

The Church of the Redeemer  
1871 – 2019  
148<sup>th</sup> Vestry Report

# AGENDA

## Sunday, February 23, 2020

(10 AM)	Worship service through the Incumbent's charge	Steven Mackison
(10:20)	Appointment of Vestry Clerk Courtesies of the House, Motions of Greeting, etc. Approval of the Minutes of the Annual Vestry Meeting February 26, 2019 Reception of all Written Reports Recognitions and Thanks	Chris Ambidge/ Steven Mackison
(10:35)	Reading of the Audited Financial Report on Parish Financial Statements Presentation and Adoption of 2019 Financial Statements Appointment of Public Accountant	Steven Mackison/ Chris Ambidge
(10:45)	Presentation and Adoption of 2020 Budget	Steven Mackison/ Chris Ambidge
(11 AM)	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>	Steven Mackison
(11:05)	Strategic Plan 2020: Resourcing for Mission	Steven Mackison Chris Ambidge
(11:35)	Further Business <ul style="list-style-type: none"><li>• Diocesan Social Justice Vestry Motion 2020: Taking Action on Climate Change</li><li>• Motion to amend Article 21 of By-Law No. 1</li><li>• Annual Motions</li><li>• Any other business</li></ul>	Steven Mackison
(11:45)	Concluding Remarks and Adjournment	Steven Mackison
(11:50)	Blessing and Commissioning of the Director of Parish Operations, The Peace and the Celebration of the Eucharist	

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Minutes of the Annual Vestry Meeting  
Tuesday, February 26, 2019

**1. Opening Business**

- 1.1. Greeting:** After thanking Elena and her helpers for providing supper, the Rev'd David Howells, Interim Priest-in-Charge, called the meeting to order at 7:15 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 147<sup>th</sup> Vestry and then opened the meeting with prayer.
- 1.1. Appointment of a Vestry Clerk:** It was moved by Mary Pat Moore, seconded by Jim Burnham 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 Howells extended courtesies of the house to those not eligible to vote, inviting them to ask questions and participate in discussions. He also referenced the Rt. Rev'd Andrew Asbil's pastoral letter included on page 12 of the Vestry Reports Book and the Rt. Rev'd Kevin Robertson's letter on pages 13-14. It was moved by Pamela Thomson, seconded by Mary Pat Moore that courtesies of the house be extended to those in attendance who are not eligible to vote and that the letters from Bishop Asbil 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 26, 2018 be approved as printed on pages 5-11 of the Vestry Reports Book. Carried.
- 1.6. Reception of all Written Reports:** It was moved by Tony Crosbie, seconded by Andrew Drummond that all written reports on pages 15-35 in the Vestry Reports Book be received with two changes. Carried.

- 2. Recognition and Thanks:** Chris Ambidge and the Rev'd David Howells recognized staff and members of the community for their contributions in 2018 – clergy, staff, key volunteers, and retiring Synod members, Board of Management members, and Advisory Board members.

The Rev'd David Howells thanked retiring Board of Management Chair Ryan Carlsen.

- 3. 2018 Parish Financial Statements:** Richard Heystee, Treasurer, thanked Paul Pincente, Interim Bookkeeper and Thomas Kriens and his associates at Kriens~LaRose for their hard work in processing the year-end audit. Given that Redeemer had three bookkeepers in 2018, recordkeeping was poor, resulting in a more challenging and time-consuming audit.

Drawing attention to the Financial Vestry Reports Book, Richard Heystee highlighted key numbers for 2018 on pages 6, 7 and 15 of the book: net assets, expenses, donations and amounts in our four funds (general, capital accumulation, maintenance reserve and refugee settlement) at year-end.

**Motion:** It was moved by Richard Heystee, seconded by John Sutton 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. Carried.

4. **Appointment of Public Accountant:** It was moved by Richard Heystee, 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, 2019. Carried.
5. **Presentation and Adoption of the 2019 Budget:** The 2019 budget is located on pages 15-18 of the Financial Vestry Reports Book.

Richard Heystee, Treasurer, explained:

Expenses:

- Personnel represents 61% of our forecast expenses. This number is larger in 2019 because it includes costs for Investing in Neighbourhood staff. We are reimbursed 100% for these costs by the City of Toronto, and that number is reflected in revenue. Also, three staff who only worked part of 2018 with us will be on board for all of 2019, and a new part-time office position has been created. Cost of living allowance and other salary enhancements are also included.
- Among major property initiatives will be replacing chancel spotlights with more energy efficient lighting, installing water back-flow prevention, adopting a key FOB system for all doors and fitting bird netting on the east side of the church.
- Among church programs, Advertising has a larger budget in 2019 to cover website changes that will be required when a new Incumbent arrives.
- Although the budget amount for the Common Table is \$41,600, the total value of all services and supplies is about \$375,000. Included in the larger number are staff and property costs.
- General office expenses are lower because there are no special projects contemplated in 2019.
- For decades, Redeemer has committed to supporting FaithWorks with an annual amount equal to 5% of regular givings. Once again in 2018, there was a shortfall in direct FaithWorks donations that had to be made up by funds from other sources. It is hoped that providing more information about FaithWorks will see direct donations increase in 2019.
- Four refugees from Eritrea will be supported in 2019. This ministry is fully funded from past donations.

Revenue:

- Undesignated donations are budgeted at \$835,000. Given that our average monthly income in 2018 was approximately \$60,000, we will need a year-end campaign again in order to meet budget.
- The \$199,158 budget for designated donations includes FaithWorks, the Common Table, flowers and various youth and music programs.
- We partially close the gap between revenue and expenses by renting our space (about \$4,000/month), from the rectory fund (\$2,000/month) and from grants (about \$12,000/month).
- The revenue line item "Gifts, Grants & Legacies" includes Investing in Neighbourhood reimbursements and diocesan grants for our Assistant Curate and Youth Apprentice.
- We sold \$50,000 worth of investment fund units in 2018 to address a cash flow issue in the summer and early fall, and we anticipate selling units worth \$115,000 in 2019. This withdrawal from investments will allow us to project a balanced budget for 2019.

**Motion:** It was moved by Richard Heystee, seconded by John Campbell, that the 2019 Operating Budget, showing total expenditures of \$1,517,637 and projected income of \$1,517,637 be adopted. Carried.

The Rev'd David Howells thanked Richard Heystee for his work on the 2018 year-end and 2019 budget.

## 6. Elections

6.1. 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 was moved by Lee Shouldice and seconded by Chris Ambidge 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. Carried.

6.2. It was moved by Chris Ambidge, seconded by Ryan Carlsen, that the following be elected as members of the Board of Management:

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)

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

6.3. It was moved by Richard Heystee, seconded by Ryan Carlsen, that the following be elected as members-at-large of the Advisory Board:

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

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

Chris Ambidge explained that there were more members on the Advisory Board, the balance representing their ministry area groups within the parish.

6.4. It was moved by Chris Ambidge, seconded by Ryan Carlsen, that the following be elected as members of Synod – Chris Ambidge (term 2), Jim Burnham (term 2), Chris Jones (term 2), Kate Werneburg (term 1) – and that Mary Reynolds (term 2), Anne Christy (term 1) and Carol Ritter (term 1) be elected as alternate members of Synod.

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

7. **Redeemer in 2019:** Lee Shouldice, incoming Board of Management Chair, gave the community a sense of what he thinks is in store for Redeemer in 2019. This period will be characterized by three D's: dialogue, debate and decisions. While acknowledging the outstanding work done by staff and parishioners on this corner, he drew attention to the fact that we do not contribute enough money to the church to fund its operations. At the same time, we need to invest in more support staff so that we do not burn out our clergy, senior support staff and senior lay leadership. If we do not raise an additional \$220,000 in revenue this year, we will be required to dip even more deeply into our investments that the \$115,000 included in our budget. Continuing to draw down our investments to fund ongoing operations is not sustainable. If we do not change course, we will have to reduce our budget and re-evaluate what ministry we can afford to do here. Mr. Shouldice challenged the congregation to step up to address Redeemer's serious financial situation before summer when a review of our position and, if necessary, corrective action taken.

Pamela Thomson asked that the full text of Mr. Shouldice's comments be made available.

The Rev'd David Howells thanked Mr. Shouldice for making a difficult situation easy to understand.

9. **Diocesan Social Justice Motion 2019: Standing in Solidarity:** Angie Hocking provided some background to Redeemer's version of the 2019 social justice motion. The first commitment reflects in initiative we are exploring to take our Common Table outreach ministry beyond our doors out into the community. This would involve consultation with the homeless community that use our services, creation of outreach training, hosting information sessions for the parish and outside community, gathering supplies needed for outreach, hosting orientation and providing ongoing training and support. We have a partner who has offered a \$7,000 grant if we can raise \$7,000 for this initiative within the parish.

The second commitment in the motion reflects the work already being undertaken by the Indigenous Solidarity Working Group.

Angie Hocking moved and Pamela Thomson seconded the following motion:

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.

Question: How are we going to support the passage of Bill C-262.

Answer: Pamela Thomson explained the number of cards and letters that had already been sent to senators to keep the pressure on them to act.

There being no further questions, the vote was taken. Carried.

## 10. Other Business:

**10.1. Summary of Capital Reserve Study by Brown and Beattie:** Pamela Thomson encouraged all to read the summary of the Capital Reserve Study by Brown and Beattie on page 18 of the Vestry Reports Book, noting it was scary the amount of money that will be needed for capital projects in the future. John Sutton highlighted that the complete report provided a detailed schedule of expenditures by type by year for the next 30 years.

**10.2.Sunday Evening Services:** John Campbell advocated for hospitality at Sunday evening services. We have a disparate offering of services, and some people come to them but at no other time. He asked if the Advisory Board could address how to welcome and connect those people to the community.

**11. Final Thanks:** Chris Ambidge, on behalf of the community, expressed thanks to Marjorie Wrightson for compiling the Vestry Report and taking minutes at the meeting.

John Sutton noted that David Howells, Interim Priest-in-Charge, would be missed after his departure at Easter.

There being no further business, the meeting adjourned at 8:25 PM on a motion by Pamela Thomson. The Rev'd David Howells closed the meeting by leading all present in the Doxology.

Respectfully submitted, Marjorie Wrightson



## Bishop's Pastoral Letter to Vestries, 2020



Diocese of Toronto  
Anglican Church of Canada

To our Clergy, Churchwardens and Parishioners

Beloved in Christ, peace and grace be with you.

"I am the true vine, and my Father is the vinegrower. He removes every branch in me that bears no fruit. Every branch that bears fruit he prunes to make it bear more fruit..." These words from the Gospel of John, chapter 15, were spoken by Jesus to his disciples at the Last Supper. They are tender - words spoken in the shadow of the cross to disciples who would become the Church. John 15 was also the centerpiece text for my charge to Synod in November 2019. If you have not had a chance to watch it, I invite you to [consider doing so](#). The imagery of the vine, the grower, and pruning for growth form the roots of the Priorities and Plans of the Diocese for the next two years, as they have done for our strategic plan *Growing in Christ* beginning in 2016.

Recently at a meeting I was asked by a lay member of Diocesan Council, "Bishop, what is your vision for the Diocese? In a word or two what do you want us to do?"

And I said, "Simple...Grow!"

At its root the strategic plan calls us to "grow" in Christ. What does this mean, to grow in Christ?

It means, that in all that we do, whether in our parishes, outreach ministries, diocesan ministries, chaplaincies and communities, we are summoned to flourish; in number, in maturity of faith, in our life of prayer and worship, in our leadership, in our embrace of a mission that calls us to move beyond the walls of the Church. To grow in Christ means to trust the inspiration of the Holy Spirit. To grow in Christ means that we sometimes have to let go of old structures and ways of doing things that keep us from taking the risks necessary to pursue the One we pledge to follow - Jesus.

Vestry provides one moment for every congregation to consider the challenge to grow in Christ. No matter the size of the community, no matter how large or small the budget, no matter the number of lay leaders or clergy, no matter the obstacles to balancing a budget...Are we doing all that we can to grow in our faith in Jesus Christ? What is one thing that we can do to deepen our discipleship? What is one thing that we can do to serve the needs of our neighbours? What is one thing that we can do to strengthen the bonds of affection that we have for each other?

Each year at vestry we ask you to consider supporting a social justice initiative through a particular motion. In the past we have asked vestries to consider addressing issues of poverty, raising the minimum wage and affordable housing. In 2020, we are asking you consider being good stewards of creation as we grapple with the growing climate emergency. We invite you to consider setting a goal to reduce our collective carbon footprint.

Sometimes we can focus only on what we don't have at our annual vestry meetings, not enough money, not enough time, not enough people, not enough... Sometimes we can spend too much time only thinking about how on earth we are going to balance the budget. That's not to say that balancing the budget isn't important...it is. Rather, consider the words of Jesus in John 15. In the face of a future that doesn't always seem very clear, lift up your hearts. Reach out and grow in Christ.

Yours in Christ,

+Andrew

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, 2020

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)

I have the privilege of writing once again as you gather for your annual Vestry meeting. Vestry is an important moment in the life of any parish. We are given the opportunity to look back with thanksgiving on the past year, and look forward with hope as we catch a vision of what God is calling us to be in the year ahead.

As I look back on 2019, I remember with joy and thanksgiving the opportunities to visit many of the 58 parishes and ministries of York-Scarborough. I was with you 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 people of the area for the warm welcome as I have travelled across the five deaneries of York-Scarborough. I have been grateful for your prayers, and your desire to be co-workers in the building up of God's Church.

One of the priorities I have identified over my three years as your bishop is being more intentional about mission. I often preach about the mission of the Church, grounding it in our baptismal promises. I am so pleased to report that there are now over two dozen parishes in York-Scarborough that have developed Mission Action Plans (MAPs) and have begun to implement them. Others are on the way. In 2019, the York-Scarborough Area Council set aside \$20,000 to assist parishes with the MAP process. Please consider applying for these funds through the Area Council.

As I look forward to the coming year, I want us to be people of hope. The statistical data about the Anglican Church of Canada released late last year paints a bleak picture. Yet my experience of being out and about in the parishes of York-Scarborough is that there is renewed energy, passion for the Gospel, and a commitment to try new things. We are not dead! Every time we celebrate a baptism, or welcome a newcomer, or allow the transforming love of Christ to work through us into the world, we are reminded that our Church is very much alive. I don't want us to live in denial about the realities around us, but I do want us to embody the living hope that is at the core of the Gospel. Please join with me in being agents of hope and positive change in our Church and in our world.

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 keep up with a ministry that has many moving parts. Sue works closely with our exceptional synod office staff. They are all just a phone call or email away.

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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.



Diocese of Toronto  
Anglican Church of Canada

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 Lisa Newland (York Mills). The Reverend Heather Gwynne-Timothy became the Chaplain to the Retired Clergy of York-Scarborough in 2019, and I am so grateful for her ministry. Along with our area liturgical officers – the Reverend Canon Geoffrey Sangwine and the Reverend Greg Carpenter – our Regional Deans are excellent resources for parishes, and provide me with invaluable advice.

Our episcopal area is also blessed with many incredible youth leaders, who are ably led by our two York-Scarborough Youth Coordinators, Jillian Ruch and Ian Physick. Just a few weeks ago, I attended the 3<sup>rd</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: Bishops Andrew Asbil, Peter Fenty, Riscylla Shaw, Jenny Andison, and Canon Mary Conliffe.

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. Please be assured of my prayers each day as you carry out your ministry in the name of Jesus Christ.

I am writing this letter on the Feast of the Conversion of St. Paul. As our Church celebrates the beginning of Paul's evangelistic ministry to the Gentiles, please join with me in praying and working for the proclamation of the Gospel in every place, and for the renewal of the Church in our midst.

Yours faithfully,

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

## 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.

When we gathered monthly, we had the opportunity to pursue high-level discussions on various aspects of our community's life. To name a few, we have shared ideas about adult faith formation, children's ministry, and welcoming. Brainstorming has also begun for celebrating Redeemer's sesquicentennial in 2021.

In the late spring, as we looked forward to welcoming Steven Mackison as our new Incumbent, members wrote short updates on their ministry areas to welcome Steven and familiarize him with what each area was undertaking.

My thanks to the members of the Advisory Board for their support this year: Ann Cope (Vice Chair), Stephen Allen/Pamela Thomson (ISWG), Charlotte Chaffey (The Common Table), Andrew Duffy (Children's Ministry), Anne Evers (Worship/Music), Grant Jahnke (Creation Matters), Henry Krol (Refugees), Mary Reynolds (Member-at-Large), Lyn Sibley (Member-at-Large), David Townsend/Amber Aulen (Learning@Redeemer), Susan Graham Walker (Member-at-Large) and Marjorie Wrightson (Secretary). My thanks also to our clergy for their wisdom and support: Steven Mackison, Susan Haig and Roshni Jayawardena.

Unfortunately, Charlotte Chaffey, Mary Reynolds, Lyn Sibley and Susan Graham Walker are unable to continue on next year's board. I wish them well as they continue their ministry at Redeemer in different ways.  
Chris Ambidge

### Board of Management

The Board of Management is responsible for managing the financial and administrative functions of the Church. The Board is composed of eleven parishioners: David Burt, Ryan Carlsen, Sheree Drummond (Vice-Chair), Richard Heystee (Treasurer), Frances Humphreys, David Pabke, Lee Shouldice (Chair), John Sutton, Pauline Walsh, Kate Werneburg, and Marjorie Wrightson (Secretary).

The key areas of responsibility handled by the Board are: finance, budget management, investments, stewardship, human resources, and property management. The members of the Board meet each month to discuss those issues, amongst others, and to make decisions that ensure the well-being of the Church.

Amongst the matters dealt with by the Board during 2019 were the following:

1. Hiring our Incumbent, Steven Mackison, and our Director of Parish Operations, Karen Chandler;
2. Successfully installing ServantKeeper software, which allows the Church to properly track and thank donors;
3. Completing final revisions to our three-year Strategic Plan; and
4. Completing a successful year-end financial campaign which has started to address some of our fiscal challenges.
5. Completing a successful year-end financial campaign which has started to address some of our fiscal challenges.

Regrettably, both Kate Werneburg and Ryan Carlsen can no longer continue on the Board during 2020. On behalf of the Board, I thank both Kate and Ryan for their valuable contributions to the Board, and Ryan for his two years as Chair of the Board.

The last two years have been a very challenging time for the Church. I would like to thank members of the parish for your strong and continued support.

Lee Shouldice,  
Chair, Board of Management

## BOARD COMMITTEE REPORTS

### Human Resources Committee



Steven Mackison



Kiefer Shields



Shirley Westmore

The Human Resources Committee of the Board of Management is composed of Marg Creal (Chair), Carol Ritter, Frances Humphreys and Mary Pat Moore.

This has been a very busy year for the Committee with numerous staff arrivals and departures. Most significant was the arrival of Steven Mackison as our new Incumbent, and the Committee welcomed and briefed Steven on HR matters.

Our administrative and caretaking staff experienced changes. Haaya Naushan was hired full time as Administrative Coordinator following completion of her term through IIN, and Jennifer Richards hired as Parish Communications Coordinator. Kiefer Shields resigned as Facilities Manager and Mark Keller assumed the role of Facilities Supervisor. Caretaking staff has undergone changes. Shirley Westmore retired after 20 years of faithful service. We are grateful to all for their dedication, commitment and professionalism. Following up on recommendations to develop administrative infrastructure a competition for Director of Parish Operations was held, and a successful candidate selected with the assistance of the Committee and parish leadership.

The Committee worked with Facilities/Caretaking staff to ensure Health and Safety policy and practices were initiated to comply fully with provincial legislative requirements.

The *Occupational Health and Safety Act* requires an employer assess the risk of workplace violence that may arise in the workplace, and to develop measures to control identified risks likely to expose a worker to physical injury. Consequently, the Parish Executive asked the Committee to perform such assessment and to make recommendations. The Committee report was delivered to the Executive.

Marg Creal

### 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 ramps, elevator and safer front stairs from the *Step into the Future* renovations continue to make the church much more accessible. There is a new moveable ramp that allows access into the choir area. 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. These things help us become a more welcoming church and that supports full participation of people of all abilities in our community life.

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

## Property

In 2019, our building had its 140<sup>th</sup> birthday and continues to be a testament to the Gospel at the heart of a retail, cultural, governmental and educational hub. It is not a benign presence and its care and maintenance is an active endeavor. Please thank Mark Keller and the custodial team as you see them. They are the folks that keep it going. They have stepped up magnificently after Kiefer Shields' departure.

The activities for this year were, by and large, under the radar. New LED spotlights, a seepage diverting dam in the boiler room, a city-mandated backflow preventer on our water supply and the cleaning of eaves troughs go unnoticed by and large but are incredibly important. The downstairs offices all received new flooring, paint and a good clean up but that was because we had a flood and the insurance company footed most of the bill. Our east and west outside doors were re-built and that is noticeable, but mainly by the staff. The big one was \$13K spent on new computer controllers for our boilers – after 20 years.

We avoided any catastrophes, but we continue to live on borrowed time with many of the major items listed in our Capital Reserve Study at or beyond their useful lives. As an example, the dam behind our boilers diverts seepage from a leaky rubble foundation wall that requires a major waterproofing job including complete removal of the boilers. For now, we have deferred that necessity, but the clock is still ticking.

Our building gets a lot of use of its limited spaces. Security improvements and cleaning up areas to make them more attractive and usable will be the operating focus in 2020. However, capital planning and major repairs to items like our stained-glass windows must remain in our vision.

John Sutton

## Congregational Giving & Stewardship Ministry

Fueling the Redeemer's vibrant ministries in 2019, we received:

- Generous financial support of 511 individual and organization donors
- **Record breaking generosity - \$894,061**
- Significant contributions of time and talent by volunteers to carry out the nearly 20 ministries

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 in an Eastertide message;
- Highlight the varied programs and worship services offered and those planned for the Fall;
- Announce the exciting news that Steven Mackison would be joining The Redeemer in August, 2019;
- In the Fall Stewardship message, we thanked parishioners for their ongoing financial support;
- Announce the *Inspired to Give* Stewardship Campaign that highlighted several ministries and their impact within and outside of the Church.

The *Inspired to Give* Campaign was very successful! Parishioners like you, reacted positively to the presentations of key ministries and made donations to the Church of the Redeemer.

The Stewardship Team will be rolling out a new overall plan for 2020 that is currently in development. We look forward to sharing this with you.

Please direct all inquiries to [stewardship@theredeemer.ca](mailto:stewardship@theredeemer.ca).

Ryan Carlsen, Chair Stewardship Committee

## 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 2019, 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. For more information on gift planning, please email us at [stewardship@theredeemer.ca](mailto:stewardship@theredeemer.ca).

Bryan & Carol Finlay	David & Donna Penhale	Roy Hogg & Ann Jervis
Pamela Thomson & Gordon Hachborn	Mary Bull	Peter & Heather Bennett
IsobelWettlauffer Estate	Margaret Bremner Estate	Donald Uttley Estate
John Gartshore Estate	David Burt	Susan Graham Walker
Mervyn Chin	Sylvia McPhee	Grant Jahnke

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

Respectfully submitted, Peter Bennett

## Diocesan Synod

The 159th Regular Session of Synod was held in Richmond Hill November 8- 9, 2019. Lay and clergy members determine 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 159th Synod include:

- Bishop's Charge to Synod (<https://www.toronto.anglican.ca/2019/11/08/watch-the-bishops-charge-to-synod/>)
- "Missional and Outreach Moments" highlighting how the Diocese is living out its vision to find new ways of meeting people who are not being reached by traditional forms of Church, and how our churches are reaching out to the poor, the marginalized and the homeless.
- Guest speaker Sylvia Keesmaat spoke about The Biblical Story and human beings' place in it, as both "earth creatures" and the living spirit of God.
- Acclamation of lay and clergy delegates to Provincial Synod 2021.
- A wide-reaching dialogue and debate on proposed changes to the Diocesan governance structure to enable the Diocese to more effectively accomplish its mission. This Motion failed and will be referred to the next Regular Session of Synod.
- Naming of new canons including The Rev. Canon Paul G. Walker of this parish.



- “A Word to the Bishop” open-mic session on the topic of same-sex marriage in the Church as Bishop Asbil seeks to have new guidelines in place for the diocese by Pentecost 2020.
- Approval of financial reports/statements, 2020/21 budget, and the Diocese’s Priorities and Plans 2019-2021.

Details may be reviewed at:

<https://www.toronto.anglican.ca/about-the-diocese/corporate-information/synod/2019-regular-synod/>.

Mary Reynolds

## REPORTS FROM MINISTRY AREAS

### Christian Education

#### Learning@Redeemer

Learning@Redeemer underwent significant transitions during 2019. After several years of faithful and creative leadership, Karen Turner stepped down as chair. Amber Aulen and David Townsend assumed joint chairship in June 2019. In May, Susan Graham Walker facilitated an open-invitation visioning exercise on future directions of programming, which some thirty parishioners attended.

The committee has been expanded to comprise ten members: Amber, David, AJ Finlay, Hilary Keachie as liaison with Youth programming, Joan Robinson, Craig Spielmacher as liaison with the Catechesis program, John Sutton, Karen Turner, who also is active with Creation Matters and the Indigenous Solidarity Working Group, Richard Van Delft, and Scholar-in-Residence Nate Wall.

In our planning, we are engaged in an ongoing discernment process of how best to speak to the concerns of the visioning exercise last May and to the language around education in the draft Strategic Plan. We are focused on the opportunities and challenges presented by the extraordinary breadth and diversity of the Redeemer community. Educational programming, broadly defined, is undertaken by multiple individuals and ministry groups within the parish, and we see part of our role as providing connective tissue between these initiatives and contributing programming that complements them. We are committed to taking into account the wide diversity of social experience, educational background, learning styles, stages in the life cycle, and stages in faith journey represented in the parish.

Programming under direct committee sponsorship since last Vestry has included the final event in the long-running series *Telling the Story*; a three-part 2019 Lenten series *Meditations on Merton*, led by Paul Pynkoski; the Summer Readers program (coordinated by Karen Turner and Nate Wall, and focused on Sylvia Keesmaat and Brian Walsh's recent book *Romans Disarmed*); a four-part expanded series that concluded in January 2020, *Contemplative Radical: The Legacy of Thomas Merton* (organized by Paul Pynkoski); and a labyrinth meditation facilitated by Susan Graham Walker during Advent. Programming over the next months will include a three-part series on styles of meditation practice during Lent, electronic subscription to a daily Lenten devotion featuring poems suggested by parishioners, and a half-day parish-wide experiential event that will include workshops for all ages coordinated to prepare aspects of a Eucharist that will cap the gathering.



Advent Labyrinth Meditation

Submitted in love and gratitude,  
Amber Aulen and David Townsend on behalf of the committee

#### Catechesis

Catechesis 2019 brought together 7 pairs of individuals from within the Redeemer Community. Together they engaged each other on a journey to establish their faith and to find their place with our parish family.

Weekly, during Lent, Catechumens and Sponsors met for debate and companionship over a light supper and then were engaged in various topics that were facilitated by members of our congregation and the greater community.

The annual retreat was hosted by Brother Charles McMulkin and the Order of the Holy Cross Community at their Priory. Under the direction of our own Katy Waugh and Chase McMurren, the Catechesis team focused on the theme of "Prayer". The theme allowed for personal reflection with the beautiful High Park area.

At the Great Easter Vigil, Catechumens and Sponsors participated in the service and demonstrated to the congregation their deep commitment to their faith.

The journey concluded with a Summer BBQ where different ways to become involved with the Redeemer Community were highlighted.

Thank you to all participants, facilitators and supporters. Your thoughts, prayers and efforts were greatly appreciated.

Craig Spielmacher

## Church School & Nursery

This ministry continues to form community for Redeemer Kids and explore their role as active participants in and contributors to the larger community.

### Leadership Team:

- Coordinator Margo Fairburn retired
- Current members: Melissa Graham Burke, Paul & Sally-Beth MacLean, Roshni Jayawardena
- Key issue: creating sustainable model appropriate to age, numbers of children & volunteer capacity

### Programming:

- Average weekly attendance - 10 children
- 6 teachers, 2 retiring Spring 2020
- Programming: 4-week unit on Resurrection Appearances, 10 week unit on the Life of David (involves hearing the story & artistic expression), guest teachers, Christmas & Easter dramatizations, and seasonal parties
- Parish involvement: Occasional Sunday liturgical roles & parish events (i.e. Vestry presentation, Season of Creation & Indigenous Sunday)
- Space: Change in how we use the parish hall & nursery room space

### Family Ministry:

- Growth through engagement in Lenten program, Open Streets, Santa Claus Parade, All Saints Evening, and Advent Wreath Making

### Nursery:

- Average of less than 1 child at 9:30am & less than 2 at 11:15am

### Future Planning:

Roshni, Margo, and Andrew Duffy consulted with the advisory board to explore ways the parish can be more engaged through volunteering and welcoming. The conversation began to address the need for more volunteers and engagement for sustainability and success of children's ministry.



Open Streets Toronto (August 18, 2019)

We are thankful for the dedication of our teachers and all who support Redeemer Kids! In community children, youth & adults deepen our relationship with God, Jesus, and experience the Holy Spirit. We now ask the parish for ideas and efforts so we can continue this fun and meaningful work. -- Roshni Jayawardena

## Youth Group

2019 was a busy and fruitful year for our youth group. Between 8 and 14 youth gathered every Sunday morning up in the loft for discussions, Bible exploration, snacks and games.



Youth Labyrinth in the Loft

During Lent, we explored labyrinths including creating a full size Classical Labyrinth on the loft floor using stones and candles, making finger labyrinths and going on an excursion to the Holy Trinity labyrinth beside the Eaton Centre.

We did two book clubs - The Hunger Games and Mars Evacuees - both of which were very well received by the youth, and led to some enlightening and thought provoking discussions.

In June, we went up to the Keesmaat-Walsh farm for a weekend youth retreat. We learned about Biblical farming from Brian Walsh and Sylvia Keesmaat, went canoeing and swimming in the nearby lake and attended Coboconk Anglican Church.

The youth also planned and led Youth Ministry Sunday on June 9th. They chose music, wrote prayers, dropped hundreds of balloons down as tongues of fire, and led an ask anything (about Pentecost) with Rev. Susan and Rev. Roshni.

In the late spring and fall, we explored different ways to approach Bible texts including Lectio Divina, historical-critical, translations, graphic novels and even Lego!

In November we welcomed Judith Newman to help us dive deeply the complex story of Jacob and Esau, wrestling with birth right, trickery and sibling rivalry. We also started up Jacob's Edge again, thanks to Didy Erb, and created three healthy vegetarian meals for the Common Table community. We closed the fall by taking an active role in the Christmas pageant. The youth narrated, assisted with cues, made props and corralled many small sheep!

We were fortunate to have Lyds Keesmaat-Walsh as part of the Youth Ministry Apprenticeship Programme (YMAP). Lyds began in 2018 and concluded their ministry as youth apprentice at the end of June 2019. As part of their apprenticeship, Lyds led a book club, hosted movie afternoons and assisted with various children and family ministry initiatives. We are grateful for Lyds' ministry and contribution to the youth programme. We are also so grateful that Tom Evers continues to volunteer faithfully with the youth group!

Submitted by Hilary Keachie

Pastoral Associate for Youth and Young Adults

## Young Adults Ministry (20s/30s)

Our young adult 20s/30s group is engaged, vibrant and growing. The group has grown to over 25 people, who consistently come to events and services. The group meets monthly for brunch at a local restaurant for conversation and fellowship. Every brunch has around 12 to 16 people in attendance. The group has also done two book clubs - Michelle Obama's Becoming and Rachel Held Evans' Searching for Sunday. We also have had

social outings including Wonderland, a day at Cherry Beach, a picnic in Philosopher's Walk and visiting the Distillery District's Christmas Market.

The 20s/30s group has taken some leadership of the Rock Eucharist services including reading, greeting, being communion ministers and serving beer and snacks after the service.

Members of the group have also gotten involved in a couple of community service opportunities including making hot cross buns for a fundraiser at St. James' Cathedral's foot clinic in April, running or helping with the Common Table 5K race in September and helping to decorate the church for Christmas. In October, the group began planning on a 9-day pilgrimage to Taize, in France. We have partnered with Michael Perry, the assistant curate at St. Peter and St. Simon's and the young adults from that congregation. We have a group of about 10 people going in May 2020.

Submitted by Hilary Keachie, Pastoral Associate for Youth and Young Adults

## Outreach

### The Common Table

2019 has been quite the year for The Common Table (CT) community. We have had some wonderful things happening this year, but also, it has been a devastating year of loss. Several community members have died this year, and in many ways, it was a year of mourning. Death by (preventable) illnesses, overdoses, and sadly, even murder. We hosted many of the memorials here at Redeemer, to honour the lives of our folks that have made a lasting imprint on this community and left us well before they should have. This year leaves a mix of joy and outrage; of hope and lament. Although it is a difficult role to play (especially at the rate it was being experienced this year), is one of the most precious honours of the Redeemer community: to journey alongside those that carry more than their share of pain, of trauma, of barriers, and to walk with them even to death, and to honour their lives. We are richer and better, because of their presence with us.

As for good news, there is much to report. For the purposes of this brief blurb, I will choose 2 highlights: larger community engagement and fundraising partnerships.

Our first and foremost focus of this program will always be direct care of the marginalized and homeless community. But beyond this, we have been gradually looking more outwards, recognizing that changing the hearts and minds of our local community- especially in Yorkville, as it is a community of extreme wealth. This is also a place we must be, for the good of our marginalized community members (both now, and in the future).

In 2019, the Compassionate Engagement Training pilot was launched. This training aims to engage with businesses in the local area, and teach about the realities of homelessness in Toronto, about some de-escalation tactics, and about resources right outside their doors. Ultimately, the goal of this training is to teach people how to see 'the other' - especially someone they might initially fear. With knowledge, awareness, and compassion, fear loses its control. The training was launched at a local prominent bank in the area in the summer of 2020. The bank had been having lots of problems lately, calling the police all the time for conflict mediation. Since the training, the manager has reported that they have not called the police once, and that her team is much more comfortable engaging with people that need help. Also, we have developed a great partnership with this branch, who has continued to provide donations (financial and in-kind) and volunteers. And now, we have many exciting new opportunities brewing with local businesses participating in the Compassionate Engagement Training in 2020!



Yorkville Run Participants

Lastly, it has been an incredible year for fundraising for The Common Table. The largest addition has been our first ever participation in the Yorkville Run. We raised just under \$70,000 from this exciting new opportunity! We look forward to participating in this again in 2020 (so lace up those walking and running shoes!)- it's also a great way to connect with the wider neighbourhood.

We had made many new partnerships this year. A few to note: Mustard Seed Foundation (US based) generously supported our new street outreach program (beginning in 2020), the Hyatt Foundation gave generously in support of our medical supplies and nursing care, and Rotary of Bay and Bloor continues to increase their support to us each year. We continue to receive extremely generous support from Takla and Brumara, and many other private donors - both from our Redeemer community as well as our local neighborhood.

Whether it's a gift of \$10,000 or \$10, it's all necessary to keep our doors open, food on the table, supportive staff in the chairs, nursing supplies in the office, and education in the community. Most importantly, thank YOU Redeemer community, for continuing to commit to this program with your financial support, your time, your prayers, your encouragement, your donations, and your hearts. You are the reason we can do this important work.

Angie Hocking

## Newsletter

Through pictures and articles, the story of life at Redeemer is told on the pages of our parish newsletter, The Gathering. Your newsletter team is grateful for the articles submitted, the ideas for future features offered, and for the support and encouragement received. We are also thankful for the guidance available to us from the pastoral team.

It takes a team to make the newsletter reach your hands – those who submit the content for it and the one who makes it look so fantastic. I am indebted to Thomas Evers for enduring my last-minute additions as we work to get each edition ready to print.

Here is to another year of telling the Redeemer story!

Ann Cope

## Indigenous Solidarity Working Group

### **Calls to Action – Truth and Reconciliation Commission of Canada/TRC**

The following Calls to Action are relevant to the Indigenous Solidarity Working Group's program. # 41: Concerns the creation of a Public Inquiry into murdered and missing Indigenous Women Girls; # 45.ii – re: The Government of Canada enacting legislation to ensure Canada's laws are in harmony with United Nations Declaration on the Rights of Indigenous Peoples; # 48: *church parties to the Settlement Agreement, (Indian Residential Schools Settlement Agreement) .... to formally adopt and comply with the principles, norms, and standards of the United Nations Declaration on the Rights of Indigenous Peoples as a framework for reconciliation. This would include: iii. Engaging in ongoing public dialogue and actions to support the United Nations Declaration on the Rights of Indigenous Peoples;* #59: *Churches develop ongoing education strategies to ensure that their respective congregations learn about their church's role in colonization, the history and legacy of residential schools, and why apologies to former residential school students, their families, and communities were necessary.*

**Educate:**

- 1) Reading Group: Discussed *Unsettling the Word: Biblical Experiments in Decolonization* on a weekly basis from April 25 to June 6. Facilitated by Sandra Campbell, pastoral care worker with Toronto Urban Native Ministry and Peter Haresnape, General-Secretary Student Christian Movement.
- 2) National Indigenous Sunday – June 16. Sandra Campbell was the guest preacher.
- 3) Circle with Survivors – Sept. 21. Rev. Canon Andrew Wesley facilitated the Circle in which Survivors of Residential Schools shared their experiences.
- 4) Blanket Exercise – Sept. 28. Esther Wesley facilitated the Blanket Exercise which explores the impact of colonialism on Indigenous people.
- 5) Orange Shirt Sunday – Sept. 29. Melanie Delva, Reconciliation Animator for the Anglican Church of Canada was the guest preacher. The Right Rev. Mark MacDonald, National Indigenous Bishop was our guest celebrant.



Sandra Campbell on Indigenous Sunday

- 6) Hosted a showing of the film *Doctrine of Discovery: Stolen Lands – Strong Hearts* on Nov. 27. Rev. Canon Ginny Doctor, Coordinator for Indigenous Ministries with the Anglican Church of Canada, was our guest resource person. She was closely involved in the production of this film and in the study guide.

**Engagement – Travel for Learning:**

- 1) Coordinated visit to Crawford Lake Conservation Area – June 1 to learn about the reconstructed Wendat-Huron longhouses.
- 2) Coordinated visit to Curve Lake – Sept. 14 to learn about wild rice and its importance in Indigenous culture.

**Advocacy:**

- 1) Encouraged members of Redeemer to write to MPs and Senators urging their support for Bill C-262, a bill intended to ensure that Canada's laws were in harmony with the United Nations Declaration on the Rights of Indigenous Peoples. Bill C-262 was opposed and delayed by Conservative Senators and died on the Order Papers when the federal election was called.
- 2) REDress – red dresses were hung at Redeemer during the week of June 2. On June 3, the Final Report of the Public Inquiry into Murdered and Missing Indigenous Women and Girls was released.

**Communications:**

- 1) The Indigenous Solidarity Working Group invited members of Redeemer to become involved and to participate in its program through The Gathering, e-newsletter, weekly bulletins, the web site.
- 2) A member of the Working Group sends out a weekly e-newsletter featuring articles and public events on Indigenous issues.

## Creation Matters @ Redeemer



The Beings (Season of Creation)

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 2019, in addition to monthly study and reflection, 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 October 6<sup>th</sup> and October 27<sup>th</sup>. This included four Sunday services, beginning with the evening launch, "Earth Song: A Service of Music, Word & Prayer", to which we welcomed the general public. Guest speakers during the *Season* included: The Rt. Rev. Andrew Asbil and Dr. Sylvia Keesmaat. Our Incumbant, Steven Mackison, and Scholar in Residence Nate Wall completed the roster of superb preachers. 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 second *Season* was well received and affirmed the Redeemer community's sense that continuing the observance of a Season of Creation is expected especially given the priorities of our Diocesan Bishop and Resolution C003 passed at General Synod 2019 encouraging all Canadian dioceses to make the Baptismal Covenant and fifth Mark of Mission a priority.

Going beyond the boundaries of The Redeemer in October, members of Creation Matters led a well attended workshop at the annual conference of the Diocesan Social Justice and Advocacy office providing strategies and resources for creating a parish Season if Creation.

Respectfully submitted,  
Grant Jahnke, Chair, Creation Matters @ Redeemer.

## Refugee Settlement Ministry

Over the past four years, the Refugee Settlement Committee has settled eleven people from three countries. The first, a young man from The Gambia, now lives in Ottawa. In the second sponsorship, we welcomed members of an extended family from Myanmar, who had been living in a refugee camp in Thailand for years. The third group, four young Eritrean men, had travelled through Sudan and Egypt to Israel, where they lived under threat of being returned to Eritrea.



In partnership with two Eritrean-Canadian brothers who raised funds to sponsor the four men, we welcomed Ibrahim, Abdu, Omer and Taha in early 2019. With the help of generous donations, we provided the men with a furnished two-bedroom apartment. We also set them up with government documents, bank accounts, phones, internet, and schooling, as well as arranging medical, optical and dental care, and myriad other details that we Canadians often take for granted.

Now these four men have a home in Toronto. They have a caring community. They have developed their language skills, have had job training and have jobs. They have permanent resident status and are on track to gain citizenship. Two of the men have begun to make plans for marriages. In short, they have enough stability in their lives that they can envision and plan for their futures.

As the current sponsorship winds down, the Refugee Settlement Committee is raising funds so that we will be able to continue to offer a home to people fleeing from unstable, unsafe environments.



Picnic at The Brickworks

Alison Colvin and Henry Krol, Co-chairs

## Pastoral Care

The Pastoral Care Team has had a year of growing and serving. Growing to serve!

Last year we reported that the team had been reformed and re-commissioned after a time of lying fallow. In 2019 we continued to build our skills and capacities and to re-imagine our calling. We had a workshop on the liturgical and spiritual principles of bringing communion to those not able to be with us in church, and another led by Dr. Chase McMurren on palliative care, grief, and self-care as care-givers.

In a third workshop created and led by Angie Hocking, we reflected on our role as instruments of peace when challenging situations arise with some of our most vulnerable members or guests. Through the lens of trauma, Angie expanded our awareness of both the difficulties and possibilities inherent in these fraught situations and helped us with de-escalating strategies. We invited members of the sides teams to join us and, given the overwhelmingly positive feedback on this first workshop, the team is intending to host another one in Eastertide, open to all interested members of the parish.

Finally, we have re-started a former ministry of the team - the glorious ministry of food. Tony Crosbie heads this up and he's been busy forming teams of people ready to cook and those willing to deliver. So far, we have provided meals to families with loved ones in hospital or other medical facility, as well as families with newborns, or those weighed down by bereavement.

Respectfully submitted,  
Susan+ for the team

## 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 hospitality 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/Coordinator) and Sara Lawson (Week 4). The Team Leads rotate for months with five Sundays.

Although several meetings took place during the first half of 2019, the late summer arrival of our new Incumbent frustrated efforts to make concrete progress with the goals set out in my last report. Since Steven's arrival, we have met several times and I am optimistic that 2020 will be a year of renewed effort and change.

By the time this report is published, the Team Leads will have met with Steven to discuss the goals of this ministry area for 2020, including: updating the Greeting Manual, recruitment and training of volunteers and moving towards computerized scheduling of volunteers. A second volunteer recognition event is currently being planned for the late Spring or early Fall.

On the subject of major change, The Redeemer is experimenting with printing all of the music in the bulletins. This change has been met with significant favour and has allowed the greeters to come out from behind the book carts to welcome parishioners and visitors alike as they enter the Narthex. A shout out to John and Sue Stevens for this valuable suggestion.

My sense is that the biggest challenge for 2020 will be the recruitment of new volunteers. As well, there is encouraging and palpable energy on the part of several parishioners and related groups to enhance and coordinate our efforts that fall under the heading of welcoming.

Scott Werry

## Servers' Guild

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.

Thanks to a memorial donation, it was possible to replace two of our albs this year. Each time these are worn, we remember with thanksgiving the gift that made the purchase possible and the memory of the one in whose name the gift was made.

I am grateful to each member of the guild for the ways they give of themselves – they are a blessing to our community.

Ann Cope

## Martha League

How many of us can relate to Martha when all she wants from her beloved friend Jesus is for him to get Mary to come into the kitchen and help? I don't know about anyone else, but I can't help being a little frustrated when Jesus, in his way, tells Martha to relax, and that Mary has the right idea broadening her horizons in the living room. We don't get Martha's reaction in the story, but she must have thought to herself, "Well that's all fine and dandy for Mary but this meal won't serve itself."

And this is why the Martha League was born at Redeemer in 2019. I joined the Altar Guild and holy laundry team in 2018. That brought the team to three. Anne Evers (who is owed many thanks for her work) led Ann Cope and me with a laundry schedule. When Anne Evers asked if I would take over the Altar Guild, I gladly took on the challenge with the idea of somehow making the sacristy accessible to everyone and to bring joy to the chores. After a fun sales pitch at the announcements over three Sundays, we have a team of ten Marthas washing the linens. Thanks to all of you and your irons!

Another wonderful job is setting up for the Sunday service on Friday morning. It's a twenty-minute chore that brings a team member into the sacristy, opens the vault and prepares the chalices, offertory plates and wafers. When I joined we only had a team of three. We now have a team of six vault enthusiasts. Thanks to you all!

Could I mention the brass around the church? A Martha and I have been very busy. Those three pussy cats on the bottom of the lectern haven't sparkled like that in years.

The Martha League is still a team in progress. The boundaries aren't completely drawn as to what our role is in keeping house at Redeemer. I look forward to bringing the team to where it's needed.

Through the Martha League, one gets a glimpse of what goes on behind the scenes as we prepare for what I call the ultimate dinner party. The silver, the linens, the brass, the altar cloths, all these things belong to all of us attending the party and mean nothing without us. This is the job of the Martha League. All helping hands are welcome.

Richard Van Delft

## 11:15 Communion Ministers

Communion Ministers assist our priests in administering the sacrament of Holy Communion.

Celebration of the Eucharist allows Communion Ministers to be at the centre of the life of the Church as they share the consecrated bread and wine with each communicant in the most intimate moment of the liturgy.

Thank you to all those men and women who are volunteering in this important ministry 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.

## 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

At Redeemer we strive to welcome everyone. Part of that hospitality happens on Sunday mornings when members of the greeting teams offer a friendly welcome, a bulletin and general information to those who walk through our doors. Most come to worship; others to see our beautiful space or to listen to the music for a few moments.

Additional duties include bell ringing, receiving the offering, recording the attendance, ushering during the Eucharist, welcoming at extra seasonal services and generally overseeing activity at the back of the church. We rotate through four teams of people, each with a team leader.

Thanks to those who are willing to pitch in when teams are short of members and to everyone who sees this as part of their ministry at Redeemer. We always welcome new team members.

Thanks you so much to you who have committed to this ministry:  
Kathryn Mills, Elliot Joseph, James Lee, Richard Van Delft, Karen Visser  
Mike Dawson, Catherine Emerson, Kim Mouldsdale, Sonny Yeung  
Janet Elliott, Tony Crosbie, Janet Feng, Anna Pan  
Paul Rodger, Doreen Barton, Tim Nip, Tommy Pan, Roland Shainidze

Faithfully submitted  
Janet Elliott, Coordinator

## Music

2019 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, Earthsong, Blue Christmas, etc.)



Rock Eucharist

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 a graduate student conductor from the University of Toronto, as well as two professional conductors and ensembles who have partnerships with the Redeemer Music Programme.

We have a diverse and comprehensive music program at Redeemer that takes a great many people to implement. The 9:30 Music Group is made up of Mike Daley, Jill Daley, Will Reid, Peter Bennett, Andrew Scorer, Catharin Carew, Kathryn Mills, Stephen Allen, Laura Roth, Marjan Lahuis, Michael Broder, Michelle DeBrauch, Nigel Fung, Joan Robinson, Lora Maroney, Katrina Grieve, Magdalene Redekop, and Carolyn Mackie.

The 11:15 Music Group is made up of Daniel Norman, Will Reid, Paul Oros, Chase McMurren, Stewart Cruikshank, Michael Broder, David Ozaki, Robert Brown, John Shepherd, John Castillo, Matthew Banfield, Brendan Roth, Chris Mayell, Mark Rainey, Marjan LaHuis, Alison Colvin, Valeska Cabrera, John Cowling, Catharin Carew, Ann Perry, Connie Easto, Cheryl Litwack, Tamara Mitchell, Anne Evers, Kate Werneburg, Anna Ierullo, Jane Irwin, Irene Courage, Laura Roth, Karen Weigold, Maureen Clark, Mariea Extavour, Sara Schabas, Sara Simon-Vermot, and Kathryn Rowan.

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

## Parish Statistics

	2019	2018	2017
Total Number on Parish Rolls	970	1,015	1,034
Total Eligible to Vote at Vestry	630	661	675
Average Attendance at Sunday Services			
8 AM	7	7	8
9:30 AM	123	118	124
11:15 AM	125	126	127
7 PM	57	56	45
Average Total Sunday Attendance <i>including the Easter Vigil</i>	314	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> )	360	366	360
Total Nursing Home Services	20	19	22

### Baptisms (7)

Kyle Eid Clavering

Jeffrey Francis

Cole Taylor Whitmore Homuth

Cody Austin Douglas Pentzos

Gabriel James Keachie Rae

Alexander Rehak

Zhenzi Joanna Shi

### Reaffirmation of Baptismal Vows (5)

Erika Meredith Bauder

Faris Nimry

Richard van Delft

Karen Visser

Lynda Kathleen Young

### Marriages (3)

Sara Miriam Lawson & Sean Edward Melville

Jessie Alanna Lamont & Stephen LeMesurier

Elyse Katherine Watkins & Cody Austin Douglas Pentzos

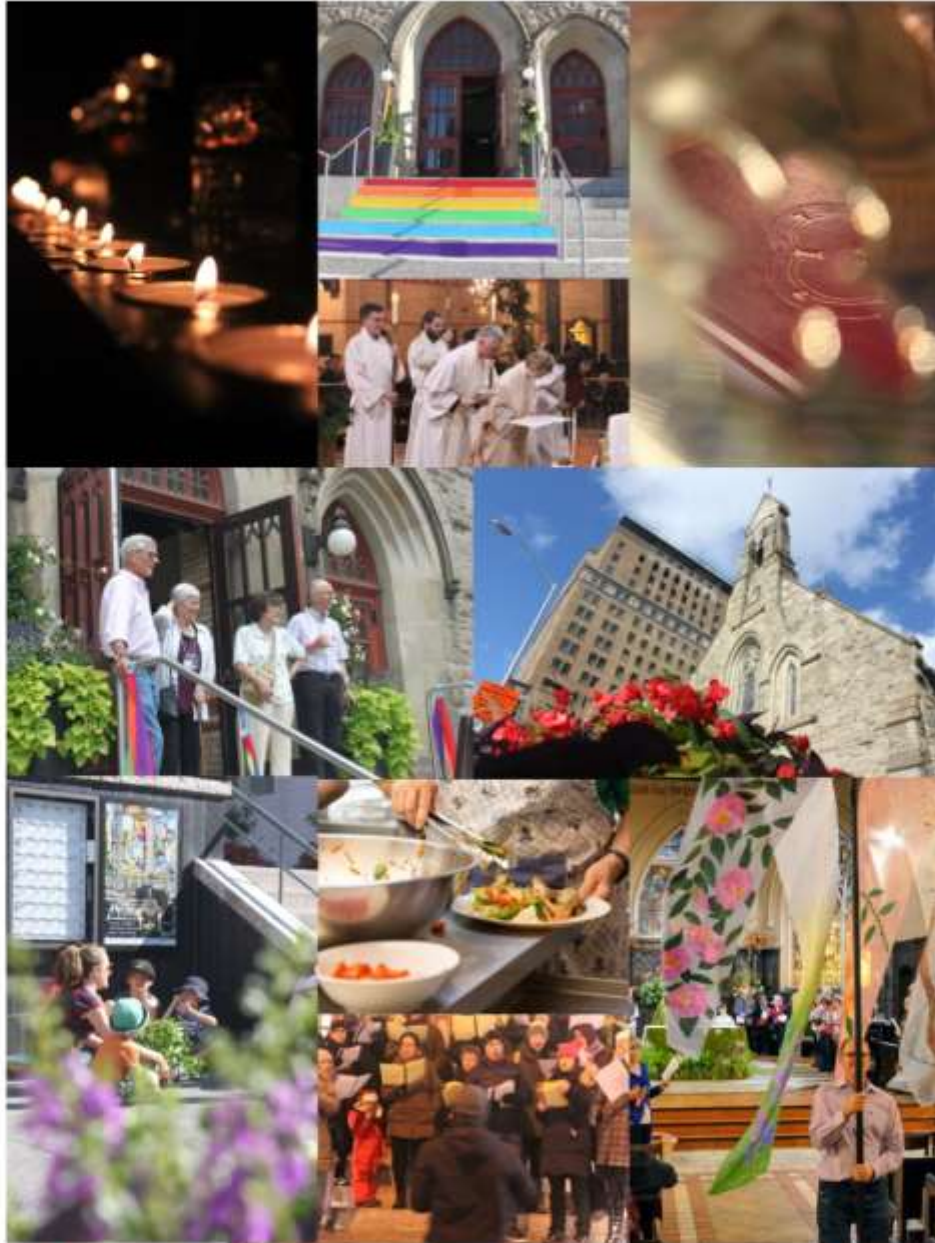
*Please note that these figures are culled from our own Marriage Register, and thus include only those services involving an actual marriage that were conducted at, or by, the Church of the Redeemer.*

### Burials (1)

Kevin James Fowler

*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.*

# Resourcing for Mission



Strategic Plan 2020-2022

## 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. EXECUTIVE SUMMARY

The Strategic Plan articulates the values, culture and identity of the Redeemer congregation, and sets out the strategic priorities that we intend to focus upon over the next three years. The Plan lays out the high-level steps needed to move us in a wise, effective and sustainable manner, from where we currently stand towards a new vision for the Church.

We offer this vision of our community life at the Church 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 and the gift of the natural world that surrounds us.*

*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.*



There are a number of important beliefs and ideals shared by members of the Redeemer. We are scriptural in our faith and our works, we emphasize discipleship, and we are compassionate and respectful. We value and celebrate diversity, and we value the sense of community established by parishioners. Members expect leadership to be both accountable and transparent, and that it listen, prioritize, innovate, and allocate our valued resources in a prudent and effective manner. Congregants 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.

The Redeemer is a place where constant spiritual growth and formation is expected by congregants. We struggle with the tendency to be satisfied with how we've always done things. That said, typically it goes against the grain for parishioners to hesitate to take on new projects. There is an expectation amongst parishioners that we can do anything – and perhaps *everything* – creatively and effectively.

There are four strategic priorities which will drive the governing, planning, and future decision-making by the senior leadership of the Church.

*Governance* is a key priority. It is critical that the current governance model of the Church be modified. We are now a Resource-sized parish, where there exist multiple staff roles and ministries. However, we have staffed for ministry as if we were a smaller, Program-sized parish. The intense level of activity at the Church means there is a high risk of exhaustion and burnout. If we continue to work our clergy, staff, leaders, and volunteers beyond their capacity, we will inhibit ourselves from being able to discern the direction Jesus desires us to take. We must be properly resourced to ensure that our mission can be effectively carried out. We anticipate hiring a Director of Operations to carry out many of the tasks currently undertaken by clergy, senior leaders and volunteers.

*Engagement* is another key strategic priority. It is vital to our long-run sustainability that parishioners become engaged through a renewed emphasis on discipleship, living out the gospel message and baptismal covenant. Parishioners must become more involved at a grassroots level with the day-to-day operation and mission of the Church. We also need to focus upon the broader community. We must open doorways for those who consider themselves part of our community, but not in the traditional “Sunday morning” way. We also need to focus upon the recruitment of lay leaders from our younger generations.

*Listening* is a further strategic priority. It will be critical over the next three years for the senior leadership of the Church to carefully listen to parishioners, in order to evaluate how best to use the resources of the Church that are being devoted to ministry.

Finally, a renewed focus upon Christian formation and *discipleship* is a strategic priority. Individuals become part of our faith community with different experiences and needs. Our programming should meet the needs of parishioners, no matter where they are located along their faith journey. Parishioners should be encouraged to become more missional in how they live, helping others to see how God works in their lives.

The priorities established by the Strategic Plan will be brought into effect by an Implementation Plan. An Implementation Committee consisting of senior leadership and staff will develop “ground rules” around how the priorities identified by the Strategic Plan will be brought to life. In the meantime, clergy and senior leaders encourage all parishioners to provide them with input regarding the future direction of the Church.

## C. 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 and the gift of the natural world that surrounds us.*

*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.*

## D. 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 for God's great creation, 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.

In the past 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.

## E. 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.

The Director of Operations will be primarily responsible for developing procedures to fulfill the policies and directions made by the Board of Management. Pastoral staff will support the Advisory Board and its ministry teams. Over the course of time, it is anticipated that the Director of Operations will support both boards in the work that they do.

(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, including with the natural world. 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.

## F. 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 2020. 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 consisting of senior leadership and staff will be struck in order to develop “ground rules” around how the strategic priorities identified by this document will be brought to life. The overlap between the membership of the Strategic Planning and Implementation committees will 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.

January 9, 2020

## Vestry Motions 2020

1. Appointment of Vestry Clerk
  - “Moved by NN, seconded by NN” that Marjorie Wrightson be appointed Vestry Clerk.
2. Courtesies of the House/Reception of Bishops’ Letters
  - “Moved by NN, seconded by NN” that courtesies of the house be extended to those in attendance who are not eligible to vote and that the letters from Bishop Asbil and Bishop Robertson be received.
3. Minutes of Last Annual Vestry
  - “Moved by NN, seconded by NN” that the minutes of February 26, 2019 be adopted as circulated/amended.
4. Reception of all Written Reports
  - “Moved by NN, seconded by NN” that written reports on pages 12 – 30 of the Vestry Reports Book be received.
5. Financial Report: Church 2019
  - “Moved by NN, seconded by NN” that the Church’s 2019 Financial Reports be adopted as circulated/amended.
6. Appointment of Public Accountant
  - “Moved by NN, seconded by NN” 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, 2020.
7. Church Budget 2020
  - “Moved by NN, seconded by NN” that the Church’s 2020 Budget showing total expenditures of \$1,598,595 and projected income of \$1,447,752 be adopted as circulated/amended.
8. Elections and Appointments
  - “Moved by NN, seconded by NN” that the 2020 slate of officers be adopted as circulated/amended.

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

David Burt (term 4)	Sheree Drummond, Chair* (term 2)
Richard Heystee (term 4)	Pauline Walsh (term 2)
Frances Humphreys (term 4)	David Pabke (term 2)
John Sutton (term 4)	Marg Creal (term 1)
Marjorie Wrightson (term 3)	Ann Cope (Advisory Board Chair)

\* Appointed as Rector’s Warden by the Incumbent

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

Ann Cope, Chair (term 3)	Karen Visser (term 1)
Richard Van Delft, Vice Chair (term 1)	Max Uphaus (term 1)
Craig Spielmacher (term 1)	

*Members of Synod (4 to be elected; 3-year term)*  
Chris Ambidge (term 2)  
Kate Werneburg (term 2)  
Mary Reynolds (term 1)  
Anne Christy (term 1)

*Alternate Members of Synod (1-3 to be elected)*  
Carol Ritter (term 2)

9. Strategic Plan 2020-2022: Resourcing for Mission

“Moved by NN, seconded by NN” that the Strategic Plan be adopted as circulated/amended.

10. General Business

- Diocesan Social Justice Motion 2020: Taking Action on Climate Change

“Moved by NN, seconded by NN” that we, the vestry of Redeemer, Bloor Street in the Diocese of Toronto, recognize that there is a global climate emergency. We acknowledge that all sectors of society, including government, business, churches and other non-profit organizations, and private individuals, have an obligation to do what they can to minimize their contribution to climate change.

We call on the government of Canada to commit to the following:

- End public financing of the fossil fuel industry (oil, gas, coal)
  - Bring Canada’s climate and energy policy into alignment with the Paris Accord emissions targets to do our part to limit the rise in global average temperatures below 1.5 degrees Celsius.
  - Support a just transition to a low-carbon economy through investment in renewable energy sources and infrastructure, energy-efficient technologies, and skills development and retraining for high-quality, sustainable jobs in the renewable energy sector.
  - Assist Indigenous, northern, and coastal communities, and other vulnerable populations, to adapt to and mitigate the impacts of climate change on their local environments.
- Amendment to Article 21 of By-Law No. 1  
“Moved by NN, seconded by NN” that an amendment to Article 21 of By-Law No. 1, passed by the Board of Management on March 19, 2019, be approved by this Vestry.

**21. Vestry Motions**

The Chairperson of a Vestry meeting may permit any motion to be made and voted upon at that meeting. However, any significant motion must be reduced to writing and delivered to the Chair of the Board no less than two weeks in advance of the Vestry meeting for inclusion in the Vestry Book or, should no Vestry Book be prepared, for inclusion with materials provided to parishioners for use at the meeting. Should the Chairperson of a Vestry meeting determine that a motion made at that meeting ought to have been delivered to the Chair of the Board in advance of the meeting, the motion may be disallowed by the Chairperson of Vestry, referred to the appropriate Board, or tabled for consideration at the next Vestry meeting.

11. Annual Motions

- “Moved by NN, seconded by NN” that any two (2) of the Churchwardens, Deputy Wardens and the Treasurer be authorized by Vestry to sign cheques for all parish accounts.
- “Moved by NN, seconded by NN” that the Treasurer be authorized to sign official receipts for Income Tax purposes on behalf of the parish for the ensuing year.

