewardship and give from a spirituality of abundance.***

## 10. Other things you can do

### Run a Thirteenth Month Campaign or other innovative event

Just like it says – there are several ways to do it:

Choose a need or a cause

Encourage parishioners to add 1/12<sup>th</sup> more to their annual commitment, or

Make September (?) the 13<sup>th</sup> month, or

Be creative with some other promotion!

But if it doesn't "fit" your parish, don't do it!

### Consider/Study these Scriptural Resources about Stewardship

"What do you see in this text that says something to you about stewardship?"

GENESIS	JOEL	ST. LUKE	ST. MATTHEW	ACTS
1:28-31	2:21-27	7:41-43	5:23-24	2:43-47
28:20,22		10:25-37	6:2-4	4:32-37
		12:13-21	6:19-21	11:27-30
EXODUS	MALACHI	12:22-34	6:24	
35:4-5,21	3:10	12:42-48	6:25-33	II CORINTHIANS
		14:12-14	7:7-11	8:1-9,13-15
LEVITICUS	1 CHRON.	14:25-33	13:1-9	
27:30-32	29:10-11,14	15:11-24	16:24-27	
		16:1-9	19:16-24	
DEUTERONOMY		16:10-17	20:1-16	
8:1-18	PSALMS	18:9-14	25:14-30	
15:7-11	24	18:18-25	25:31-40	
24:19-22	41	19:1-10		
26:1-11	50	20:20-26	ST. MARK	
	96		12:38-44	

From The S Word, The Most Reverend Douglas Hambidge

### Encourage Bequests

Update your will if you have one, get one if you don't!

Set an example for the half of Canadians who don't have an updated will!

Start a 'Legacy Group' in your parish where you gather and celebrate each year and welcome new members who have named your parish in their will.

### Complete the Evaluation about the Workbook

**Tell your story to the Diocesan Vision Specific leader via and email: Innovation/ Leadership/  
Generosity/ Worship/ Social Justice/ Vision Values info available via website. We love good news!  
[www.niagara.anglican.ca/vision](http://www.niagara.anglican.ca/vision)**

## DEVELOPING A GENEROUS CULTURE OF STEWARDSHIP

1. Get insights about your parish with a Parish Health Checklist
2. Don't let your Stewardship Team or Stewardship Program grind to a halt.
3. Understand the Theology – ask your Clergy to help with this part!
4. Appoint a Stewardship Chair and Committee
5. Hold an Annual Parish Planning Day
6. Organize around the themes recommended by Dr. Kennon Callahan
7. Develop a Narrative Budget (to complement your line item budget)
8. Revise and update your Narrative Budget regularly
9. Integrate the Diocesan Vision into your Narrative Budget
10. Apply the “Seven Secrets to Amazing Stewardship”
11. Keep stewardship “simmering” all year long:
12. Use the line item budget for reviewing last year, and the narrative budget for outlining next year's plans
13. Develop and nurture generosity
14. Understand the basic stuff of real faith experience: hospitality and friendship.
15. Stewardship is about a way of life, and it is inexplicably tied to generosity and spirituality.
16. Generosity comes first; spirituality follows.
17. The theme of “time, talent and treasure” can be misleading because it can be too focused on “giving”
18. Stewardship is also about the development and management of our resources, our environment, ourselves, and each other
19. Stewardship is not about parish survival. It's about **our relationship with God!**
20. Do more thorough financial analysis of Parishioner Giving
21. De-mystify DMM
22. Learn more about the National church
23. Be a good advocate for your parish, the Diocese and the National church
24. Identify and list all the advocates in your parish. Are you one of them?
25. Tell your story
26. Re-position and redevelop your parish effectively and do it soon
27. Apply for grants
28. Ask, thank, tell (repeat)
29. Make “targeted asks”
30. Give willingly, cheerfully, proportionally, off the top, expectantly
31. Be the example you want to see
32. Choose to live in a culture of stewardship and give from a spirituality of abundance
33. Run a Thirteenth Month Campaign
34. Encourage Clergy
35. Shepherd your flock
36. Consider/Study Scriptural Resources about Stewardship
37. Update your will (if you have one), get one if you don't!
38. Set an example for the half of Canadians who don't have an updated will!

\* Since this booklet was created we also have **Hands Across Niagara** as another way of encouraging generosity that benefits mission work in the parish, Diocese and the National Church.

\*There are many resources available on the Diocesan website to help you in specific areas mentioned in this booklet!

\* Early 2015 there will be a plethora of new books for loan from the Diocesan Resource Center that can help you develop in many of these areas

Diocese of Niagara

[www.niagaraanglican.ca](http://www.niagaraanglican.ca)

For more Stewardship Development and Planning Giving information, go to:

<http://niagaraanglican.ca/vision/stewardship/>

