

the church of the redeemer
pre-vestry meetings
january 29 & february 5, 2017

Dear Friends

On the morning that I wrote this I was up before dawn, walking on the shore of the lake. It was overcast and wet. I noticed a light in the trees and looked to see the clouds part and slowly open to reveal a full moon over the city. Within a matter of moments the clouds closed and no one would have believed there was still a moon hovering, just over the buildings, filled with light.

When you walk around the city, or ride the transit or just look out of the coffee shop window, really, how much do you see? I think I notice the aspects I like looking at. I like the architecture of Toronto, especially the new glittering towers. I ride the streets and I dodge the potholes and the bumps that a cyclist hates. But there is something hovering over the buildings of the city that we usually don't look to see. We don't pause to notice. We don't notice the Light of Christ, shining down on us.

That is your work at Redeemer. It is your work, if you have a serious commitment to this church, to look for the light of Christ. And as you learn to see it, then it becomes your work to reflect that light around you.

This booklet is, oddly enough, an accounting of the mirrors you have built as the Body of Christ on this corner. When people walk into the church for worship you are setting up a place for the light to shine on them. When you support the Drop In you are gently enabling light to glow in the basement. When your money pays staff wages you are powering up the grid that distributes that light around this church and beyond. It is not necessary to list all the bearers of light, or list all the programs that are in place to shine the light. You know them, and you can see them listed in the following pages.

My invitation to you is to remember that, if this church were a business, we would only have one product. We only have the light of Christ. We come to find it for our own hearts and lives, and we strive to share it for the healing, the blessing and the grace we wish for others.

I have found the Church of the Redeemer to be a blessing to me. I see the light shine in this place. The monies listed in this budget denote the energy you have committed to bringing Christ's love to those who need it. The amounts describe the priorities you have set, and the listed items describe the places you have chosen to exercise ministry.

Most of the time we can forget that there is a moon reflecting the sun's illumination on us. Being awake, spiritually, is remembering to look for light, even behind the clouds or caught in the branches of trees. Look for the light that these figures describe, for the ministries that they support and enable, and make your decisions on that basis.

In peace
David

FINANCIAL INFORMATION AND STATEMENTS

REPORT FROM THE TREASURER

With our Incumbent leaving at the start of the year and the capital work ongoing, we knew when we set the budget for 2016 that it was going to be a challenging year. And it did not disappoint us! Nonetheless, I'm pleased to say that the Redeemer community did not disappoint us either. It is once again with great humility and thankfulness that I can say we got to where we needed to be.

I've said this for several years now, but it's still the same message. Each and every one of you made a difference by adding to that total. There were some big and some small amounts. But each gift of time, talent, and treasure helps us to continue our ministry on this corner. Once again, thank you.

As with 2015, we set the plan with a deficit number. We often see underspending relative to the expense budget, and in fact this year that was the case again with expenses coming in \$58,000 under budget. (I will provide more details on that below). Our final operating loss ended up at \$71,000 (compared to a budget loss of \$41,000), mainly because revenue was \$88,000 below budget.

Back in October when the Stewardship Committee asked what the target should be for the year end campaign, I was looking at a potential \$150,000 deficit. We had an exceptional November for donations, and that put us on track, and in the end the total year-end donations came within \$1,000 of my ask. Thank you to the members of Stewardship Committee for helping us get there!

So 2016's operating deficit is not great, but it could have been much worse, and I am frankly relieved the year is behind us. Last Sunday I met some new folks who saw the hoarding was down and decided to drop in and join the service. Now that our construction work is (almost) done, I think we'll see more and better engagement from people who are curious or seeking a church home. I hope that bodes well for the coming year.

Let's not forget that in the year, aside from the nearly \$1m in donations for operations, we also received \$370,000 toward the capital fund and \$73,000 towards the Refugee Settlement fund. With only some trailing commitments to the latter two funds, our hope is that this year's ask on the donations line will be that much more achievable.

For the coming year we are once again proposing almost the same revenue targets as in 2016. But we feel with the capital work and fundraising mostly done, the refugee funding 2/3 complete, and a new incumbent, we have a much better shot of getting there.

Most of the expenses are flat line from last year. The big bumps are changes in staffing:

- We planned to have a new incumbent start in the fall, but that position remained open and saved us a fair bit of expense. With a new incumbent starting in March, that will increase total expense in 2017.
- The Drop-in program co-ordinator was on maternity leave for 11 months of the year. We had two part-time staff covering the position, and had expenses that were above historical levels in 2016, but which will drop back down to normal in 2017
- The Investing In Neighbourhoods funding was under review and as a result we had to cover most of the expenses of the caretakers, drop-in program interns, and office intern ourselves. This was a substantial unbudgeted expense. I'm pleased to say that we have this back on track with Metro Toronto, and currently have 3 staff under the program, whose expenses are 100% covered by the city.

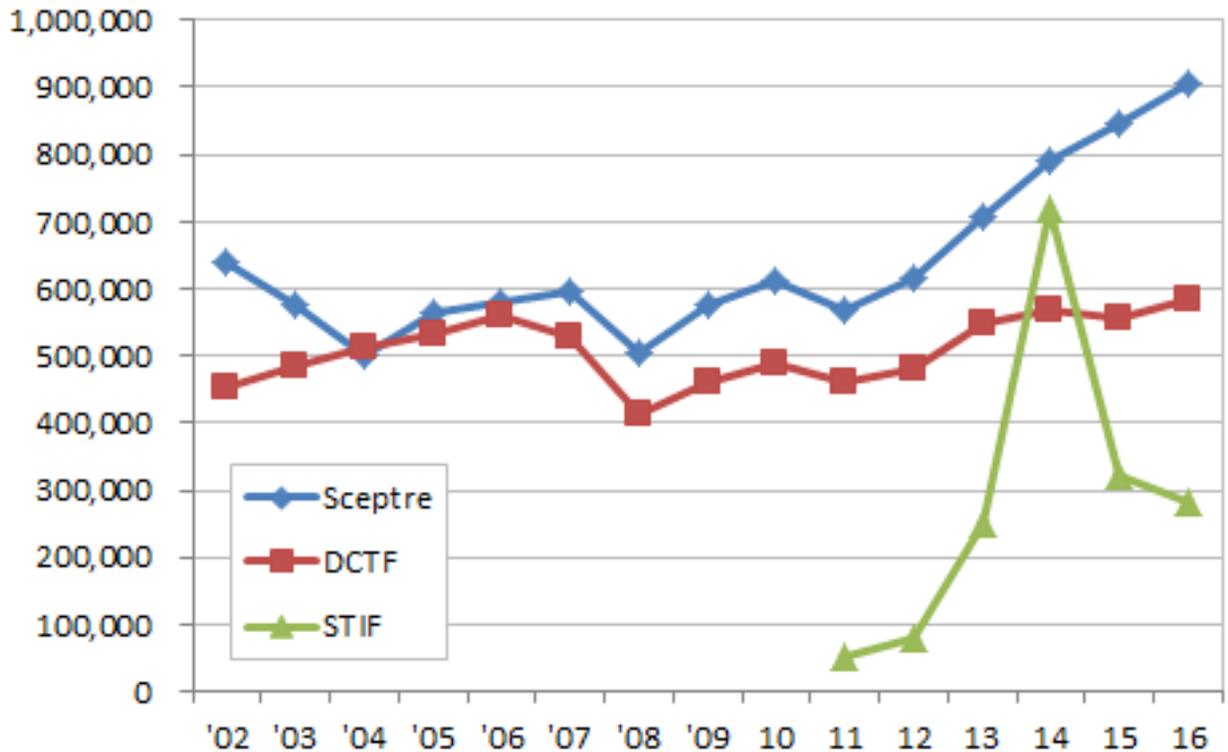
All of these big swings in staffing pretty much net out, with total costs in 2016 up \$11,000 over 2015, and our 2017 budget for next year up \$16,000 over this year.

John Selles, Treasurer

REPORT ON CHURCH INVESTMENTS

Note 2 on Page 17 of the Audited Financial Statements provides details on the church’s Investments.

- 1) Church Controlled Investment Fund. The proceeds from the sale of air rights are invested in an investment fund managed by Fiera Capital. The Sceptre funds are specifically geared for non-profit institutions, with a moderately conservative investment profile. No units of the fund have been redeemed by the church in 2016. The fund value increased from \$846,341 (Dec 31, 2015) to 905,324 (Dec 31, 2016). We do not include unrealized gains or losses from the Sceptre funds in our operating statements, though you will see in included as income on the audited financial statements (page 5, second line).
- 2) Rectory Fund. We have invested the proceeds from the sale of the Rectory in the Diocesan Controlled Trust Fund. The value of the fund increased from \$555,719 (Dec 31, 2015) to \$583,624 (Sept 30, 2016). We did not have a Dec 31 2016 valuation at the time the audit was concluded. We included the \$23,072 in payouts from the fund in our operating statement (\$22,731 in 2015).
- 3) Capital Accumulation Account. We segregate funds for the Step Into The Future capital campaign, as well as bequests and the maintenance reserve funds in a separate bank account (capital account). The account balance as of Dec 31 was \$281,329. Page 6 of the audited statements shows the changes to the capital fund totals.



CAPITAL BUDGET REPORT

We are coming to the end of the Step into the Future project. To date we have received \$1.85m in donations to the Step Into The Future capital campaign. With those funds we have supported the diocese's Our Faith, Our Hope campaign, repaired the stone on the south face of the church and the bell cote, rebuilt our steps, and improved accessibility inside the church. A generous additional donation in 2016 allowed us to do needed repairs to the organ in 2016.

At a special vestry meeting last summer, the part 3 construction budget was approved. At the time we recognized that the construction amount consumed the whole remaining budget for the capital work, and any contingencies would need to be funded separately. At this point total change orders are running around \$65,000. The main additional expense was for foundation work due to unforeseen soil conditions. At the moment we are looking at a roughly \$50,000 overall deficit for the total capital project. Note that the Our Faith Our Hope contribution has been reduced in this model. We had asked Bishop Yu for some relief on this item, and for now we have been permitted to defer \$50,000. The final status of that payment will be worked out with the new Bishop later this year.

As we complete the final numbers and work through the remaining pledges in 2017 (roughly \$65,000 to go), we'll get a better sense of what the final number is and how we will deal with it.

It bears saying again that other than the delays in getting the stairs done, the overall project has gone extremely well, and it's to the credit of Peter Tovell and Carol Scovil and the project team that we've gotten to this point. A huge thank you to Jim Kotsifas as well for keeping the contractors on their toes during the work!

General Ledger	Orig Budget	2013	2014	2015	2016	2017	Total			
							To Date	Remain	Total	Variance
Net Annual Donations		242,803	711,008	529,335	358,013	65,000	1,841,159	65,000	1,906,159	
Cumulative Donations	1,790,000	242,803	953,811	1,483,146	1,841,159	1,906,159	1,841,159	65,000	1,906,159	116,159
Net Annual Expense		62,983	205,865	771,839	671,251	205,540	1,711,938	205,540	1,917,477	
Cumulative Expense	1,790,000	62,983	268,849	1,040,687	1,711,938	1,917,477	1,711,938	205,540	1,917,477	127,477
Capital Account Balance		251,573	721,117	320,613	281,349	140,810	129,221	(140,540)	(11,318)	

Capital Expense	Orig Budget	2013	2014	2015	2016	2017	Total			
							To Date	RemAMn	Total	Variance
Fundraising Consultant	160,000	55,890	25,299	-	-	-	81,189	-	81,189	(78,811)
Campaign Expenses		7,093	2,099	-	-	-	9,192	-	9,192	9,192
Our Faith, Our Hope	300,000		100,000	100,000	50,000		250,000		250,000	(50,000)
Legal			1,768	(1,000)	-		768		768	768
Architect	110,000		69,944	77,946	28,500	12,000	176,390	12,000	188,390	78,390
ESWO #1 Nov 12, 2014					18,361		18,361		18,361	18,361
ESWO #2 Jun 25, 2015					13,560		13,560		13,560	13,560
ESWO #3 Part 2 extra work					24,960		24,960		24,960	24,960
ESWO #4 Part 3 extra work					7,101		7,101		7,101	7,101
Survey			6,756				6,756		6,756	6,756
Non-Construction Expenses	570,000	62,983	205,865	176,946	142,482	12,000	588,277	65,474	600,277	30,277
Permits and Fees & other Misc				3,039	1,223		4,262		4,262	4,262
Part 1 Make chancel accessible	100,000									(100,000)
Part 2 Repair, restore south face	300,000			522,894			522,894		522,894	222,894
Repair & Secure bell tower	150,000				38,595		38,595		38,595	(111,405)
CO#1-11					61,316		61,316		61,316	61,316
Organ Repair				64,859			64,859		64,859	64,859
City of Toronto Grant					(70,000)		(70,000)		(70,000)	(70,000)
Part 3 Historic Preservation	520,000				497,160	193,540	497,160	193,540	690,700	170,700
5% contingency	150,000								44,207	(105,793)
Construction Expenses	1,220,000			590,792	528,294	193,540	1,119,086	527,879	1,356,832	136,832
Total Capital Expense	1,790,000	62,983	205,865	767,738	670,777	205,540	1,707,363	593,353	1,957,109	167,109

CHURCH OF THE REDEEMER
Statement of Financial Position as at December 31, 2016

	General Fund 2016 \$	Capital Accumulation Fund 2016 \$	Maintenance Reserve Fund 2016 \$	Refugee Settlement Committee Fund 2016 \$	Total 2016 \$	Total 2015 \$
ASSETS						
CURRENT						
Cash	135,788	281,349	28,407	67,812	513,356	412,867
Accounts receivable	59,509	-	-	-	59,509	144,206
Prepaid expenses	14,097	-	-	-	14,097	4,453
HST recoverable	55,665	-	-	-	55,665	61,569
	265,059	281,349	28,407	67,812	642,627	623,095
INVESTMENTS						
Rectory fund	583,624	-	-	-	583,624	555,719
Church controlled investment fund	905,324	-	-	-	905,324	846,341
	1,488,948	-	-	-	1,488,948	1,402,060
Church property	1	-	-	-	1	1
	1,754,008	281,349	28,407	67,812	2,131,576	2,025,156
LIABILITIES						
CURRENT						
Accounts payable	48,279	273,261	-	-	321,540	28,123
Government remittances payable	6,862	-	-	-	6,862	4,428
Current assessment	154,479	-	-	-	154,479	143,358
Deferred revenue	4,950	-	-	-	4,950	-
	214,570	273,261	-	-	487,831	175,909
Deferred assessment	333,338	-	-	-	333,338	344,459
	547,908	273,261	-	-	821,169	520,368
NET ASSETS						
Total net assets	1,206,100	8,088	28,407	67,812	1,310,407	1,504,788
	1,754,008	281,349	28,407	67,812	2,131,576	2,025,156

CHURCH OF THE REDEEMER
Statement of Operations – General Fund
for the year ended December 31, 2016

	2016 Actual \$	2016 Budget \$	2015 Actual \$
REVENUES			
Donations and space rental	928,095	1,017,440	972,868
Investment income	109,959	22,000	62,366
Subsidies	6,800	6,800	6,800
	1,044,854	1,046,240	1,042,034
EXPENSES			
Personnel	611,990	627,873	600,622
Diocesan assessment	131,412	143,358	129,833
Property	114,288	122,152	107,629
General office	32,220	66,600	97,586
Church program	44,910	58,715	47,238
FaithWorks	30,544	38,133	35,705
Drop-in program	28,306	30,450	20,012
	993,670	1,087,281	1,038,625
Excess (deficiency) of revenues over expenses from operations	51,184	(41,041)	3,409

CHURCH OF THE REDEEMER

Statement of Operations – Restricted Fund – Capital Accumulation Fund for the year ended December 31, 2016

	2016	2015
	\$	\$
REVENUES		
Step into the future donations	371,350	525,951
Toronto Heritage grant	70,000	-
Interest income	1,788	3,384
	443,138	529,335
EXPENSES		
Step into the future	690,792	605,705
Our faith our hope campaign	50,000	100,000
Bank and investment fees	468	1,275
	741,260	706,980
(Deficiency) of revenues over expenses for the year	(298,122)	(177,645)

CHURCH OF THE REDEEMER

Statement of Operations – Restricted Fund – Maintenance Reserve Fund for the year ended December 31, 2016

	2016	2015
	\$	\$
REVENUES		
Allocation from general fund	-	15,000
	-	15,000
EXPENSES		
Conversion of the Organ	-	64,859
Repairs and improvements	-	8,994
	-	73,853
(Deficiency) of revenues over expenses for the year	-	(58,853)

Statement of Operations – Restricted Fund – Refugee Settlement Fund for the year ended December 31, 2016

	2016	2015
	\$	\$
REVENUES		
Donations	73,559	15,255
EXPENSES		
Settlement support	21,002	-
Excess of revenues over expenses for the year	52,557	15,255

2017 OPERATING BUDGET

Schedule of Revenue and Expenses

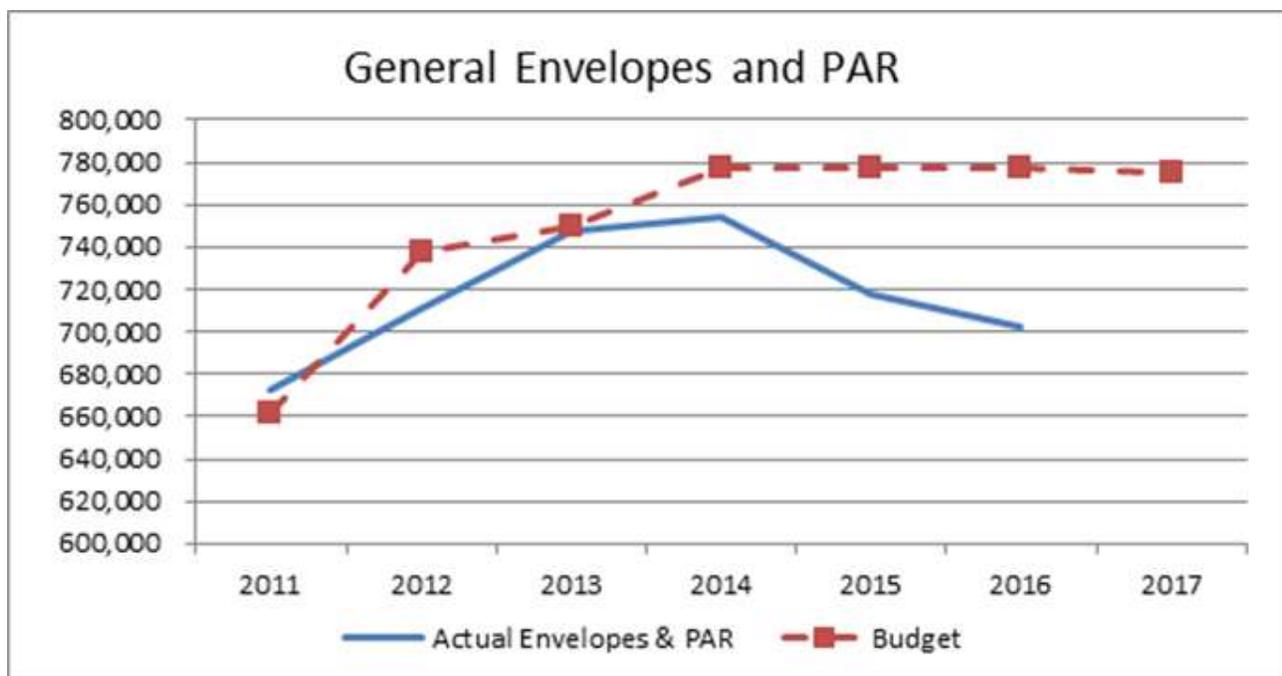
Budget for the year ending December 31, 2017

Account Name	2015 Actual	2016 Budget	2016 Actual	2017 Budget
Clergy	232,096	214,273	185,529	210,706
Music Program	157,565	165,500	166,205	170,818
Lay Staff	210,961	248,100	260,260	244,092
Personnel Total	600,622	627,873	611,993	625,616
Property Total	107,629	122,152	114,288	120,000
Church Program	47,237	58,590	44,910	68,940
Drop In Program	20,012	30,450	28,306	28,650
General	62,282	66,600	67,521	71,500
Diocesan Assessment	129,833	143,358	131,412	141,812
Faithworks	35,705	38,133	30,544	32,938
Expense	1,003,320	1,087,156	1,028,980	1,089,455
General Envelopes	743,524	802,800	724,298	800,000
Lunch Program	103,368	100,000	98,048	100,000
Diocesan Ass't Curacy Subsidy	3,830	3,830	3,830	
George Black Fellowship	14,822	14,500	14,970	15,200
Faithworks	31,780	40,140	24,997	38,750
Other Designated	18,128	9,170	11,348	8,800
Designated Donations	171,928	167,640	153,193	162,750
Meal Revenue	2,977	4,000	1,396	2,000
Wedding Donations	6,500	5,000	6,250	5,450
Space Rentals	47,939	38,000	42,968	40,000
York Rectory Subsidy	6,800	6,800	6,800	6,800
Investment Income Total	22,731	22,000	23,072	23,000
Income	1,002,398	1,046,240	957,977	1,040,000
OPERATING SURPLUS/(DEFICIT)	(922)	(40,916)	(71,003)	(49,455)
Unrealized Gain/(Loss) on Inv	39,635		86,877	
Maint Reserve Allowance	-		-	
Bad Debt (Expense)/Recovery	(35,304)		35,304	
AUDITED FINANCIALS OP INC	3,409	(40,916)	51,171	(49,455)

Schedule of Revenue (Detail)

Budget for the Year Ending December 31, 2017

Revenue Detail	2015 Actual	2016 Budget	2016 Actual	2017 Budget
General Envelopes	717,886	777,800	702,504	775,000
Open Collection	25,638	25,000	21,795	25,000
Undesignated Donations Total	743,524	802,800	724,298	800,000
Lunch Program	103,368	100,000	98,048	100,000
Diocesan Ass't Curacy Subsidy	10,000	-	3,830	-
George Black Fellowship	14,882	14,500	14,970	15,200
Youth Ministry	2,340	2,300	5,145	2,000
Other Special Purpose	1,625	1,200	2,107	2,000
Special Purpose Subtotal	28,848	18,000	26,052	19,200
Faithworks	31,780	40,140	24,997	38,750
Other Designated	7,932	9,500	4,096	4,800
Designated Donations Total	171,928	167,640	153,193	162,750
Meal Revenue	2,977	4,000	1,396	2,000
Wedding Donations	6,500	5,000	6,250	5,450
Space Rentals	47,939	38,000	42,968	40,000
York Rectory Subsidy	6,800	6,800	6,800	6,800
Investment Income	22,731	22,000	23,072	23,000
Income	1,002,398	1,046,240	957,977	1,040,000



Schedule of Expenses (Detail)

Budget for the Year Ending December 31, 2017

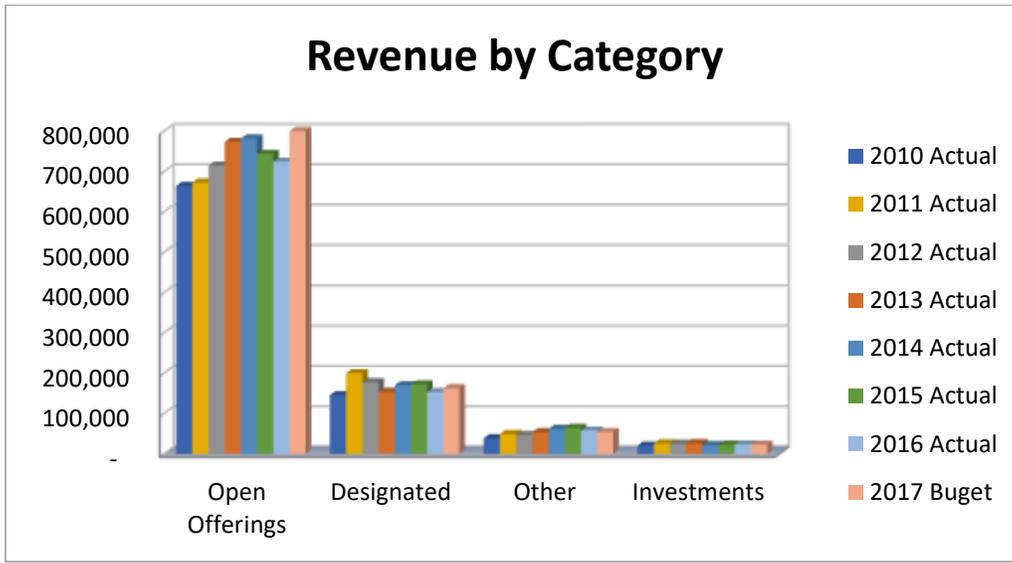
Expense Detail	2015 Actual	2016 Budget	2016 Actual	2017 Budget
Clergy	232,096	214,273	185,529	210,706
Music Program	157,565	165,501	166,205	170,818
Lay Staff	210,960	248,099	260,260	244,092
Personnel Total	600,211	627,873	611,993	625,616
Parking	3,243	3,243	3,243	3,243
Contracts & Service Agr	12,166	15,209	12,579	14,257
Insurance	21,399	24,500	21,399	24,500
Maint & Supplies	14,309	15,700	15,501	15,000
Major Repairs & Impr	6,235	10,000	5,108	10,000
Utilities	50,277	53,500	56,458	53,000
Property Total	107,629	122,152	114,288	120,000
Accessibility	-	100	297	200
Advisory Board	-	200	376	2,200
Adult Chirstian Ed	1,485	1,500	2,183	2,775
Catechesis	2,010	2,800	3,045	1,250
Communications	762	2,765	961	5,550
Church School	1,646	3,500	1,727	3,750
Getting Connected	-	-	135	200
Hospitality	6,598	8,025	5,701	11,325
Hymn Books	2,226	2,200	-	-
Music	-	250	1,210	2,200
Nursery	8,927	8,000	420	500
Outreach	456	3,150	7,660	4,000
Pastoral Care	500	500	1,595	2,150
Redeemer Rainbow	-	125	500	600
Stewardship Cmtte	3,889	3,300	3,491	3,200
Synod	588	500	-	500
Workshp & Sprituality	11,099	12,500	11,290	14,500
Youth Group	701	2,600	1,523	6,200
Youth Group Triip	2,280	3,000	(2,096)	3,000
Twenty-Thirty	-	-	-	-
Aboriginal Issues WG	4,071	3,700	3,871	4,340
Parish Selection Cttee	-	-	1,021	500
Church Programs Total	47,237	58,715	44,910	68,940

Schedule of Expenses (Detail)

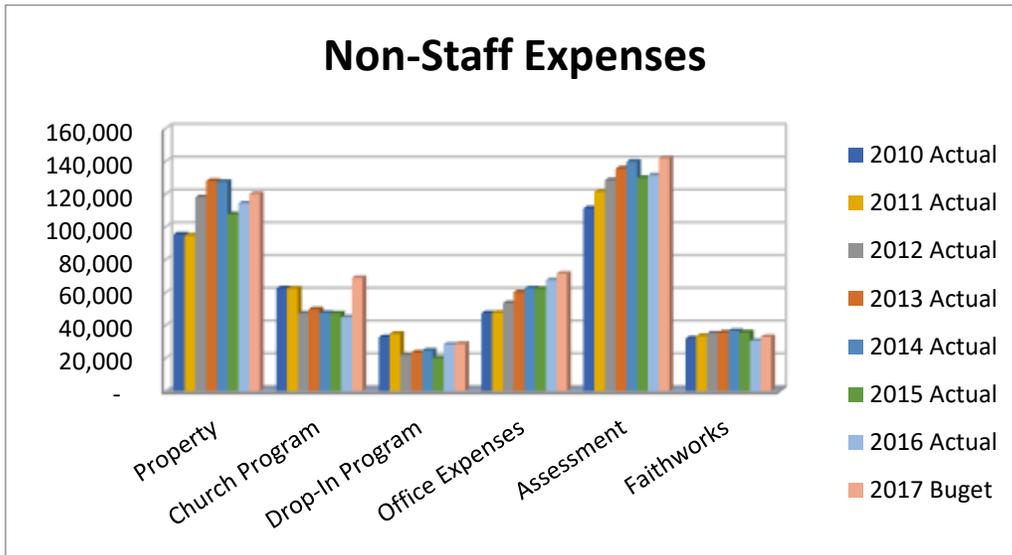
Budget for the Year Ending December 31, 2017 (continued)

Revenue Detail	2015 Actual	2016 Budget	2014 Actual	2015 Budget
Food	7,080	14,000	16,566	14,000
Programming	-		275	-
Supplies	7,251	6,000	6,112	6,000
Kitchen Supplies	-	1,500	1,502	1,500
Nurses' Supplies	2,334	2,000	2,405	2,000
Petty Cash	451	500	540	500
Relief Staff	2,230	2,500	240	2,500
Volunteer Training	658	2,150	513	2,150
Addiction Counselor	1		-	-
Drop-In Resource Worker	-	500	120	-
Community Education	8	1,300	21	-
Dishwasher			12	-
Lunch Program Total	20,012	30,450	28,306	28,650
Bad Debt Expense	1,145		3,425	-
Cell Phone	1,786	3,000	2,129	3,000
Clergy Expenses	2,656	2,000	417	8,500
Computer	4,643	2,000	1,829	3,500
Investment Mgmt Fees	5,824	5,000	6,222	5,000
Leaflets	-	6,000	-	-
Misc	1,851		1,377	2,500
Office Supplies	3,713	1,600	4,102	4,000
Paper	2,449	2,000	3,842	2,000
Photocopier	15,974	17,000	16,751	17,000
Printer Toner	305	500	433	500
Service Charges	8,438	10,000	12,434	10,000
Staff Development				
Telephone	6,235	6,000	6,225	6,500
Legal & Accounting	6,729	8,500	7,821	8,500
Postage & Courier	536	500	514	500
Office	-	2,500	-	-
General Total	62,282	66,600	67,521	71,500
Diocesan Assessment	129,833	143,358	131,412	141,812
Faithworks	35,705	38,133	30,544	32,938
Expense	1,003,320	1,087,281	1,028,980	1,089,455
Operating Income / (Loss)	(922)	(41,041)	(71,003)	(49,455)

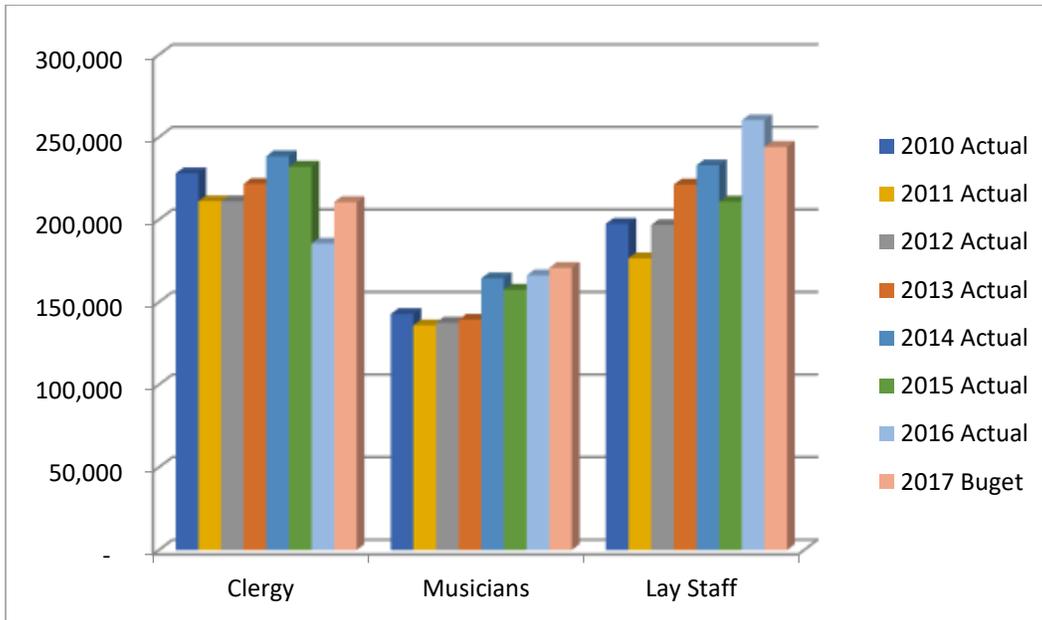
Revenue by Type



Expenses by Type



Personnel Expenses by Type



MOTIONS FOR VESTRY

Motion re: Financial Statements

It will be moved and seconded that the Financial Statements of the Church of the Redeemer, including the Independent Auditor's Report for the year ended December 31, 2016 be approved.

Motion re: Appointment of Public Accountant

It will be moved and seconded that Kriens~Larose, LLP, be appointed public accountant to perform an audit of the general operating statements of the Church of the Redeemer for the year ending December 31, 2017.

Motion re: Budget

It will be moved and seconded that the 2017 Operating Budget, showing total expenditures of \$1,089,455 and projected income of \$1,040,000 be adopted.

Motion re: Amendment to By-Law #1

It will be moved and seconded that this vestry confirms the amendment to By-Law #1, passed by the Board of Management on November 15, 2016, to extend John Selles' term on the Board of Management from the maximum six years to seven.

Motion re: Recommendation to Amend Canon 10

Be it resolved that this Vestry recommends to the Diocese an amendment to the Diocesan Canon 10 Section 3 (Parish Selection Committee), subsection b) Composition of PSC.

The current wording is as follows:

“The PSC shall consist of the Churchwardens....” etc.

This Vestry recommends the following change in wording:

“The PSC shall consist of a combination of at least two Churchwardens or deputy Churchwardens....” etc.

Motion re: Social Justice Vestry Motion 2017: Continuing the Call to Reconciliation

We, the vestry of Church of the Redeemer commit ourselves to continue to work to implement the Calls to Action of the Truth and Reconciliation Commission of Canada. As part of this effort, we call on the Government of Canada to address Call to Action #43: to fully adopt and implement the *United Nations Declaration on the Rights of Indigenous Peoples* as the framework for reconciliation. In particular, we call on the Government of Canada to immediately develop policies requiring free, prior and informed consent be obtained from Indigenous communities in Canada and abroad with respect to developments affecting their lands and resources, as outlined in Articles 10, 19, and 32 of the *Declaration*.

GROWING WITH THE SPIRIT AT THE CORNER

It is important to know where you are going and how you plan to get there. Church of the Redeemer has been engaged in a strategic planning process for some years now and the latest iteration was developed from a parish retreat that took place in May 2011. Since that time a full report was shaped and presented to vestry in 2013. A small committee comprised of members from the Advisory Board, Board of Management and staff refined the plan to put flesh on the bones, develop benchmarks for success and set goals for the boards and committees for the next three years.

YEAR 3

In Year Three of the strategic plan, we had hoped to achieve the following. Given the departure of our Incumbent, 2016 became a transition year and much of what we envisioned was put on hold.

Proclaiming God's Presence

We reach beyond our place at the Corner. We encourage active exploration of faith. We engage and challenge people.

- Build more interactivity into the website, twitter, Facebook
- Build Communication strategy based on beating the bounds
- Build partnerships with BIA, ROM, U of T
- Build rental strategy to include evangelism opportunities
- Develop 6 pm Eucharistic community on Wednesdays
- Hire ½ time communications coordinator

Maintain a Strong Foundation

We steward our resources effectively. We manage risk and make good decisions. We support our ministry through our generosity.

- Continue annual review processes.
- Implement financial planning model.
- Set goal for Capital Replacement in Scepter Fund
- Develop Stewardship Theology and Testimonies
- Continue to develop Financial support of Lunch Program, Music Ministry

Breaking Down Walls

We make more room. We support and engage our lay ministry. We deepen and maintain our liturgical life.

- Develop liturgical infrastructure for 7 pm Sunday communities
- Develop infrastructure for small group ministry
- Grow worship community by 5-10%
- Increase diversity of age, culture in committees, Guilds, leadership

Building a Spiritual Home

We form Christians of all ages. We promote opportunities to be and to become leaders. We are a place of spiritual renewal where people are nurtured and fed.

- Grow each committee and working group by 25%
- Noon recitals (organ, piano, voice, storytelling)
- Increase complement of staff to include 3 full time clergy
- Develop 2 new multi-generational education/worship/social events
- Resource website with daily prayers
- 6 pm mid-week service integrate with Learning @ Redeemer

Realizing Bold Dreams

We tell our story so that it inspires our future. We risk giving what we have, to serve. We believe in a future of abundance.

- Planning of 145th Anniversary
- Continue *Step into the Future* Campaign
- Increase weekly attendance by 5-10%

