



Diocese of Toronto

Anglican Church of Canada

Benchmark Study Report

15 November 2004

Benchmarks and Best Practices

Benchmarks serve as standards or averages by which similar items can be compared. For churches in the Diocese of Toronto benchmarks will provide quantitative measurements as a point of reference which will help congregations compare themselves with other similar congregations. The diocese has compiled benchmarks for distribution by calculating the averages and medians from demographic and financial data drawn from the 2003 Annual Returns.

Best Practices, on the other, are techniques or methods that, through experience and research, have proven to reliably lead to a desired result. Best practices tell us what works best in a given situation and are therefore indicators of healthy and vital ministry. See below (page 6) for a list of diocesan best practices. Both benchmarks and best practices can be useful when assessing the effectiveness of congregational ministry.

Study Parameters

Ministry Resources and Treasury Boards initiated the benchmark project in May 2004. The project involved:

- Data drawn from 252 congregations, excluding those with insufficient data, habitual overdue accounts, unique ministry situations or those with seasonal attendance.
- Congregations grouped according to size - corporate, program, pastoral and family.
- Operational finances and congregational statistics. The material does not include capital expenditures, major projects, and other non-operational income or expenses. As a result income and expenses do not reconcile.

Statistical Terms

- AVERAGE or Arithmetic Mean is the statistical norm and is equal to the sum of all values divided by the number of values.
- MEDIAN is found by arranging the values in order and then selecting the one in the middle.
- MAXIMUM and MINIMUM shows the range of the distribution.

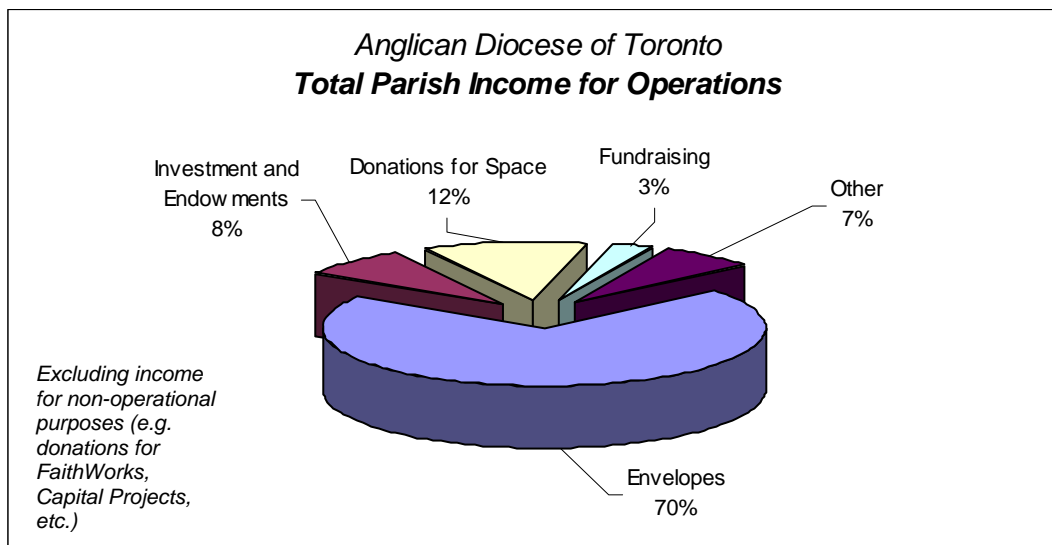
Income & Expenses

When considering income items, *Investments and Endowments* include Memorials and Bequests designated for operations. *Other Income* comprises donations for outreach, gifts from other church organizations, sale of assets, fund transfers, and miscellaneous income. *Property Operating Expense*

represents the lumped cost of operating the Church, Rectory, and any other church property. Outreach, administration costs, and miscellaneous expense are included in *Other Expenses*.

Anglican Diocese of Toronto
Averages from Income Data

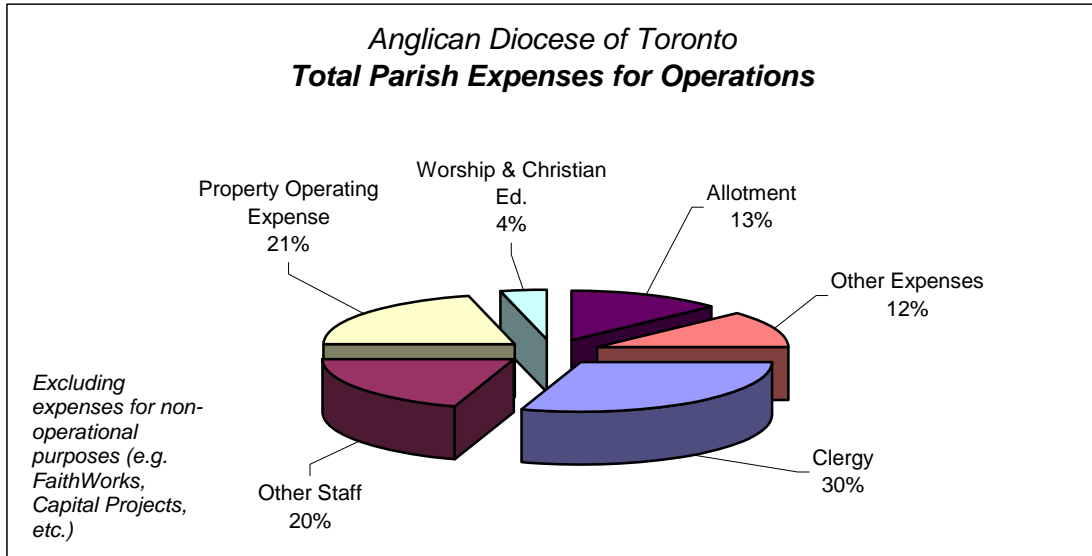
Size Type	Freewill Offering	Investments & Endowments	Donation for Space	Fundraising	Other	Total	Freewill as a %	Average Donation
Corporate	\$710,641	\$359,764	\$27,914	\$0	\$116,915	\$1,215,294	58.5%	\$1,319
Program	\$306,879	\$30,293	\$45,587	\$8,255	\$20,829	\$411,843	74.5%	\$960
Pastoral	\$117,050	\$9,647	\$23,492	\$5,065	\$11,815	\$167,068	70.1%	\$903
Family	\$35,586	\$3,855	\$9,272	\$2,893	\$4,863	\$56,283	63.2%	\$841
Diocesan	\$116,850	\$14,396	\$20,692	\$4,527	\$11,362	\$167,662	69.7%	\$890



There was more consistency between expenses for the different congregation sizes than there was for income.

Anglican Diocese of Toronto
Average from Expense Data

Size Type	Clergy	Staff	Property	Worship & Ed.	Allotment	Other	Total
Corporate	\$210,289	\$491,615	\$272,340	\$53,124	\$163,537	\$203,342	\$1,394,246
Program	\$111,196	\$97,948	\$69,598	\$14,414	\$63,372	\$62,481	\$419,008
Pastoral	\$57,600	\$31,202	\$41,390	\$7,897	\$21,855	\$19,138	\$179,082
Family	\$26,131	\$5,136	\$15,821	\$1,826	\$4,689	\$6,679	\$59,347
Diocesan	\$53,733	\$35,525	\$37,284	\$6,779	\$22,527	\$22,518	\$176,979



While the total costs of ordained and lay staff combined are approximately 50% for all congregational sizes, the percentage cost for lay staff increases with increasing congregation size.

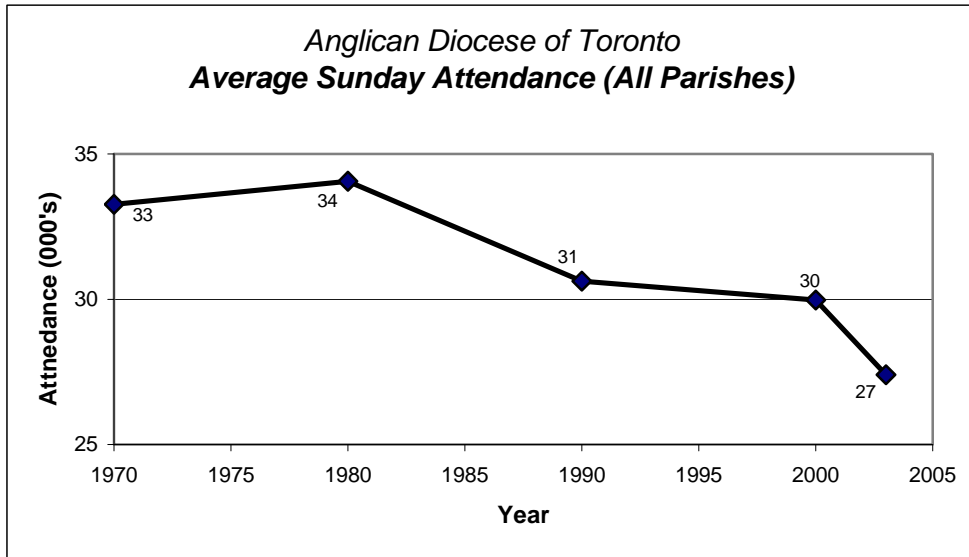
Anglican Diocese of Toronto
Average Staff Costs

Size Type	Clergy Costs as % of Total Expenses	Lay Staff Costs as % of Total Expenses
Corporate	15	35
Program	27	23
Pastoral	32	17
Family	44	8

In smaller congregations, property consumes a larger portion of the expenses. (C. 20% / Pr. 17% / P. 23% / F.26%) Allotment as a percentage of expenses ranged from 8-15%. (C. 12% / Pr. 15% / P. 12% / F. 8%)

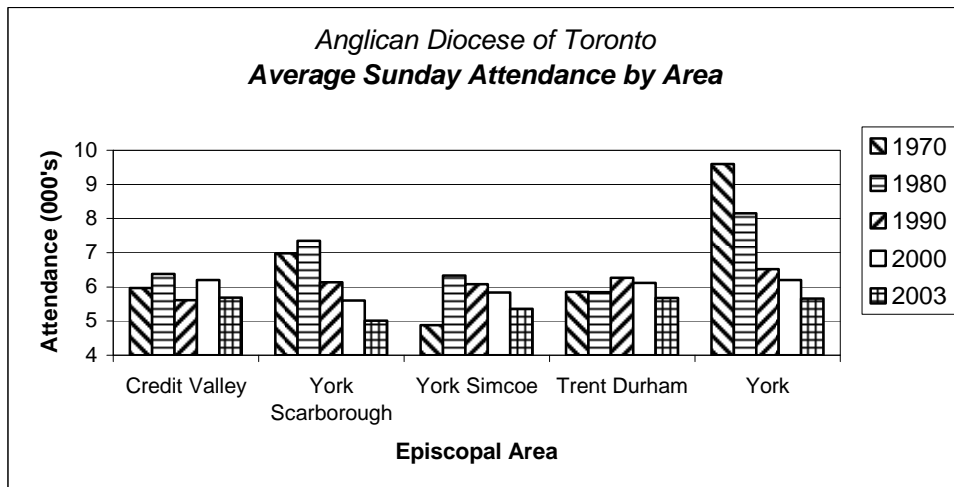
Attendance Statistics

Church attendance statistics were calculated by using Sunday, not weekly attendance numbers. Between 1970 and the present there has been a **17.6%** decrease in average Sunday attendance in the diocese while there has been a 47% increase in the overall population. This decrease in attendance matches the decrease in self-declared Anglicans noted by Statistics Canada.



Statistics Canada Census Data
Religious Affiliation within the Diocese of Toronto

	1981	As % of Total Population	2001	As % of Total Population	Change '81-01
Total Population	3,616,750		5,321,980		47%
Anglican	502,375	14%	404,270	8%	-20%
Hindu			190,504	4%	
Islam/Muslim			254,650	5%	
Roman Catholic	1,211,445	32%	1,706,755	34%	41%
United Church	625,035	17%	480,420	9%	-23%
No religion	313,740	9%	904,520	17%	188%



The bar graph above shows that some Episcopal areas of our diocese have been more affected by demographics shifts than others.

The diocesan totals for Sunday schools show, that as parishes get smaller so does the size of the school.(C. 73 / Pr. 52 / P. 25 / F. 9 / Dio. avg. 23) The number of baptisms in the diocese (1,552) failed to keep up with funerals (1,892) for 2003.

Anglican Diocese of Toronto
Averages for Baptisms, Funerals, Sunday School Attendance

Size Type	Average Baptisms	Average Funerals	Sunday School Attendance	Youth Group Members
Corporate	19	14	73	41
Program	17	18	52	33
Pastoral	8	10	25	10
Family	3	4	9	3
All Congregations	7	9	23	11

Giving and Stewardship

The results of matching gifts and stewardship data with size typology show that the smallest – family – size congregations have the most generous givers. (C. 1.2% / Pr. 1.2% / P. 1.2% / F. 1.3%) However, there is a strong correlation between size of congregation and the average household income: the richer the community, the larger the congregation.(C. \$104,083 / Pr. \$89,054 / P. \$79,617 / F. \$67,906) The number of identifiable givers is larger than Sunday attendance numbers for all size congregations except corporate. (C. 90% / Pr. 135% / P. 118% / F. 114%)

Anglican Diocese of Toronto
Averages from Giving and Stewardship

Size Type	FaithWorks 2003	Average Household Income (Statscan.)	Average Identifiable Giver	Average Gift per ID Giver	Average Gift as a % of Income
Corporate	\$8,090	\$104,083	542	\$1,319	1.2%
Program	\$9,587	\$89,054	332	\$960	1.2%
Pastoral	\$4,175	\$79,617	142	\$903	1.2%
Family	\$775	\$67,906	43	\$841	1.3%
Diocesan	\$3,571	\$76,225	132	\$890	1.3%

Best Practices

Here are a few best practices that suit our diocese. For further information, William Easum's [The Church Growth Handbook](#), also provides a number of helpful indicators for healthy and viable ministry. A congregation is healthy when:

- Income
 - Over 70% income comes from freewill offering
 - More than 50% of congregational income should come from more than 1/3 of identifiable givers
- Expenses
 - 10% of expenses go to program costs
- Personnel
 - 1 pastoral/program person (as opposed to administrative or maintenance) per 100 Sunday attendees
 - 100-200 Sunday attendees = full-time secretary
 - Between 150 and 180 Sunday attendees, the congregation adds another pastoral staff person in order for it to continue to grow
 - 300-400 Sunday attendees will require a full-time director of music
 - More than 500 Sunday attendees will require adding a business administrator
- Property
 - Up to 80% of usable worship space is used on Sunday
- Choir Size
 - There is 1 choir member for every 10 people in the pews
- Stewardship
 - Freewill offering represents 2% of total household income
 - The amount that goes to FaithWorks is equal to 5% of freewill offering
 - 40% of the congregation participates in the Pre-Authorized Giving program

Final Comments

The purpose of this study was to provide an overview of the current position of the congregations in the diocese in a format that would facilitate new insight into parish operations. It will be updated regularly and expanded as required. Since we used the data drawn from the Annual Returns there are likely to be many errors and inconsistencies. Please let email changes and queries to dfisher@toronto.anglican.ca. Thank you, Matthew McMillan, our summer student, who was responsible for compiling and collating the major portion of the data. And a special thank you to David Horrocks, who spent countless hours analyzing the data and working with parishes to ensure we had the most reliable figures.