

The Church of the Redeemer  
1871 – 2018  
147<sup>th</sup> Vestry Report



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# AGENDA

## Tuesday, February 26, 2019

(7 PM)	Opening Prayers Appointment of Vestry Clerk Courtesies of the House, Motions of Greeting, etc. Approval of the Minutes of the Annual Vestry Meeting February 26, 2018 Reception of all Written Reports Recognitions and Thanks	David Howells      Chris Ambidge/ David Howells
(7:30)	Reading of the Audited Financial Report on Parish Financial Statements Presentation and Adoption of 2018 Financial Statements Appointment of Public Accountant	Richard Heystee
(7:40)	Presentation and Adoption of 2019 Budget	Richard Heystee
(8:00)	Elections <ul style="list-style-type: none"><li>• Board of Management</li><li>• Members at Large of Advisory Board</li><li>• Members of Synod</li><li>• Alternate Members of Synod</li></ul>	David Howells
(8:10)	Redeemer in 2019	Lee Shouldice
(8:25)	Further Business <ul style="list-style-type: none"><li>• Diocesan Social Justice Vestry Motion 2019: Standing in Solidarity</li><li>• Any other business</li></ul>	Angie Hocking  David Howells
(8:50)	Concluding Remarks, Closing Prayer and Adjournment	David Howells

Minutes of the Annual Vestry Meeting  
Monday, February 26, 2018

**1. Opening Business**

- 1.1. Greeting:** After thanking Justin Laflamme for providing supper, the Rev'd David Giffen, Incumbent, called the meeting to order at 7:10 PM, acknowledging that the church building sits on the traditional lands of the Wendat, Haudenosaunee and Mississauga peoples of the New Credit. He welcomed all to the 146<sup>th</sup> Vestry and then opened the meeting with prayer.
- 1.1. Appointment of a Vestry Clerk:** It was moved by Pamela Thomson, seconded by Chris Ambidge that Marjorie Wrightson be appointed Vestry Clerk. Carried.
- 1.3. Attendance Sheet:** A sheet was circulated for signature by those entitled to vote at Vestry. People 16 years of age or over, who are members of the Anglican Church of Canada, have been members of the congregation for at least three months, have been to church at least three times in the past year, have not voted in another Vestry in another parish in the last three months and do not intend to vote in any other Vestry this year are permitted to vote.
- 1.4. Courtesies of the House/Greetings from the Archbishop and Area Bishop:** The Rev'd David Giffen extended courtesies of the house to those not eligible to vote, inviting them to ask questions and participate in discussions. He also referenced the Most Rev'd Colin Johnson's pastoral letter included on page 12 of the Vestry Report and the Rt. Rev'd Kevin Robertson's letter on pages 13-14. It was moved by John Sutton, seconded by Sara Lawson that courtesies of the house be extended to those in attendance who are not eligible to vote and that the letters from Archbishop Johnson and Bishop Robertson be received. Carried.
- 1.5. Approval of Minutes:** It was moved by Pamela Thomson, seconded by Tony Crosbie that the minutes of the Annual Vestry Meeting on February 6, 2017 be approved as printed on pages 6-11 of the Vestry Report. Carried.
- 1.6. Reception of all Written Reports:** It was moved by Chris Ambidge, seconded by Heather Bennett that all written reports on pages 15-37 in the Vestry Report be received with two changes: (1) The Septimus Jones Memorial Society report will be amended to list names of members, and (2) The date "June 2016" in the third paragraph of the Youth Group report be corrected to "June 2017". Carried.

For the record, the members of the Septimus Jones Memorial Society are Bryan & Carol Finlay, Pamela Thomson & Gordon Hachborn, Isobel Wettlaufer Estate, John Gartshore Estate, Mervin Chin, Donna & David Penhale, Mary Bull, Margaret Bremner Estate, David Burt, Roy Hogg & Ann Jervis, Peter & Heather Bennett, Donald Uttley Estate and Susan Graham Walker.

- 2. Recognition and Thanks:** Ryan Carlsen and Paul Pynkoski recognized staff and members of the community for their contributions in 2017 – clergy, staff, departing ministry area leaders and committee chairs, and retiring Synod members, Board of Management members, and Advisory Board members.

The Rev'd David Giffen thanked retiring Advisory Board Chair Paul Pynkoski for his commitment during a personally difficult year and added that it had been a pleasure working with him. Paul Pynkoski responded by thanking the team and highlighted the collaboration he had seen amongst ministry areas over the last year.

Ryan Carlsen, Board of Management Chair, thanked John Selles for his seven years of dedicated service as Treasurer. John kept his sense of humour despite the workload overseeing the operating budget, the *Step into the Future* campaign and investments.

Both Paul Pynkoski and John Selles were given gifts of appreciation from the parish.

3. **2017 Parish Financial Statements:** John Selles, Treasurer, thanked Paul Pincette, Bookkeeper and Thomas Kriens and his associates at Kriens-LaRose for their hard work in processing the year-end audit. He then drew attention to his Treasurer's Report and a summary of 2017 financial statements on pages 44-47 of the Vestry Report.

John Selles reviewed the status of our four funds (General, Capital, Maintenance and Refugee) from 2012 to 2017, referencing the chart on page 41 of the Vestry Report. He noted that during that period Redeemer had received revenue of almost \$9,000,000. Other observations were:

- A separate line item "Bequests" records income from Septimus Jones Memorial Society members.
- Our balance sheet shows that we have retained earnings of \$2,130,613.
- We ended 2017 with a \$22,230 deficit.
- There is still \$48,391 in the Refugee Fund for future activity.

**Motion:** It was moved by John Selles, seconded by Richard Heystee that the Financial Statements of the Church of the Redeemer, including the Independent Auditor's Report for the year ended December 31, 2017 be approved. Carried.

4. **Appointment of Public Accountant:** It was moved by John Selles, seconded by John Sutton, 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, 2018. Carried.
5. **Presentation and Adoption of the 2018 Budget:** The 2018 budget is located on pages 48-52 of the Vestry Report.

John Selles, Treasurer, explained:

- The increase in "General Envelopes" represents the same percentage increase we saw in 2017. With *Step into the Future* and the Refugee Settlement campaigns complete and attendance rising, we believe this is an achievable goal.
- Space rentals are a challenge. The revenue is welcome, but they do reduce the available space for programming.
- Of \$153,396 in bequests received in 2017, \$30,000 will be used as operating budget undesignated income in 2018.
- A placeholder figure of \$5,000 has been entered for advertising expenses. The Board of Management will look at all aspects of communications to ensure all related expenses are centralized under this account.
- Digital Services: Expansion expenses represent the balance of expenditures against the *Our Faith-Our Hope* grant received in 2017 plus an additional \$15,000 of operating funds to complete required work, including the replacement of our church management software system.
- Our diocesan assessment has been reduced from last year.
- The budget shows a proposed deficit of \$26,544 in 2018.

**Motion:** It was moved by John Selles, seconded by Chris Ambidge, that the 2018 Operating Budget, showing total expenditures of \$1,224,437 and projected income of \$1,197,893 be adopted.

**Comment:** Pamela Thomson noted (a) there were typos in the budget, (b) slides did not follow the flow of the Vestry Report, making following the presentation difficult, and (c) the dishwasher in the narthex kitchen needs to be replaced. The Rev'd David Giffen replied that the Board of Management would take the dishwasher request under advisement.

**Comment:** Peter Bennett referenced the insurance policy line item. Redeemer has been named the beneficiary, but the donors continue to pay the premiums (income). He questioned where the offset should be recorded. John Selles replied that the expense item represented the expense of the policy, not its value.

**Comment:** Peter Bennett stated that he was opposed to the budget for two reasons. First, he believed that there was a story behind the \$30,000 withdrawal from "Legacy Gifts", but without a Narrative Budget the parish doesn't know what that is. Second, he believed the fact that a legacy gift could be received one year and spent the next was sending the wrong message about how legacy gifts are being stewarded. The terminology used to reference these gifts/withdrawals in the budget was also questioned.

Regarding the first comment, the Rev'd David Giffen explained that a Narrative Budget was a new concept to him, but that he was willing to work with others to make this happen next year. Addressing the second concern, the Incumbent noted that older parishioners are able to be more generous in regular givings. When they die, these people realize this will leave a void in revenue in the annual operating budget. The intent of drawing down on legacy gifts over a period of many years is to help replace these lost regular givings. The terminology used in the budget can be further discussed. Currently, almost \$1,000,000 has been pledged to the Septimus Jones Memorial Society. The Incumbent added that capital assets aren't just to be held for a "rainy day". If there is work God is calling us to do, we should be prepared to spend some of this money.

Peter Bennett replied that in 2008/2009, a large donor (\$10,000/month) stopped donations mid-year. This was a challenge for the parish, but people stepped up and replaced this lost income. Therefore, he did not believe the age of parishioners excuses us from giving generously.

There being no further discussion, The Rev'd David Giffen called for the vote. Carried.

## 6. Elections

6.1. It was moved by Paul Pynkoski, seconded by Ryan Carlsen, that the following be elected as members of the Board of Management:

Ryan Carlsen, Chair (term 6)	Kate Werneburg (term 2)
Jonathan Batty (term 6)	David Burt (term 2)
Richard Heystee (term 2)	Heather Bennett (term 1)
Frances Humphreys (term 2)	Mary Reynolds (term 1)
Lee Shouldice, Vice Chair (term 2)	Marjorie Wrightson (term 1)
	Chris Ambidge (Advisory Board Chair)

The Rev'd David Giffen asked three times if there were further nominations. None. Carried.

6.2. It was moved by Ryan Carlsen, seconded by Paul Pynkoski, that the following be elected as members-at-large of the Advisory Board:

Kathy Garrison (term 5)	Lyn Sibley (term 2)
Chris Ambidge, Chair (term 2)	Ann Cope, Vice Chair (term 1)

The Rev'd David Giffen asked three times if there were further nominations. None. Carried.

6.3. It was moved by Paul Pynkoski, seconded by Ryan Carlsen, that the following be elected as members of Synod – Sheree Drummond (term 3), Chris Ambidge (term 1), Jim Burnham (term 1), Chris Jones (term 1) – and that Kate Werneburg (term 1), Pamela Thomson (term 1), Mary Reynolds (term 1) be elected as alternate members of Synod.

The Rev'd David Giffen then asked three times if there were further nominations. None. Carried.

7. **Strategic Plan Update:** Ryan Carlsen, Chair of the Board of Management provided an update on creation of a new strategic plan. The current leadership team developed a foundational strategy in the fall of 2017 and then engaged a facilitator, Bill Bickle, to work with the them. Three visioning sessions were held in November, December and January to solicit parish input. More than 75 people attended to discuss the present situation, where they see God working at Redeemer and what might put the mission at risk.

Under the topics discussed at the visioning sessions, we heard the following:

- **Present:** community, welcoming, relevance, people, belonging, faith and growth
- **God working:** community, people, Drop-In, pastoral care
- **Risks:** aging congregation, burnout, volunteers, support, physical plant & space, needs of the surrounding community shifting and limited resources
- **Future state:** grow parish's capacity for missional listening, multiple access points beyond Sunday & Drop-In, discipleship, governance and organizational structures and policies

Following the three visioning sessions, a Strategic Planning Committee was struck to include the leadership team, members of the Governance Task Force and three former board chairs. We affirm that our strategy should encompass:

- **Engagement:** Ensure parishioners are engaged throughout the process.
- **Listening:** Grow capacity for listening to the community beyond Redeemer.
- **Governance:** Ensure all ministry & mission have a "seat at the table"; staff and volunteer burnout.
- **Discipleship/Leadership/Missional Training:** Leadership development.
- **Alignment:** Ensure all strategies in progress align with the overall strategic plan.

The Strategic Planning Committee held an initial meeting on February 10 and have a second meeting scheduled for March 10. A draft strategic plan should be available to share with the parish in the May/June time frame.

**Question:** Who are the members of the Strategic Planning Committee and how were they chosen?

**Answer:** Members are:

- 2017/18 Leadership Team: David Giffen, Ryan Carlsen, Paul Pynkoski, Lee Shouldice, Chris Ambidge
- Governance Task Force: Carol Ritter, Marg Creal, Abigail Young, Susan Graham Walker
- Former Board Chairs: Mary Pat Moore, Audrey Danaher, Ann Cope
- Facilitator: Bill Bickle (Fordelm Strategic Growth Planning)

The Governance Task Force did a lot of work in 2016 that is relevant to current discussions, and the former board chairs were added to bring their experience to the table.

**Comment:** There was still a concern about lack of transparency in this process.

**Comment:** Karen Turner echoed her concern about a lack of transparency in general, not only with the Strategic Planning Committee but with names on the slates for election to the Board of Management and



Advisory Board. Others may have wanted to contribute to these bodies had they known about them. Pamela Thomson pointed out there had been a call for nominations to the boards, and that if anyone is interested in serving in a ministry area, they should volunteer.

**Comment:** Peter Bennett noted that this is Redeemer's 146<sup>th</sup> Vestry, meaning that 150 is coming. He stated one of the components of the strategic plan should be marking our sesquicentennial.

The Rev'd David Giffen thanked Ryan Carlsen for his update on the strategic planning process.

8. **Drop-In Visioning:** Angie Hocking, Pastoral Associate for Outreach, provided an update on 2017, which was a year of planning and revisioning for the Drop-In Meal Program. Aided by the Saben Group, a professional revisioning consultant for Toronto faith-based programs and non-profits, eight focus groups and one-on-one interviews were held with all stakeholders during May and June. By November, results had been presented to the Advisory Board and the Board of Management and the final revisioning report had been approved.

Key recommendations in the report are:

- Clarify Purpose
- Create a Program Model of Support
- Create a Program Plan
- Construct a Resource Development Plan
- Create a Clear Path towards Effective Fundraising
- Create a Sustainable Staffing Structure for Growth

These recommendations will be implemented over the next two to three years. One exciting initiative to take place after Easter, 2018 is naming our space. The whole community will be involved in this.

Angie Hocking also drew attention to the Resource Development Plan showing that to meet an annual budget of \$374,800, we would only have to raise \$140,000 because \$238,000 of in-kind donations would be received.

There is growing awareness of the Drop-In Meal Program in the neighbourhood. Both Angie Hocking and David Giffen spoke at a local residents' association annual meeting about the program. \$10,000-\$15,000 was raised that evening.

In conclusion, Angie Hocking thanked the parish for their support and expressed how grateful she was to be part of the Redeemer community.

**Comment:** Pamela Thomson said God had sent Angie Hocking to Redeemer and that she is one of His greatest gifts.

**Question:** Peter Bennett asked if consideration had been given to establishing a foundation so that the Drop-In could qualify for more grants than it does as part of the church.

**Answer:** There has been some conversation about this, and it is a great idea.

**Comment:** Peter Bennett added that Redeemer ministry is paid for through the plate. The Drop-In is only one of those ministry areas.

The Rev'd David Giffen thanked Angie Hocking for her update.

9. **Social Justice Motion 2018: Affordable Housing and Homelessness:** The community passed a slightly modified version of the diocesan 2018 social justice motion.

**Motion:** It was moved by Pamela Thomson, seconded by Marg Creal that:

All levels of government need to work together to build and sustain affordable housing. We, the vestry of Church of the Redeemer in the Diocese of Toronto, urge the provincial government and municipal governments to:

1. Develop and implement a comprehensive plan to increase and maintain the available stock of affordable housing in Ontario.
2. Develop specific strategies to address the needs of communities and populations experiencing disproportionately high levels of inadequate housing, including members of Indigenous and racialized communities, newcomers to Canada, seniors, youth, survivors of domestic violence, and people living with mental illness or addictions.
3. Work with the federal government to maximize the impact of the National Housing Strategy on housing in Ontario.
4. Work with municipalities to ensure that emergency shelters are adequately funded to meet the needs of their communities.

Carried.

## 10. Other Business:

**10.1.Motion from the Floor:** It was moved by Peter Bennett and seconded by John Sutton that this Vestry asks the Board of Management to develop or amend the policy for honouring clergy and staff who are departing from the parish, or who may be honoured on special occasions, including major liturgical festivals. This policy may be developed or amended in consultation with the Diocesan Human Resources Department.

Mr. Bennett then proceeded to provide the rationale for this motion.

**Comment/Motion to Table:** Lee Shouldice pointed out that since people need time to evaluate motions before being asked to vote on them, they should be brought forward in advance. Therefore, he moved, seconded by Pamela Thomson that the motion be tabled for review. The Rev'd David Giffen noted this would be reviewed by the Board of Management.

**10.2.Primate's Statement:** Kate Werneburg referenced a [statement](#) from the Primate, the Most Rev'd Fred Hiltz, dated February 21 concerning the tragic shooting death of Colten Boushie in 2016. Included were several calls to action that Kate hoped the parish would pass a motion to support. Pamela Thomson offered to work with Kate to word this motion so that it could be brought back to a future meeting for a vote. The Incumbent will work with Kate to ensure it is brought before the Board for review when it has been drafted.

**10.3.Sound System:** In response to a question about a note at the bottom of page 51 of the Vestry Report, the Incumbent confirmed that Redeemer does now have a paid sound technician at Sunday 9:30 and 11:15 AM services to provide consistency.

11. **Final Thanks:** The Rev'd David Giffen expressed thanks to Ann Cope for cover designs for the Pre-Vestry and Vestry Reports and to Marjorie Wrightson for compiling the Vestry Report and taking minutes at the meeting. He also expressed his appreciation to all staff.

There being no further business, the meeting adjourned at 8:57 PM on a motion by Pamela Thomson. The Rev'd David Giffen closed the meeting by leading all present in the Doxology.

Respectfully submitted, Marjorie Wrightson

## **Bishop's Pastoral Letter to Vestries, 2019**

*to be read or circulated on the Sunday of the parish's annual vestry meeting*



**Diocese of Toronto**  
Anglican Church of Canada

To our Clergy, Churchwardens and Parishioners

Beloved in Christ, peace and grace be with you.

This will be the first time, in almost 30 years, that I am not chairing a vestry meeting. I am one of those people who actually enjoys vestry; poring over audited financial statements, ministry reports, marking important milestones in the parish, celebrating the incredible contributions of our lay leaders (without whom very little would happen). Deeper than that, a good meeting names the anxiety we have in trying to balance the needs of the parish while trusting deeply in the hope that God will guide, provide and inspire us to deepen our faith, try new ideas and be creative in our endeavour to serve the mission of God. The vestry meeting is one moment in the year when a parish has the opportunity to look back and then to look forward. I am joined by the Area Bishops in assuring you of our prayers as you gather for your annual meeting. We also extend our deepest gratitude for all who have served so faithfully as wardens, committee members, teachers, greeters and leaders who make known the love of Christ through their offering of time, talent and treasure. If you are taking on a new role this year, a particular word of encouragement to you.

Over the last several years it has been our practice to invite each parish to consider a vestry motion that addresses issues of poverty and social action. In view of the drastically rising economic inequity in our province, this year's vestry motion asks your parish to consider *Standing in Solidarity*, by making a commitment to protect all who are living in poverty, through direct local and parish outreach and through meaningful advocacy.

On January 13<sup>th</sup>, 2019 I was formally seated as the 12<sup>th</sup> Bishop of Toronto. The journey to that moment has been heart-warming, moving and humbling. I am heartened by your words of encouragement, humbled by your support, and moved by your desire to row and to peddle! I will be forever indebted to Archbishop Colin for his encouragement and support. I am invigorated by the passion and faithfulness of our Area Bishops Peter, Riscylla, Kevin and Jenny as we step in together to write a new chapter as the College of Bishops. I am impressed beyond words by the dedication of our staff in the Diocesan office, and by the creative ways that ministry is happening every day in our parishes and centers of ministry around the Diocese.

I am thrilled to be on the road Sunday by Sunday visiting parishes, celebrating worship and getting to know you. I am finding my bearings with each of the committees, councils and task forces of the Diocese. I will be spending time with the clergy in each Deanery to glean the wisdom of those who lead in each community. In the first week of May I would like to meet with the laity of the Diocese through 5 scheduled Town Hall meetings (details will be posted on the Diocesan website). Each gathering gives us time to listen to each other, articulate our hopes for ministry, and catch a glimpse of what might be. I hope that you will join me.

May God bless you as you meet for Vestry.

Yours in Christ,

The Rt. Rev. Andrew J. Asbil  
Bishop of Toronto

The Right Reverend Kevin Robertson  
Area Bishop of York-Scarborough  
Bishop Suffragan of Toronto



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January 25, 2019

The Feast of the Conversion of St. Paul

Dear friends in York-Scarborough,

Grace to you and peace from God our Father and the Lord Jesus Christ. (2 Cor. 1:2)

As I begin my third year as your area bishop, I am reminded of the tremendous privilege of serving this part of the Diocese. York-Scarborough is the smallest area geographically, but we have the greatest number of parishes, and are home to more than a third of the Anglicans in the Diocese of Toronto!

In 2018, I had the opportunity to visit most of the 60 parishes and ministries of York-Scarborough by being present for Sunday worship, ordinations, confirmations, celebrations of new ministry, anniversaries, meetings with parish leadership, and many wonderful meals and receptions! I want to thank the clergy and lay people of the area for your warm welcome as I have travelled across the five deaneries of York-Scarborough. I have been grateful for your prayers and good wishes, and your desire to be co-workers in the building up of God's Church.

One of the priorities I identified a year ago was for us to become more intentional about mission. In March, I was pleased to gather with over one hundred clergy and lay leaders from across the area to share ideas, and develop strategies for mission. In May, I gathered the area clergy together for an overnight retreat in Niagara Falls with the purpose of learning about Mission Action Plans (MAPs). I am so pleased that a number of parishes have now developed a MAP, and have begun to implement the plan in their own context. For those who have not done so, or are still working away at it, there are resources available from the Diocese and the York-Scarborough Area Council to assist. Just call my office and ask! I was also pleased to be a part of the ministry of making disciples. I participated in the preparation of new candidates for baptism, confirmation and ordination, and was delighted to be in parishes to work alongside those seeking to deepen their Christian faith.

One of the highlights of 2018 in the Diocese of Toronto was the election of a new Bishop. On June 9, clergy and lay people from across the Diocese met at St. James' Cathedral and elected Andrew Asbil. Bishop Andrew was consecrated in September and installed as the 12<sup>th</sup> Bishop of Toronto just a few weeks ago. Bishop Andrew has stepped into the role with grace, humility and courage, and I am honoured to serve with him. We also had the opportunity to say thank you and farewell to Archbishop Colin Johnson, who retired at the end of 2018. Archbishop Johnson served our Diocese with faithfulness for over four decades, and we wish Colin and Ellen much joy in their retirement.

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**Mission:** To worship God and proclaim Jesus Christ in the power of the Holy Spirit and to embody—in word and action—  
God's reconciling love, justice, compassion and liberation—through which knowledge of God's reign is extended.



The Right Reverend Kevin Robertson  
Area Bishop of York-Scarborough  
Bishop Suffragan of Toronto



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As I reflect on my ministry over the past year, I realize that my work would not have been possible without the support of my amazing assistant, Sue Willoughby. Sue does a great job of managing my calendar and correspondence and ensuring that I am able to stay on top of 60 very different and dynamic communities. Sue works closely with our exceptional synod office staff. They are all just a phone call or email away.

I want to acknowledge the excellent work of our five Regional Deans: the Reverend Ian LaFleur (Eglinton), the Reverend Greg Carpenter (Scarborough), the Reverend Sherman Hesselgrave (St. James), the Reverend Shelley McVea (Toronto East) and the Reverend Heather Gwynne-Timothy (York Mills). Heather moves out of that role next month, and becomes the new Chaplain to the Retired Clergy of York-Scarborough. I am delighted to welcome the Reverend Lisa Newland as the new Regional Dean of the York Mills Deanery. Along with our area liturgical officers – the Reverend Geoffrey Sangwine and the Reverend Greg Carpenter – our Regional Deans are excellent resources for parishes, and provide me with invaluable advice.

Our area is also blessed with many incredible youth leaders, who are ably led by our two amazing York-Scarborough Youth Coordinators, Jillian Ruch and Ian Physick. In 2018, we increased their time in that ministry, and we are seeing the fruits of that decision. Just a few weeks ago, I attended the 2<sup>nd</sup> Annual York-Scarborough Youth Leaders' Summit, where those involved in this important ministry were able to share ideas and strategies for ministry with our youth.

In our Diocese, we are blessed with a College of Bishops, with whom the joys and burdens of episcopal ministry are shared. I am grateful to work alongside my colleagues: Bishop Andrew Asbil, Bishop Peter Fenty (York-Simcoe), Bishop Riscylla Walsh-Shaw (Trent Durham), Bishop Jenny Andison (York-Credit Valley), and Canon Mary Conliffe (Diocesan Executive Assistant).

Finally, I want to express my thanks to all those who exercise leadership in the parishes, missions, schools, “fresh expressions” and community ministries of the York-Scarborough area. Whether you are stepping down from a particular ministry, or continuing on, or taking up a new role at this annual Vestry meeting, thank you for your commitment and faithfulness. You are a blessing to the Church in our Diocese.

As we move into a new year, may we do so with great courage and faith, confident that the God of all grace, who has called us to his eternal glory in Christ, will himself restore, support, strengthen, and establish us. (1 Peter 5:10)

Yours faithfully,

The Right Reverend Kevin Robertson  
Area Bishop of York Scarborough  
Bishop Suffragan of Toronto

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## BOARD REPORTS

### Advisory Board

The Advisory Board meets monthly to oversee the programmes of the Church of the Redeemer. There is a Chair, Vice-Chair, elected members-at-large, and representatives from most of the ministry areas in the parish.

Besides keeping track of work in various ministry areas and planning for the future, we have had monthly high-level discussions on various aspects of church life – for example, the concept of Welcoming, and of Parish Size Typology – to guide our planning for the well-being of the parish. In these discussions, we have been ably led by Susan Graham Walker.

These explorations help us see smaller areas of ministry as part of the bigger picture of the mission of the parish, being the Body of Christ “at the corner”.

You will find reports in this Vestry Book from many groups: from Refugee Settlement to Learning@Redeemer, from Indigenous Solidarity to The Common Table, from Music to Young People to Getting Connected, and all points in between. Together they represent countless hours from hundreds of volunteers. Redeemer is blessed by their work.

Chris Ambidge and Ann Cope

### Board of Management

The Board of Management is responsible for managing the financial and administrative functions of the Church of the Redeemer. We ensure that we are operating with the appropriate controls and in accordance with the best practices for administrative and financial policies. Our key areas of responsibility are: finance and budget management, investments and stewardship, Human Resources, Strategic Plan, property management and capital campaigns. The BOM meets on a monthly basis to monitor their portfolios and to make decisions that ensure the stability of the Church.

There were 3 major deliverables in 2018.

1. Digital Expansion Project completed; church software and hardware including the phone system have been replaced.
2. The Strategic Planning Team have developed a 3-year strategic plan for The Redeemer; the plan has been put on hold until we have a new incumbent.
3. A very successful year end campaign meant we achieved a surplus in 2018! Our thanks to all of the Redeemer family for making this possible.

The Executive team comprised of the Chairs and Vice Chairs of the BOM and Advisory Board are working with Bishop Kevin to finalize a process to select a new incumbent. Our goal is to have a new incumbent appointed by Easter.

I want to thank all of the members of the BOM for their active participation and support throughout the year! It is with regret that we say goodbye to board members Jonathan Batty, Heather Bennett and Mary Reynolds. We thank them for their contributions to the BOM.

In closing, I want to say a sincere thank you to the Parish for their continued support and faith in the Board of Management. We are here to serve you and welcome your feedback to make the Redeemer an even better role model of community.

In peace, Ryan Carlsen, Chair Board of Management

## BOARD COMMITTEE REPORTS

### Human Resources Committee



The Human Resources Committee of the Board of Management is composed of Lee Shouldice (Chair), Marg Creal, Mary Pat Moore, and Ryan Carlsen.

During the past year there have been many developments on the Human Resources front. The most significant development was the leave of absence taken by, and subsequent departure of, our incumbent, David Giffen. We have welcomed back to the Redeemer David Howells, who is acting as our interim priest-in-charge until a new incumbent is hired.

There were significant hirings during 2018. Roshni Jayawardena and Susan Haig both joined as clergy in early 2018. Throughout the remainder of 2018 the Church hired Nate Wall as our Scholar-in-Residence, Peter Visconti as our Bookkeeper, and Lyds Keesmat-Walsh as a Youth Pastoral Apprentice. During 2018

Haaya Naushan and Alemu Obbole were hired through the Investing in Neighbourhoods program.

The Human Resources Committee focused upon other initiatives during 2018. We completed a full review and revision of our Human Resources policies. It is anticipated that those policies will be confirmed by the Board of Management and rolled out to staff in early 2019. We also enrolled for WSIB coverage for our staff in late 2018.

There continue to be many amendments made to employment laws in Ontario at this time. On occasion it becomes necessary to prepare new policies (or to revise current ones) to reflect these changes. The Committee continues to monitor the situation to ensure that our policies comply with the laws of Ontario and Canada.

Lee Shouldice

### Information Technology

In 2018, we continued work begun the previous year under our "Digital Expansion Project".

Infrastructure in the church was improved with the installation of a new network. As well, a new phone system replaced one that was old and malfunctioning. "@theredeemer.ca" email addresses were migrated from a Bell Canada system to a more robust Microsoft platform. Outdated staff laptops were replaced, and other remaining hardware was inspected and tuned up.

The software (PowerChurch) that we have been using since January 1, 1997 for our parish database and contributions tracking was replaced by a cloud-based system, Servant Keeper. Parishioner profiles were moved over to the new software in 2018 and recording of contributions will begin in 2019.

A new program, Ministry Scheduler Pro, is being tested in the office to save ministry area leaders hours of work preparing our quarterly rotas.

Ryan Carlsen & Marjorie Wrightson



## Property



In 2018, Redeemer's Property Committee's mandate was successfully fulfilled because of dedicated volunteers and Kiefer's numerous skills and commitment. As our facility manager, he and his staff are the unsung heroes of the everyday task that keeps the place running. We owe the committee members and the staff a big "Thank you."

In addition to the essential but unseen items like replacing toilets and a worn-out grease trap in the downstairs kitchen, there were several more visible improvements: new offices downstairs; upgraded and more efficient lighting in the downstairs, nave and chancel; a new vesting area in the east transept passage and; a cleaned out and more functional upstairs kitchen. Removing clutter and improving the overall space is a challenging necessity.

2019 will see more lighting upgrades as specialty LEDs become more efficient and less expensive. The spot lights for the chancel are on the list. The largely unseen will include a necessary back-flow preventer, some painting of exterior doors, cleaning of eaves troughs and installing a FOB lock system for enhanced security.

The 2018 commissioned capital reserve study of the building and all of its systems is described below in the year-end report. It points us to the necessity to review and appreciate how much use and abuse our property endures. We are facing major (read costly) issues on the exterior that must be addressed over the next few years if our limited but well-used place on the corner is to continue to proclaim the Gospel by its presence.

John Sutton

Summary of Capital Reserve Study by Brown and Beattie

**Background:** In 2018, the Board of Management contracted for a capital reserve study for the building and its equipment. Brown and Beattie, an engineering firm was commissioned to do the study. The form of this study is the same as they use for condominium projects throughout the city. It provides a financial roadmap for the appropriate amount for a maintenance reserve fund, a timeline for when and what expenditures can be expected from it and, how much (on an annual basis) to replenish the fund and assure that the building and its systems are adequately maintained.

**Methodology:** The building’s various components and systems were assessed in terms of their useful lives and the current replacement costs. For example, the granite front steps were estimated to have a useful life of 40 years and a current replacement cost of \$380,000. Given that they were recently built, we know the cost is accurate and they have a remaining useful life of 37 years. An annual inflation factor of 2% was used to project future costs. Hence, the then existent congregation can expect to spend \$791,000 to replace the steps in 2055.

The downstairs excavation and building of the parish hall, kitchen, etc., were done in 2000-2001. The a/c, heating and plumbing systems were newly installed at that time. Given the various estimated useful lives of the equipment, we should anticipate having major replacements over the next several years. For example: the four main air handlers have 25-year life spans with 7-years remaining and replacement cost of \$150,000. The projection is to replace them in 2025 at a cost of \$172,000.

**Significant Issues:** The complete refurbishment of the stained-glass windows is our most significant upcoming item. Spread out over the next six years, the estimated total cost is almost \$700,000. In addition, mechanical systems replacements and refurbishments are estimated at around \$450,000 in 2025.

**Implications:** The schedules and descriptions in the report provide a clear picture of what expenditures we should anticipate over the next thirty years. If we funded this like a typical condominium, the fund would accumulate from annual contributions, earn interest and be spent periodically as necessary. In our case, this would require contributions in excess of \$200,000 per year for the next ten years and \$160,000 plus for each of the twenty years after that.

As a church, funding these necessities could include: carrying out capital campaigns from time to time; encouraging parishioners to leave a legacy gift or bequest (i.e. funds to be given to the parish through their Will or estate) designated for the Capital Reserve Fund; using a portion of all *undesignated* bequests for this purpose; suggesting that contributions to the Capital Reserve Fund be made as thank offerings for individual, family or parish milestones.

Given that we have a unique property from which to proclaim the good news of Jesus, its care and maintenance is a priority that this community will rise to. We will, with God’s help.

John Sutton

## Space Rentals



Space rentals are both a way to bring the local community into the space and an important source of revenue for the church. This year we brought in \$63,431.20. In 2018, we were fortunate once again to be the 'lunch and extras holding' venue for a number of productions being shot in the area. We were also fortunate enough to have TD Toronto Summer Jazz Festival with us for a week in June.

Other groups that rented the space include:

- Toronto Summer Music Festival
- Skule Orchestra
- The Toronto Children's Chorus
- The New Choir
- Hannaford Youth Band

Kiefer Shields

## Accessibility

The Church of the Redeemer is a vibrant Christian community that celebrates diversity and makes room for the gifts and abilities of all people. We strive to ensure our programs are planned and delivered in a way that respects the dignity and independence of people with different abilities. Our new ramps, elevator and safer front stairs from the Step into the Future renovations continue to make the church much more accessible. Accessibility information is available on the website for those who might visit. The Accessibility Advocate role provides a contact person to raise these concerns to, and a link to the boards to ensure they are followed up.

In January 2018, we offered two Community Inclusion and Accessibility Workshops through OCAD's *Our Doors are Open* project. From these workshops, a list of

recommendations was put forward to continue to improve inclusion and accessibility, many of which have been put in place. An Accessibility Committee was formed from a few workshop attendees, to allow us to monitor and improve accessibility at Redeemer on an ongoing basis. Ellen Marie Masuda, accessibility committee member, attended a 1-day workshop in September, offered again through OCAD, entitled *Opening your Doors: Including People with Disabilities in Your Faith Community*. She brought back more recommendations for us to consider at Redeemer to help us become a more welcoming church that supports full participation of people of all abilities in our community life.

Carol Scovil, Accessibility Advocate –  
[accessibility@theredeemer.ca](mailto:accessibility@theredeemer.ca)

## Stewardship



Carrying out the Redeemer's vibrant ministries in 2018 relied on the:

- Dedication and skills of 26 clergy and staff
- Significant gifts of time and talent by 21 lay leaders and upwards of 400 volunteers (including The Common Table)
- Generous financial support of donors who give:
  - through weekly or monthly envelopes
  - monthly through Pre-Authorized Remittance (PAR)
  - regularly through CanadaHelps

In April 2018, the Stewardship Ministry sponsored "Death, Dying & Letting Go." Workshop sessions included: *Planned Giving*, led by Peter Bennett; *Planning Your Funeral* led by The Rev'd Susan Haig; and *Will Planning* led by Jonathan Batty. Participants left with prayerful determination to make important decisions for themselves, their loved ones, and for the parish for generations to come.

During the year, we wrote to all members of the parish to:

- Invite commitments of time, talent and financial support to carry out the inspiring ministry plans approved at Vestry; the theme of the Spring letter was: *I will with God's Help*
- Highlight the varied programs and worship services offered and those planned for the Fall; the letter invited a response to: *For What are **You** Grateful?*
- Showcase the impact of our ministries with the theme: *Boldly Bearing Witness!*

The Stewardship Ministry works closely with the Board of Management and the Advisory Board to *Inspire, Invite, and Thank* all members of the Redeemer community for sharing their God-given gifts.

Together, we are changing lives through worship, prayer, learning, and service.

Heather Bennett and Sara Lawson, Co-Chairs

## Septimus Jones Memorial Society

The Septimus Jones Society is named after our first Rector and is made up of parishioners who have made a tangible commitment to the future. Through a bequest, or other planned gift, they ensure that this community will be a living presence in the lives of generations yet to come.

We benefit in many ways from the foresight of our predecessors. The building we worship in, our beautiful organ, basement facilities, plaques and stained-glass windows throughout the church are all legacies of the vision of previous generations for ministry at the corner.

The Stewardship Committee asks you to consider how you can help prepare the way for ministry yet to unfold, with your planned gift.

The parish encourages unconditional gifts for future ministry. If your planned gift needs to be more specific, please contact the church now, to ensure the gift meets your needs and ours.

In 2018, the following people or estates, to our knowledge, are members of the Septimus Jones Society. Please accept our apologies and let us know if your name has been omitted. We will do our best to correct these oversights.

Bryan & Carol Finlay  
Pamela Thomson & Gordon Hachborn  
Isobel Wettlauffer Estate

John Gartshore Estate  
Mervyn Chin  
David & Donna Penhale  
Mary Bull  
Margaret Bremner Estate  
David Burt  
Sylvia McPhee  
Roy Hogg & Ann Jervis  
Peter & Heather Bennett  
Donald Uttley Estate  
Susan Graham Walker

For your vision of a future for ministry at this corner, we thank you.

Respectfully submitted,  
Peter Bennett

## Diocesan Synod

Members of Synod were called to assemble twice in 2018: once for an Electoral Synod (June 9) and once for the 158th regular session of Synod (November 9 - 10).

The Electoral Synod was held at St. James Cathedral on Saturday, June 9, 2018. The Very Rev. Andrew Asbil was elected Bishop Coadjutor of the Diocese of Toronto on the 3rd ballot.

Additional details available at:

<https://www.toronto.anglican.ca/about-the-diocese/corporate-information/synod/2018-electoral-synod/>

The 158th Regular Session of Synod was held in Richmond Hill on Friday, November 9 and Saturday, November 10, 2018. At Synod, lay and clergy members determine, at a high level, the priorities for Diocesan Council and its Boards and Committees, and refocus the mission of the Church throughout the Diocese. Synod gatherings are a time of worship, inspiration and education, as well as a forum for affirming the direction of our ministry together.

Highlights of the 158th Synod include:

- “Mission and Outreach Moments” Highlighting the impact of Our Faith, Our Hope throughout the Diocese of Toronto
- Election of lay and clergy delegates to the Anglican Church of Canada’s General Synod 2019
- A wide-reaching dialogue on the proposed changes to the Marriage Canon, which will be up for its second reading at General Synod 2019
- A second vote on a proposal to amend the Constitution with respect to the process of electing Suffragan and Coadjutor bishops (the motion failed)
- Archbishop Colin Johnston’s final “Charge to Synod” before retirement
- Bishop Andrew Asbil’s inaugural address to Synod
- Reports from the Diocese’s strategic plan working groups

Details of the regular meeting of Synod may be reviewed at: <https://www.toronto.anglican.ca/about-the-diocese/corporate-information/synod/2018-regular-synod/>

Christopher Jones



## REPORTS FROM MINISTRY AREAS

### Christian Education

#### Learning@Redeemer



Learning@Redeemer has continued to offer high quality learning and faith formation opportunities to our parish and beyond throughout 2018.

“Telling the Story” is an ongoing series involving Bible study, reflection and music that the committee has sponsored for several years. The last three sessions of the 2017-18 season occurred in the winter, completing our series on the Gospel of Christ in the letters of Paul series.

From January to June, we presented a monthly session on Islam, with various Muslim presenters. We advertised the series in local parishes and at the University, and it was well attended and received.

Our summer reading groups continued this year, and we had two enthusiastic groups exploring Nadia Bolz Weber’s book, *Accidental Saints*.

Redeemer’s Scholar-in-Residence, Nate Wall, joined the parish in June, and has been a valuable support to the committee. In addition to his support and assistance in planning and inspiration, he designed and presented a new series in the fall called “As if”, especially for those interested in beginning to explore Christian faith.

The pilot small group anchoring our small group ministry has been meeting for over a year, and we are discussing ways in which this ministry can be expanded to offer more parishioners the opportunity to take part in this meaningful way of strengthening community at Redeemer.

Respectfully submitted,  
Karen Turner, Chair, Learning@Redeemer

## Catechesis



Catechesis is a long-standing outlet for adult Christian formation in the parish. Catechumens this year ranged from those preparing to be baptized to long standing members of the parish seeking to deepen and reconnect with their faith.

Each week in Lent, Catechumens and their sponsors met for a shared meal and conversation, followed by instruction in various topics. Sessions were facilitated by members of the Redeemer community and friends from around the Diocese of Toronto. Topics and facilitators included: Who is Jesus? - Bp. Kevin Robertson; The Bible - Dr. Abigail Young; The Nicene Creed - Prof. Jennifer Harris; Baptism & Eucharist – The Rev. Paul MacLean; The Anglican Communion –

The Rev. Canon Barry Parker; Living the Faith – Angie Hocking.

Just before Holy Week, about half of the Catchumens and sponsors took part in an overnight retreat at the convent of the Sisters of St. John the Divine. The retreat focused on the theme “How to Pray?” and was facilitated by the Rev. Canon Dawn Davis.

At the Easter Vigil, Catechumens were baptized, confirmed, and received into the Anglican Communion, or participated in a sacramental reaffirmation of baptismal vows.

Christopher Jones

## Church School & Nursery

2018 has been a year of change and opportunity for Redeemer Kids. The leadership team consisting of Roshni, Paul MacLean, Sally-Beth MacLean and Margo Fairburn has steered the development of a values statement and experimented with new approaches to curriculum.

We have 16 children registered for Church School, and there are two classes meeting in the Parish Hall; which is currently as one large space or separated in two with a partition.

Roshni has prepared activity bags, organized social

events for families, and developed programming to make the best use of our space and volunteers. We have also experimented with:

- Upstairs Sundays and instructed Eucharists to help our kids to have a better understanding of what goes on in church
- 2 very successful four-week units exploring Moses
- Guest speakers exploring different aspects of faith, church, scripture and religious tradition
- Lectionary-based curriculum based on our needs and time



On a trial we have started a Sunday 15-minute activity club, beginning at 9:15 supervised by our Youth Apprentice and parent volunteers. This time allows children to be safe downstairs, while teachers set-up for lessons.

Our nursery purchased a variety of new toys in the summer that are utilized Sundays and have been showcased during summer socials. The nursery

continues to support children at 9:30 and 11:15, with an increase in the number of toddlers at 11:15.

Church School & Nursery programming is only sustainable because of the dedication of our volunteers, thank you to our teachers and all who support Redeemer Kids!

Margo Fairburn

## Youth Group

2018 was a busy and fruitful year for the youth of Redeemer, and Sunday programming regularly had 6-13 youth attending. In June, Redeemer held its annual

Youth Ministry Sunday in which our youth served in the liturgy, selected music, read and graduating teen Lydia Batty preached.





Members of the youth group also went to the Yukon, along with youth from St. George's on the Hill, to complete the 3 year Experience Canada Exchange Programme. Additionally, the youth participated in Jacob's Edge, led by Didy Erb, preparing food that was served at the Common Table, baked cookies as a contribution to Redeemer Gifts and learned about the Season of Creation through creative lessons and engaging art activities. The leadership also has been working to integrate youth members into Sunday worship, including a new initiative called Liturgy Buddies which pairs youth with children from Church School so they can experience and reflect on the service together.

Redeemer was fortunate to have two youth apprentices, Tristan for the first half of 2018 and Lyds starting in September, as part of the YMAP program

which is funded by the Diocese of Toronto. They have assisted in the youth activities in numerous ways, and most notably Lyds took over the leadership of youth group, in conjunction with dedicated volunteer Tom Evers, from September to December as Alexandra McIntosh had concluded her ministry at Redeemer in July. Hilary Keachie began in this role in January 2019.

Thank you to all of the volunteers that have helped and supported the youth group this past year! We are excited for what is to come.

Hilary Keachie  
Pastoral Associate, Youth and Young Adults

The Rev'd Roshni Jayawardena  
Assistant Curate: Children and Family Ministry

## Young Adults Ministry

Throughout the year efforts were continuously made to intentionally reach out to Redeemer's 20s and 30s, to develop new opportunities for outreach and connection. Currently the group is made up of 47 members we communicate with on Facebook, with 7 new members joining programs since September.

Throughout the year regular brunches occurred after the 11:15 services as a time of fellowship and a process of discernment for this ministry, leading to ideas about a bible study and outreach opportunities.

In June members spent the day at Holy Cross Priory for a retreat led by the Rev'd Br. Charles McMulkin OHC. We are so thankful for his time and support! This retreat was a time of prayer, reflection and meditation, but also an opportunity to learn more about this monastic order in the Anglican tradition.

In other areas of Redeemer Life, the 20s and 30s group has been a part of hospitality as they served beer and

snacks after some of the Rock Eucharists, and have been invited into several parts Redeemer life, particularly outreach and liturgy.

Our pastoral associate for youth and young adults, Alexandra McIntosh, resigned from her position in September to pursue further studies, and we are thankful for all Alexandra did in the development of this ministry.

Hilary Keachie was welcomed to the Redeemer team and this position in January. We look forward to all of the experience and ideas Hilary brings to this ministry that is full of life and possibilities.

The Rev'd Roshni Jayawardena  
Assistant Curate: Children and Family Ministry

Hilary Keachie  
Pastoral Associate, Youth and Young Adults

## Outreach

### The Drop-In Meal Program at Church of the Redeemer



2018 was an exciting year in the drop-in meal program! First and foremost, we entered into a communal naming process in the spring. Hundreds of votes were counted, and the name *The Common Table* was chosen by a landslide. We think it very accurately embodies our spirit here in the drop-in!

Our numbers in 2018 were on the upswing, and we consistently saw 75-95 people each day. We continue to be open 8am-11:45am Monday through Friday, and offer 2 nutritious meals each day, nursing, counselling, referrals and additional community services (including housing, legal, and public health), and fun and engaging activities throughout the week. During the summer, we went on many field trips throughout the city, as well as a day retreat where we had fun out in the country and together created our Community Manifesto (an awesome community document about caring for our space and each other!)

2018 was an excellent fundraising year for The Common Table – we have new community partners and neighbours being drawn in to the good work! We see the responsibility of The Common Table to be two-fold: to provide excellent care for the marginalized community in our midst, and to do our part to bridge the gaps of segregation. This is why we continue to make room for students, volunteer groups, and Yorkville neighbours through volunteering and education. When we begin to understand one another, we begin to create systems that care for each other well, especially the most vulnerable.

Invested parishioners are not just an added benefit but are at the *very core* of making this program thrive and are what allow us to continue to be God's good hands in the world.

Angie Hocking

## Newsletter



The Gathering team continued to bring to the parish a publication that helps to remind us of the ministry that we share and gives a glimpse of all that happens in our community to those who visit us when they pick up a copy of the print edition or view it online.

We are grateful to the members of the community who submit thoughtful articles (and honour our very strict word count), those who offer ideas about information they would find helpful to include, and to the support of our pastoral team and most particularly our interim priest-in-charge, David Howells, for the wisdom and guidance they offer to the team.

Thomas Evers, as always, makes each issue of the newsletter look spectacular and we would be lost without his time and talent in helping to bring the news of the parish to the parish. Thanks Thomas!

We look forward to bringing the news and events of the community five times a year throughout 2019.

Ann Cope

## Getting Connected

The spirit of Getting Connected at the Redeemer continued to be expressed in 2018, putting into practice learning from Susan Graham Walker's wise facilitation of a 2017 brainstorming session where we shared our beliefs about our best welcoming experiences.

In order to offer a more inclusive environment to newcomers, we held a "Would you like to become a communion minister?" evening, ably led by Roshni Jayawardena, Tony Crosbie and Chris Ambidge. After a light supper, we learned about the role of communion in our services, shared our experiences and practiced serving. Chris led an informative tour of the Sacristy and our community-building event came

to a joyous close.

Going forward, we will take our gracious, inclusive, compassionate and hospitable welcoming spirit and refresh the Welcoming materials that are sent to new parishioners, continue with newcomer events, and broaden our reach to encourage newcomers or current parishioners to engage more deeply in the Redeemer community.

If you would like to join the Welcoming spirit at the Redeemer, you will receive a very warm welcome!

Sharon Kirby



## Indigenous Solidarity Working Group



The ISWG's *Travel for Learning* program is an opportunity for members of Redeemer to learn from Indigenous people. In May, over 40 people visited Tyendinaga (Mohawks of the Bay of Quinte) for Discovery Days which commemorates the arrival of ancestors of the Tyendinaga who were given land by the British Crown in recognition for their loyalty to the Crown during the U.S. War of Independence. In August the ISWG organized a visit to Petroglyphs Provincial Park (near Peterborough) to learn about petroglyphs (ancient Indigenous rock carvings) from Elder Glenn Trivett.

The ISWG cooperates with other downtown churches; this included displaying red dresses in June to honour Missing & Murdered Indigenous Women & Girls.

Indigenous Sunday in June featured Bishop Riscylla Walsh-Shaw and drummers from Toronto Council Fire. We welcomed Bishop Hardwicke of the Diocese of Qu'Appelle on his cross Canada bike ride to raise awareness of Indigenous issues.

A group met to discuss *Indigenous Writes: A Guide to First Nations, Métis & Inuit Issues in Canada* by Chelsea Vowel.

The ISWG publishes the *Weekly Indigenous News Digest* distributed to over 400 subscribers.

Through the ISWG, 360 postcards (most from members of Redeemer) have, to date, been sent to Senators in support of Bill C-262. The Bill, if enacted into law, would ensure that Canada's laws are in harmony with the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP).

Pamela Thomson stepped down as chair of the ISWG. She will continue to be active in the ISWG. Stephen Allen became the chair in November.

Pamela Thomson & Stephen Allen



Creation Matters is the Redeemer's eco-spirituality group. We meet monthly to centre ourselves in creation; to learn about and reflect on the state of the world in which we live; and to bring more awareness of creation into the life of the church.

We are committed to growing our reverence for creation: reverence for our current world, for the story of the universe, and for the ongoing creation of which we are part. Our work includes:

- bringing more attention to creation into the liturgies of the church
- sponsoring events to raise awareness of climate change and actions to counter it
- increasing the energy efficiency and reducing the emissions of our church building
- advocating for political action to care for the Earth

In 2018 our major project was, in collaboration with Learning@Redeemer and ISWG, to plan and facilitate a month-long celebration of a *Season of Creation* which took place between September 23<sup>rd</sup> and October 16<sup>th</sup>. This included four Sunday services, beginning with the memorable evening launch, "Earth Song: A Service of Music, Word & Prayer", to which we welcomed the general public and Trinity-St. Paul's United Church. Guest speakers during the *Season* included: The Very Rev'd Dr. Bill Phipps, the Rev'd Dr. Cheri DiNovo, the Right Rev'd Mark MacDonald and the Most Rev'd Fred Hiltz. Redeemer's musicians, Church School, Youth Group and many individual members participated with enthusiasm in various ways throughout the *Season*.

Debrief sessions indicated that the first *Season* was very well received and that there is an expectation we will celebrate another *Season of Creation* in 2019.

Respectfully submitted, Grant Jahnke

## Refugee Settlement Ministry

Although the formal sponsorship of the Karen family ended in 2017, committee members continued to offer homework support to the children until the end of the school year in June 2018.

In October 2019, the committee co-chairs met at the Anglican United Refugee Alliance (AURA) office with two Eritrean brothers who had raised money to sponsor four Eritrean men. This money, along with money donated by Redeemer members and others, will support the four men when they arrive in early

2019.

At the time of writing, the group is looking for donations of furniture and other household items to furnish a two-bedroom apartment for the four men.

2019 will be a busy year for the group as they begin this sponsorship.

Co-chairs

Alison Colvin & Henry Krol

## Pastoral Care

I am filled with gratitude for the manifold ways in which our vision for meeting the pastoral needs of our community has been realized over the past year.

This understanding is rooted in the story St. Luke tells, in which Jesus entrusts his closest friends with the task of sharing his mission in the world – his mission of proclaiming God’s reign of wholeness and healing. Jesus shares his power and authority with his disciples, and then out they go “through the villages, bringing the good news and curing diseases everywhere.”

And so do we! With the help and insight of many, we have formed a new pastoral care team this year. Tony Crosbie graciously agreed to be our co-leader, and in June we began to meet monthly to organize ourselves, to learn from one another, and to grow together into a mighty team of pastoral care people.

We have continued to proclaim this reign of wholeness by offering a Blue Christmas service and Redeemer Gifts in December, bringing home communions to the ill and shut-ins, offering solace to the suffering, providing practical support including advocacy and meals, and sometimes and most powerfully by simply being present in another’s most difficult and darkest times.

Our goals for this year include strengthening our listening and other pastoral skills through a variety of training workshops and by continuing our work in monthly meetings.



According to St. Luke, Our Lord also commissioned the seventy to share his mission, and so I encourage all of you to continue supporting us by being our eyes and ears and hands and feet, to let us know when you know of someone in need and to assist us when you are able.

Respectfully submitted,

Susan Haig and Tony Crosbie



## Worship & Spirituality



### 9:30 Worship Teams

The Worship Teams for the 9:30 service provide hospitality and welcome. This begins with the welcome at the door through the readings, the Prayers of the People and the coffee following the service.

There is a team for each week of the month with a Team Lead. The current Team Leads are Bert Hall and Jack Howard (Week 1); Andrew Duffy (Week 2); Scott Werry (Week 3, acting) and Sara Lawson (assisted by Mary Reynolds) (Week 4). After several years of dedicated service, Susan Graham Walker stepped down as the Co-ordinator for the Worship Teams. I am grateful to have been asked to try and fill Susan's shoes and have now taken on the role.

On September 23, 2018, volunteer Team Members (along with our Communion Ministers) were celebrated and recognized at a breakfast in the Parish Hall, followed by a formal recognition and thank you after the 9:30 a.m. service led by David Howells.

Although the Worship Team Leads were unable to meet during the Fall, I had several conversations with various clergy and other Parish leaders about some exciting potential changes and updates to how things are done *at the back* during the 9:30 a.m. service.

By the time this report is published the Team Leads will have met with David Howells to discuss our goals for 2019. The goals to be discussed include updating the Greeting Manual, training of volunteers, computerized scheduling and new volunteer recruitment.

My sense is that the biggest challenge for 2019 is the recruitment of new volunteers. Many volunteers have been active for many years and it is likely that some would like to take a well-deserved break. My own personal goal is to continue and enhance the work we all do in welcoming newcomers to the Church and getting them connected.

Scott Werry

## Servers' Guild



We are grateful to the Don Uttley estate for the financial resources that made it possible for a new storage area, in the space by the east transept, to be completed for the servers' vestments. Additional liturgical storage space was built in to the cabinetry to free up space in the sacristy.

We were also grateful for the gift of lavabo sets and incense as the Friesen family moved to Hamilton and left us these tangible reminders of their time in the guild. This autumn, a small wooden cross to make it easier for children to participate as servers was added to our resources.

The ability to have space for vestments and the gift of the 'tools' that we use support the clergy and the whole community in our liturgies. Sunday by Sunday and throughout the liturgical seasons the members of the guild help to give shape to the worship services as they lead processions, help to set the altar so that bread broken, wine poured can be blessed and shared with the community.

I am grateful to each member of the guild for the ways they give of themselves – we are blessed by their gifts.

Ann Cope

## Chancel Guild

The chancel and linen teams are working smoothly, though we are always looking for more volunteers.

Thank you to all the staff and volunteers who have helped this past year. Thank you to Heather Bennett for the time she has contributed, and a special thank you to Maggie McLean, who has stepped down after

many years of linen washing and ironing. We will miss your tissue-wrapped packages!

Finally, thank you to Tania Natale, who took charge of Christmas decorations this year. It was beautiful!

Anne Evers, Coordinator



## 11:15 Communion Ministers



Communion Minister, also known as Eucharistic Minister denotes a lay person who assists the priest in administering the sacraments of Holy Communion, the consecrated bread and wine.

In May of 2018 an invitation went out to members of the Redeemer Community who might like to know more about and consider being part of the Communion Ministers' ministry.

As a result of this event we were pleased to welcome 7 new Communion Ministers to serve at the 11:15am services.

Thank you to all those men and women who are volunteering in this important ministry, serving our community at Sunday services and other special services that occur during the Church Year.

Tony Crosbie

## Lectors' Guild

The Redeemer Lectors' Guild continues to provide leadership in worship at the 8am and 11:15am Sunday morning liturgies, as well as Evensong, Taizé, and Bach Vespers at 7pm on Sunday evenings.

Lectors also provide oral interpretation of the Scripture lessons for all major feasts and fasts observed throughout the year: Advent Lessons and Carols, Christmas, Ash Wednesday, Holy Week, and Easter Vigil.

As always, the ongoing list of readers changes somewhat, but we do maintain a strong core of dedicated members, who offer their time and talent to ensure that liturgies are meaningful and smoothly run.

New voices are always welcome, and those who would like to explore this ministry are encouraged to reach out to the parish office.

Christopher Jones

## Tuesday Meditation Group



The Tuesday meditation group meets every week at 12.15 in the chancel of the church (or downstairs if the chancel is not available). The Tuesday meditation group does not take a break during the summer but keeps going year-round, except for the odd week(s) when Lilian is not available.

The weekly meetings begin with the reading of a short quote from a suitable text, from the early Church fathers to contemporary Christian writers. Then follows a period of 20 minutes in silent meditation, after which Lilian concludes with a brief prayer. The sessions finish at 12.45.

The number of participants varies greatly and can be anywhere from just one or two persons joining Lilian to a group of 10 or a dozen. Currently, there is a core group of six regular participants and another six persons who will join from time to time. Some of them are "Redeemerites" who also come to our Church on Sundays, while others are members of other parishes or even denominations.

Those new to meditation are just as welcome as those with experience. When a person who is unfamiliar with the practice of meditation joins the group for the first time, Lilian goes through a few helpful steps before reading the quote selected for that day. Rule # 1: All are welcome!

Respectfully submitted, Lilian Junkin

## 11:15 Greeters

Those who offer the ministry of greeting each Sunday, and at many extra services, are not simply handing out the order of service or passing the collection plate. This ministry is about making people feel welcome and comfortable in "our church home".

Thanks to team leaders, team members and to those who helped out from time to time. Please consider if this might be part of your ministry and offer to join a team.

The "back of the house" can be a very busy place where folks come and go, many just to stand for a

moment to listen to the music or to take in the beauty of our church. Every Sunday for many, many years *Charles Klassen* has been at the centre of this activity: assuring that the required lay people are in place and that all goes smoothly. He took great care to keep our church home in order and ready to receive those who enter. Charles also seemed to know the answer to everything! Thank you so much Charles for your faithful service. It is your time to sit in the pew, and I am sure from time to time to give the rest of us a nudge.

Respectively submitted, Janet Elliott

## Music



2018 saw the music program at Redeemer working towards a diverse and comprehensive ministry, allowing for exploration of spiritual development and faith in God. Music leadership was provided for weekly liturgies, Holy Days, funerals, educational events, and parties. Sunday evening services regularly alternate between Evensong, Taizé, Rock Eucharist, Bach Vespers, and special service (All Souls Requiem, Advent Carols, Earth , etc.)

We are grateful to the music leaders; Daniel Norman, Mike Daley, Will Reid, and Jill Daley. The 11:15 choir was also led in part by two graduate student conductors from the University of Toronto who partially fulfilled their degree requirements through work with the Redeemer choir.

We have a diverse and comprehensive music program at Redeemer that takes a great many people to implement. 9:30 Music Group Instrumentalists were Mike Daley, Jill Daley, and Will Reid.

The singers were: Laura Roth, Catharin Carew, Michelle Debraux, Nigel Fung, Michael Broder, Carolyn Mackie, Peter Bennett, Joan Robinson, Kathryn Mills, Marjan Lahuis, Tracy Chui, Stephen Allen, Andrew Scorer, Katrina Grieve, Lora Maroney.

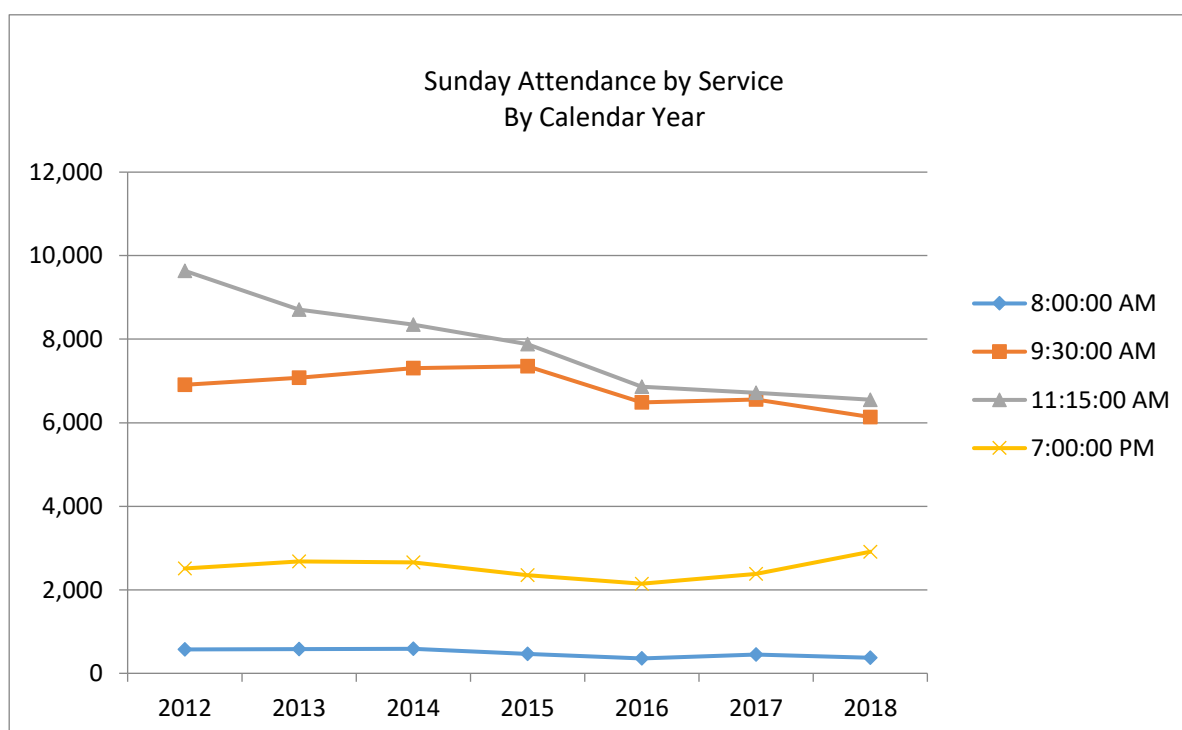
At 11:15 the conductors were Daniel Norman, Will Reid, Ezra Burke, and Valeska Cabrera. The singers were: Paul Oros, Chase McMurren, Stewart Cruikshank, Mike Broder, David Ozaki, Robert Brown, Ezra Burke, John Castillo, Matthew Banfield, Will Reid, Brendan Roth, Chris Mayell, Mark Rainey, Marjan LaHuis, Alison Colvin, Valeska Cabrera, John Cowling, Catharin Carew, Ann Perry, Connie Easto, Tamara Mitchell, Anne Evers, Kate Werneburg, Anna Jerullo, Kathryn Rowan, Jane Irwin, Irene Courage, Laura Roth, Maureen Clark, Mariea Extavour, Betty Lin, Sara Schabas.

Respectfully submitted, Daniel Norman, Mike Daley, Will Reid, and Jill Daley.



## Parish Statistics

	2018	2017
Total Number on Parish Rolls	1,015	1,034
Total Eligible to Vote at Vestry	661	675
Average Attendance at Sunday Services		
8 AM	7	8
9:30 AM	118	124
11:15 AM	126	127
7 PM	56	45
Average Total Sunday Attendance <i>including the Easter Vigil</i>	308	305
Average Total Weekly Attendance for purposes of calculating Synod Membership ( <i>Sunday attendance and all other Anglican Midweek services, except the daily office, weddings and funerals</i> )	366	360
Administration of the Reserved Sacrament	30	26
Total Nursing Home Services	19	22



## Baptisms (6 – 4 Adults/2 Children)

Liam Alan Gordon Alsop  
Donald Gordon Lang  
Addison Elizabeth Legere

Jackson Scarfe  
Karen Visser  
Sarah Dawn Zacharias

## Received into the Anglican Communion (0)

## Confirmation (8)

Ryan Carlsen  
Angie Hocking  
Noel Koteff  
Trevor Koteff

Alexandra McIntosh  
Ian Poulton  
Vania Selvaggi  
Karen Visser

## Reaffirmation of Baptismal Vows (2)

Mary Pat Moore

Craig Spielmacher

## Marriages (1)

James Charles Brown & Cesar Antonio Marquez Pighi

*Please note that these figures are culled from our own Marriage Register, and thus include only those services involving an actual marriage that were conducted at, or by, the Church of the Redeemer.*

## Blessing of a Marriage (2)

Tash Perrin & Lorenzo Smith

Noel Hypatya and Trevor William Paul Koteff

*These couples had been married in a civil service and sought the blessing of their union within a worship service.*

## Burials (4)

Cherith Rachel Muir  
Constance Freda Schwenger

Mary Uniacke Scovil  
Mary Christine Tanner Milford

*Please note that these figures are culled from our own Burial Register, and thus include only those services concluding in an actual burial or committal which were conducted at, or by, the Church of the Redeemer.*

## In Memory of (2)

Christine Maruschak

Lloyd Whiteway

*These services were held to celebrate the lives of these parishioners whose actual burial or committal was not conducted at, or by, the Church of the Redeemer.*

## 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, 2018 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, 2019.

### *Motion re: Budget*

It will be moved and seconded that the 2019 Operating Budget, showing total expenditures of \$1,517,637 and projected income of \$1,517,637 be adopted.

### *Diocesan Social Justice Vestry Motion 2019: Standing in Solidarity*

Because we follow Jesus Christ as Lord, who preached good news to the poor, who declared that whatever we do for those who lack food, drink or clothing, the sick, the stranger, and the prisoner, we do for Him, and who commands us to love our neighbours as ourselves,

And because our baptismal covenant calls us to seek and serve Christ in all persons, to strive for justice and peace among all people, and to respect the dignity of every human being,

We, the vestry of the parish of the Church of the Redeemer commit to standing in solidarity with those living in poverty by taking the following actions:

1. Increasing our direct outreach activity by launching an Outreach Expansion Project, furthering our commitment to be a church that is actively engaging with people experiencing homelessness and multiple barriers, and to do the important work of Christ *in* our community, *as* a community; and
2. Increasing our advocacy by standing in solidarity with Indigenous people whose treaty and other rights are under threat. Specifically, we support of the passage of Bill C-262 into law, ensuring that Canada's laws are in harmony with the United Nations Declaration on the Rights of Indigenous Peoples.

## NOMINATIONS TO ELECTED POSITIONS

### ***Motion to extend Ryan Carlsen's term on the Board of Management***

Redeemer By-Law #1 specifies a maximum term of six years for Board of Management members. It is the will of the Board in a motion passed on January 15, 2019 that Ryan Carlsen remain for an additional year.

It will be moved that this Vestry waive this condition of By-Law #1 and extend Ryan Carlsen's term on the Board of Management from six to seven years.

### ***Board of Management (Up to 12 to be elected; maximum term 6 years)***

Ryan Carlsen, (term 7)	Kate Werneburg (term 3)
David Burt (term 3)	Marjorie Wrightson (term 2)
Richard Heystee (term 3)	Sheree Drummond, Vice Chair (term 1)
Frances Humphreys (term 3)	Pauline Walsh (term 1)
Lee Shouldice, Chair (term 3)	David Pabke (term 1)
John Sutton (term 3)	Chris Ambidge (Advisory Board Chair)

### ***Members at Large of Advisory Board (6 to 8 to be elected; no fixed term)***

Chris Ambidge, Chair (term 3)	Ann Cope, Vice Chair (term 2)
Lyn Sibley (term 3)	Mary Reynolds (term 1)

### ***Members of Synod (4 to be elected; 3-year term) Alternate Members of Synod (1-3 to be elected)***

Chris Ambidge (term 2)	Mary Reynolds (term 2)
Jim Burnham (term 2)	Anne Christy (term 1)
Chris Jones (term 2)	Carol Ritter (term 1)
Kate Werneburg (term 1)	



# The Church of the Redeemer

## Strategic Plan

### 2019 to 2021

#### Resourcing for Mission

#### A. INTRODUCTION

The Church of the Redeemer is an urban, downtown worship community exploring what faith, discipleship and the gospel mean for us, both individually and as a community. With open minds and respect for the different places on the journey we find ourselves, we are followers of Jesus in the Anglican tradition, living with a deep awareness that we do not have all the answers.

This document expresses our vision as a community, articulates our values, culture and identity, and sets out the four strategic priorities that we intend to focus upon over the next three years. In this regard, this Strategic Plan identifies the most important issues we face, and establishes an appropriate framework for engaging in discussion about those issues. To this end, the Strategic Plan lays out the high-level steps needed to move us from where we currently stand towards a new vision for the Church. Our goal is to move the community closer towards that vision in a wise, effective and sustainable manner.

Once the strategy proposed by this document is approved by Vestry, an Implementation Plan with timelines and accountabilities will be developed that will identify the concrete steps we need to take in order to implement that strategy.

#### B. OUR VISION

We know that we are still growing into the fullness of our life in Christ, so we offer this vision of our community life at the Church of the Redeemer as a way to deepen our connections with one another and with Jesus:

*We are a community of disciples of Jesus Christ striving to live out our commitment to him. We acknowledge that Jesus has neither hands nor feet to work in the world except our own. Therefore, we work to make God's kingdom of justice, peace, and love a reality, especially for those who are voiceless and marginalized. As we work for the Kingdom of God, we are given hope by God's word in the Scripture, strengthened in the Spirit by baptism, and nourished by the bread and wine of the Eucharist.*

*Seeking to emulate the authenticity of Jesus, we strive to practice his radical hospitality, welcoming and including all, believing that there is a place for everyone at God's table. To those who are seeking, we offer thoughtful, inspiring worship and a vision of God's ongoing story of creation and renewal. We deepen our discipleship as we explore together questions of faith, share our stories, and walk together.*

#### C. OUR VALUES, CULTURE AND IDENTITY

Approximately 75 parishioners attended round-tables in November 2017, December 2017, and January 2018 to articulate what has been historically important to the community, what is fundamental to how we as members of the congregation live out our Christian faith, and how those values ought to form part of the future



of Redeemer. We discerned that God is seen at work in many ways: The Common Table, our liturgy, our vulnerability, our ability to address difficult questions, our desire to be a place of diversity, and our willingness to embrace change. We also see God at work in the eagerness of parishioners to participate deeply at all levels, in how we care for one another, and in how we need not suspend critical thinking to be a member of the congregation.

There are a number of important beliefs and ideals that are shared by members. We consider it important to be scriptural in both our faith and our works. We emphasize discipleship - the need to act as the agent of Jesus - both to one another and to the outside world. We are compassionate and respectful. We value and celebrate the diversity of those who call Redeemer their spiritual home, irrespective of their background. We value the sense of community established by, and the sense of belonging that exists amongst, parishioners. All who attend Redeemer are encouraged to develop their individual and unique spiritual gifts, and to help the community do the work of God's Kingdom by sharing those gifts.

Members expect its leadership to be both accountable and transparent, and that it listen, prioritize, innovate, and allocate our valued resources in a prudent and effective manner. In this respect, we hold in very high regard the time, talent, and treasure that is contributed to the church.

Like any organization, the culture of Redeemer flows directly from its values. Historically, our narrative has been premised upon helping others in innovative ways, especially the marginalized and those who are unable to advocate for themselves. As a community, we value the spirit of inclusiveness and mutual growth that results from engaging with others with little or no regard to socio-economic status, ethnicity, or other potential barriers, and we work to keep that inclusive nature at the forefront of our ministry.

The Church of the Redeemer is a place where constant spiritual growth and formation is fostered, resourced, and expected by congregants. At times we struggle with the tendency to be satisfied with how we've always done things. That said, typically it goes against the grain for members to say "no" or "we can't take on that project right now". This stems largely from our history as a parish that went through a period of significant decline during the 1970s, resulting in disestablishment. After the church was re-established, there were few staff members to assist senior leaders and parishioners if something needed to be done. We did the work ourselves. As a result of this unique and remarkable history, there is a common, honestly-held expectation amongst parishioners that we can do anything - and perhaps *everything* - creatively and effectively.

As a community in transition, we recognize that we have been a Program-sized parish and are now a Resource-sized parish. In a Program-sized parish, where the average Sunday attendance totals between 150 to 350 parishioners, ministry largely happens through diverse programming that suits the interests or ages of its members, dependent on shared leadership, with each member actively engaging and taking part in ministry. Vibrancy is intrinsically tied to the faith development of its members. As members grow in their faith, the community grows and thrives. There is a shift to building up lay leaders who are able to mentor others in the faith. Power and authority resides in committees. Change gets driven by lay leaders, and the role of the clergy shifts to administration. Disagreements typically occur over resources and priorities.

In a Resource-sized parish, the average Sunday attendance is more than 350 parishioners. There exist multiple staff roles and ministries (musicians, clergy with specific ministry areas, and lay program staff). Considerable effort goes into making Sunday worship a rich experience, followed up by opportunities to serve and support mission and ministry. This sized parish is distinguished from the Program-sized parish by its complexity and diversity.

Until recently, we staffed for ministry as if a Program-sized parish. Recent additions to our staff have moved us towards staffing the Redeemer as a Resource-sized parish. At present, the intense level of activity of

pastoral and administrative teams, senior leaders, and members attempting to meet our expectations means there is a high risk of exhaustion and burnout. This is an issue that must be addressed as we move forward. It is not good stewardship, honest, respectful, or sustainable for the church to operate like a Program-sized parish, and pretend that parishioners can fulfill the same roles that they have historically served. Nor is it a good model of being 'faith-full' followers of Jesus to do so.

The cultural shifts and modifications to how we govern ourselves identified below will contribute towards resolving this issue. It will also be necessary for priests, pastoral associates, and senior lay leadership to act as role models to reinforce a revised expectation amongst parishioners that staff and volunteers not be expected to work at more than full capacity. Consistently working beyond capacity precludes individuals from sharing their gifts wisely and securely, scares future leaders away, and will hinder the church from maintaining its current programming. Simply put, if we continue to work our clergy, staff, senior leaders, and volunteers beyond their capacity, we will inhibit ourselves from being able to discern the direction Jesus desires us to take.

#### D. STRATEGIC PRIORITIES

There are four strategic priorities that the Church of the Redeemer will focus upon over the next three years to realize the vision discerned by the community. These priorities will drive the governance, planning, and future decision-making by the clergy, staff and senior lay leadership of the church, including decisions regarding staffing and programming. The priorities, which to some degree overlap each other, are outlined below.

##### (A) *GOVERNANCE, CAPACITY BUILDING, AND MANAGEMENT*

This Strategic Plan focuses on a renewed approach to governance at Redeemer. This is an important issue. Three Scripture passages in particular have informed our thinking about governance and how we lead. In Mark 9:10-18 we note two things: that Jesus and his followers take time away to energize and prepare themselves for their on-going ministry, and that they offer a model for leadership. As we read about the miracle of feeding the five thousand, the disciples are invited to create smaller groups to serve. It will be important for our community to continue to take time to pause and listen; not to always be doing. As well, it will be essential that we equip the community to serve one another as disciples of Jesus.

Likewise, from the Old Testament passage in Exodus 18:13-26, we see how effective leaders take wise counsel. Jethro, the father-in-law of Moses, provides Moses with advice regarding the need for him to delegate authority, perhaps a sign that his personal life was suffering. This, too, is a reminder to the pastoral team and the lay leadership of the community that serving the church should be a shared responsibility.

In the third passage from Scripture (Acts 6.1-6), we see how the disciples chose seven deacons and further distributed their received authority. It is recorded how they recognized and addressed the leadership issue and retained the primary focus of their community on discipleship.

The two-board model that we have used since re-establishment almost 40 years ago has been effective and has served the purpose for which it was adopted. However, the two boards must govern effectively and it will be critical for the parish to modify the current governance structure to reflect the growth in the parish and the ministry within the community that we are called to share. In conjunction with our pastoral and administrative team, senior leadership of the Church of the Redeemer must align on things such as:

- (a) overseeing the operations of the church;
- (b) ensuring that decisions made are consistent with the Vision articulated above, and the Strategic Plan adopted by the parish; and

- (c) the changing nature of being a community that follows Jesus, and what it means in the early 2020s to be a disciple, to disciple one another, and to make disciples.

Essentially, both boards must join the pastoral team and lay staff, and continually ask themselves “why?” and “how are?” questions. Why are we doing what we do? Is what we are doing consistent with living out the gospel message faithfully, and with being a follower of Jesus? How is any given ministry consistent with wise discipleship and stewardship? How are we living out where God is calling us in this moment? How does this project or ministry help us help one another to grow as disciples, and mutually disciple one another? As noted earlier, we do not have the answers to every question. However, we must ensure that, as a community, we are asking and discussing the right questions.

At this time in the life of our community we believe that the best governance model is one that moves both boards from a norm where senior leaders of the boards do the work, to one where those same individuals ensure through oversight that the work is properly carried out. To move to such a model means that senior leaders will continue to engage in ministry as volunteers and perform their full roles as members of their respective boards. However, in this structure much of the “hands on” work currently performed by senior leaders will be performed by others. As the leadership of the parish has identified the ways we need to resource for ministry and put in place staff to support the on-going and emerging ministry in our community, it has been identified that operational support is needed to allow the pastoral and administrative leadership team and lay leaders to carry out the ministry identified in the three other priority areas. In this respect, we believe that it is essential that the community properly fund and hire a Director of Operations with primary responsibility for carrying out or delegating many of the tasks currently directed and undertaken by clergy and senior lay leaders, including matters such as communications, IT, finance, human resources, and volunteer management.

In this model, the Incumbent and the senior lay leadership will remain responsible for meeting regularly to establish policy and to reflect on ministry priorities and to ensure that those are being implemented by staff. The day-to-day implementation of policy would be accomplished by a Director of Operations. This would allow our pastoral leadership team to focus upon what they are called to do: guide and encourage the nurture of faith-filled disciples who are engaged in the community around us. These changes will also relieve volunteers from what has become an overwhelming workload.

Attached to this document as Appendix A is a proposed organization chart and board governance model which is currently under discussion. It remains a work in progress. As currently structured, the model provides that a Director of Operations is primarily responsible for developing procedures to fulfill the policies and directions made by the Management Board. Pastoral staff would support the Advisory Board and its ministry teams. Over the course of time, it is anticipated that the Director of Operations would support both boards in the work that they do. The role of the Director of Operations will be fully developed in the Implementation Plan that is created once the parish endorses this Strategic Plan.

## *(B) ENGAGEMENT*

Engagement is the second strategic priority to be focused upon over the next three years. It is vital to the sustainability of the mission of the Church of the Redeemer that parishioners who are and have been actively engaged in its life remain so through an invigorated focus on discipleship, living out the gospel message and baptismal covenant, and authentic faith. By being reminded of what it means to follow Jesus, by inviting others to become disciples, and by bearing witness to God’s life-giving activity in their own lives and the lives of others who are just discovering what a life of faith can mean, a fully engaged disciple becomes more than a mere worker or doer. Full engagement comes from being in a place where one’s personal vision aligns with the way that the Redeemer community lives out its vision. It becomes a way of life.

As indicated earlier, it is necessary for the Church of the Redeemer to alter its culture regarding how its leaders lead. It is important that parishioners recognize the need to do so, and become more involved at a grassroots level with the day-to-day mission of the church. Furthermore, involvement must not stop at ‘doing’ the work of the church. It must be expanded to include ongoing faith formation, seeking the Kingdom together, discipleship, listening and fellowship.

There is another important aspect of engagement. It is critical that we focus upon integrating into our community those who feel that they belong, but not in the traditional “Sunday morning” kind of way. We want all to continue to be fully connected and ‘at home’ in the parish, and to accept the invitation to become even more engaged, if possible. There are many different doorways through which individuals may become involved. We must ensure that those doorways remain open, that we open new doors, warmly welcome individuals coming through those points of entry, and that all are provided with many opportunities to become more deeply engaged in the church community. The rich musical tradition of the Church of the Redeemer is critical to the engagement of many parishioners, in their faith formation, and is an example of the many doorways into life at the corner of Bloor Street and Avenue Road. Leadership will ensure that our musical tradition is aligned with engagement strategy and faith formation.

The Church of the Redeemer includes an aging congregation. This is something that we need to recognize. As we age, some in our community may no longer be able or desire to be as involved as they have been in the past. In accepting that some will step aside from active leadership, we have the opportunity to mentor and welcome in new leaders. By engaging younger parishioners in leadership, the community will be encouraged to recognize how a revitalized governance structure will support a deepened involvement by those under the age of 40. Many of this generation, because of where they are in their working and personal lives, and the heavy workload expected of those who serve on the church boards and committees, decline invitations to accept senior leadership positions here. We believe that individuals in this demographic will be more inclined to participate, and to take on significant leadership roles, should the more effective governance, listening, engagement and discipleship model referred to in this Plan be adopted by Vestry and the community. Younger leaders will emerge when engagement is seen to be aligned with community partners, discipleship, works, faith formation, and fellowship as a whole. In conjunction with the other changes proposed by this Strategic Plan, younger leadership will help attract a younger demographic to become parishioners.

It is evident that it will be critical for the parish to focus upon lay leadership formation and training over the next three years. We ought not to be placing individuals into key leadership roles without training, support, and guidance. The current leadership must invest the necessary time, financial resources, and spiritual direction to properly mentor new lay leaders. This will include the development of full, up-to-date reference materials for parish leaders.

Finally, we note that increased engagement in the life of the church has been facilitated by recent investments made in communications technology and by the adoption of an effective communications strategy. It is important for the church to be nimble with respect to how we communicate with parishioners, particularly as the culture of the church shifts over time. It is also critical that our church effectively reach out to the broader community, especially by way of social media. We anticipate hiring a part-time Communications Coordinator to manage all aspects of this outreach. To do so will be a significant positive development towards the successful implementation of our engagement strategy.

#### *(C) LISTENING*

The third strategic priority over the next three years is a renewed focus upon growing our capacity for effective listening. It will be essential to our long-term success for the pastoral team and senior lay leadership to carefully and continually listen to the community – both inside and outside the church – in order to assess the

missional effectiveness and relative priorities of the various ministries engaged in by the church. In listening to those who have already come through our doors, we seek to help those whose hunger brought them through those doors in the first place. As ways to live out their deep gladness and be formed as followers of Jesus are found, they and our community as a whole will grow. In listening to the community around us, we attempt to discern both their gladness and their hunger, and how we can encourage all to engage in the building of the Kingdom of God.

Through careful and continual evaluation of how the resources of the community devoted to ministry are being used, the pastoral team and senior lay leadership will assist the boards, groups and committees of the parish in assessing current ministries we are engaged in and to listen to where God is calling us to hold on, to let go, and explore new opportunities to serve God as followers of Jesus, determining when it is appropriate to make additions to, and deletions from those ministries. Those decisions will be influenced by what parishioners consider responsive to the call to ministry we share, the financial and human resources that are available to support ministry, and will be clear and transparent.

Part of the careful listening that the pastoral team and senior lay leadership – indeed even the whole community – will need to bear in mind is the need to pause. To rest from the work of ministry, as modelled by Jesus and his followers in the passage from Mark that we have found helpful, is an essential part of this work. If we are to be the hands and feet of Jesus in the world; if we are to practice the radical hospitality and inclusion of all at the table that is part of being an authentic follower of Jesus, we will need to ensure that time for listening is an intentional part of the work of the leadership team. We will rely on our Incumbent to call us to times of prayerful listening and reflection.

#### *(D) DISCIPLESHIP AND MISSIONAL TRAINING*

Over the next three years, it will be a strategic priority to engage in a renewed focus on Christian formation and discipleship. Individuals become part of our community with different experiences and needs. They come through our doors at varying ages and stages of life and faith: newborns carried in the arms of their parent, those celebrating their first day of school and those preparing for graduation, young adults who are settling into career and relationships, those preparing for retirement. Some come seeking baptism for their baby or answers to the hard questions that parenthood is opening up, some come looking to feed an emptiness that they have not been able to satisfy, some are returning to a place that they wandered away from and now seek to reconnect with. Many come with questions that bubble up with emerging faith, with the youthful exuberance of the youngest amongst us and the wisdom of the ones who have experienced much over the years. In coming through our doors, they join in seeking to be shaped and formed as disciples of Jesus.

Our programming must meet the needs of all no matter where they are along their faith journey, or where they are in living out their baptismal covenant. Parishioners joining together in faith, no matter where they are on that path, will generate the ongoing spiritual growth and formation that remains a core value of the Church of the Redeemer. Connecting formation and discipleship with the baptismal covenant will lay down solid roots from which our programming will grow.

Recognizing that God is active in the lives of others is the essence of being missional. Discipleship will be seen increasingly as following Jesus and making disciples of others who may not see all that God is doing in their lives. Sharing how God is active in one's life because of a relationship with Jesus, and helping others to see God at work in their lives is the mission we seek to accept, as we follow Jesus.

The addition of our Assistant Curate for Children and Families, our Pastoral Associate for Youth and Young Adults and our Scholar in Residence will help grow the spiritual vitality of the community by bringing fellowship, formation, and discipleship together as a life-long experience. It is anticipated that this strategic

priority will be put into effect by the pastoral leadership team and senior leadership working hand-in-hand with lay leadership of particular ministries at Redeemer, including Learning@Redeemer and Getting Connected.

## E. What's Next?

The strategic priorities identified in this document will take their shape through an Implementation Plan. The Implementation Plan will be developed and made operational during 2019. Some aspects of what the Strategic Planning Committee believes ought to be included within the Implementation Plan have been discussed in this document in order to facilitate an understanding amongst parishioners of the basis upon which we identified the strategic priorities over the next three years.

It is anticipated by the Strategic Planning Committee that an Implementation Committee will be struck in order to develop “ground rules” around how the strategic priorities identified by this document will be brought to life. There will almost certainly be some overlap between the membership of the Strategic Planning and Implementation committees in order to ensure that there is continuity of thought and approach.

We note here that some decisions that affect the strategic priorities outlined in this document will take longer to implement, may need to be phased in sequence, over time, and will require considerable engagement amongst members of the parish. In the meantime, the pastoral leadership team and senior leaders encourage all parishioners to provide them with input regarding the future direction of the Church of the Redeemer.

December, 2018



