

**ST. JAMES CATHEDRAL  
THE 218<sup>th</sup> REPORT TO VESTRY  
Sunday, March 14, 2021**



**NEW LIFE OUT OF LOSS**

**Front Cover Photo Credit:**  
**Thank you to Kristine Morris**  
**Chair, Friends of St. James Park**

**Our God is a God of renewal and re-creation,**  
**Always doing a new thing. Isaiah 43:19**

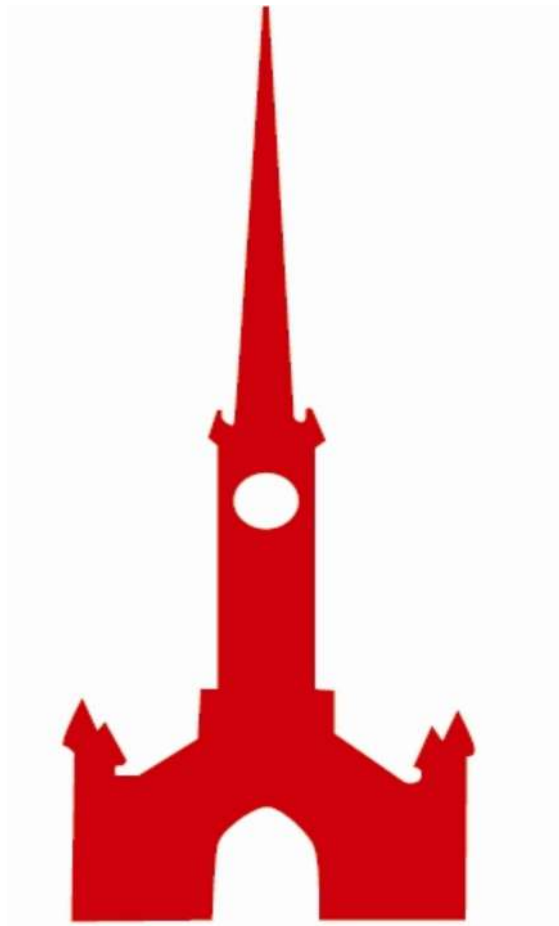
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The Annual Meeting of the Vestry of St. James Cathedral  
Sunday, March 14, 2021

**Informed. Involved. Invested.**



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# THE BISHOP'S PASTORAL LETTER TO VESTRIES, 2021



Diocese of Toronto  
Anglican Church of Canada

To our Clergy, Churchwardens and Parishioners

Beloved in Christ, peace and grace be with you.

Grow! You may remember that in my letter to you last year, I invited each community to embrace the essence of our diocesan strategic plan, *Growing in Christ*. The invitation was simple...grow! Well, none of us could have imagined the scope with which we would have to adjust, change, turn, accommodate, and innovate in 2020. Almost every aspect of how we do Church would need to be transformed: from worship to administration, from pastoral care to sacramental ministry, from finance to stewarding buildings and property. On Sunday, March 15<sup>th</sup> we closed the doors of our buildings and we were jettisoned into another way of gathering and being the Church.

Parishes small and large, rural and urban turned to online worship, telephone ministry, driveway conversations, pre-recording and livestreaming. We thought we would be back in our buildings by Easter. My, how we were wrong about that. Maybe by Pentecost things would be normal again, we thought. Summer turned into fall. A partial opening under strict guidelines would give way to a second wave that would carry us through Advent and Christmas, Epiphany and now into Lent. Through it all we have learned to live outside our comfort zone and grow. Like being tossed into the deep end of the pool we are learning to swim.

The Jubilee offered by the Diocese in 2020 helped to shore up a faltering financial confidence. Many parishes report that online worship and programming is reaching a wider audience. Some parishes tell us that financial support and donations are holding steady. Clergy tell me that there is a growing trust, cooperation, and companionship with colleagues. Many parishes speak of collaborating with neighbouring communities. We have also been wrestling with how to serve those who are falling through the cracks of our social structures and safety nets, particularly those who live in precarious housing, grapple with food insecurity, mental health issues and domestic violence.

The murder of George Floyd on May 25, 2020 thrust us into the depths of confronting anti-black and systemic racism. Each year at vestry we ask you to consider supporting a social justice initiative. In 2021, we invite you to support the motion on [\*Committing Ourselves to Anti-Racism\*](#). The initiatives that are outlined give all of us the opportunity to be agents of dismantling racism in all of its forms. We are called to change. Throughout this time of pandemic, we are doing more than just treading water... we are growing. I believe we are

growing in trust of one another, and deeper still, in trust that God has this whole situation in hand. And trust calls us to be faithful and to be prepared.

As you gather for your vestry meeting, likely online, I want to say two things. The first is to express my profound gratitude for your faithfulness, hard work, creativity, and innovative ways thus far in this pandemic. I am thankful for the tireless leadership of our clergy; bishops, priests, and deacons. I am moved beyond words by the ministry of our lay leaders who move mountains to keep the church moving. Thank you.

The second thing is, be prepared. We hear this summons often in scripture. *In the wilderness, prepare the way of the Lord*, cries the prophet. *I go to prepare a place for you*, Jesus says to his disciples. *Preach the word, be ready in season and out of season* writes Paul to Timothy. As circumstances begin to change, as the vaccine begins to take a hold for the better, I hope that you will take as much time planning for a return as you did when our doors closed in March of last year. Coming back will take a special kind of care and effort. It will take time to allay fears, it will take energy to coax the community to move forward in new ways. It will take a vision steeped in the Gospel of Jesus Christ to lift the eyes and hearts of a weary people.

*And let us not grow weary of doing good, for in due season we will reap, if we do not give up. So then, as we have opportunity, let us do good to everyone, and especially to those who are of the household of faith.*  
*Galatians 6.9-10*

Yours in Christ,

A handwritten signature in blue ink that reads "+ Andrew Toronto". The signature is written in a cursive, flowing style.

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

## **THE DEAN'S REPORT**

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There are two words I have heard most often to describe 2020 at St. James Cathedral: transition and pandemic. These are accurate, but I would like to add two more: hope and faithfulness.

2020 was a year of continued transition which ended up being exacerbated by the COVID-19 pandemic. At our last Annual General Vestry meeting we learned more about the state of our finances as well as the failing equipment at our crematorium. It wasn't an easy meeting, but in the end, we agreed that a new approach was necessary in order to ensure the financial stability of the Cathedral and its ministries for the future. Later that week, the pandemic was declared, and we had to adjust to living on a fraction of our income and with a fraction of our staff. This meant the loss of most of the projected rental income from the Cathedral Centre on top of everything else. I am pleased to report that we did it! Thanks to the generosity of the Diocese, Cathedral members, staff and volunteers, I believe we are in a stronger position to move forward now than we were a year ago. I would like to say a special word of thanks to our Churchwardens and Deputy Churchwardens for their unflappable care and wisdom as well as their deep commitment to the health of St. James Cathedral. I am also deeply grateful to our small remaining staff that are keeping things going. They have gone above and beyond the call of duty and I do not know how we could function without their expertise and dedication. Thank you.

We bid farewell to some very dedicated and talented people throughout the year. Very early in the year Jessie-Ann Baines finished her time as our Communications Manager. She was a delight to work with and kept a keen eye on our external communications. Clergy picked up social media efforts in her absence. Shortly after that, the inimitable Nancy Mallett announced that she was ready to retire from St. James Archives. In consultation with her, it was decided to form an arrangement where the cathedral's collection would be turned over to the Diocesan Archives under the leadership of Claire Wilton, Diocesan Archivist. We are deeply grateful to Nancy for her love of this place and we wish her a most happy retirement. The closing of our Archives Office also meant the departure of Rhonda Yearwood, who was Ms. Mallett's assistant. She is bright and talented, and we know that she will continue to contribute to the archive's community in positive ways wherever she goes. Robert Busiakiewicz completed his term as our Director of Music on Easter Sunday. Robert is a passionate and extremely talented musician. We were blessed by his time with us and wish him all the best on the next stage of his career. A few months later, The Reverend Louise Peters resigned as our Vicar and she and her husband Bruce moved to British Columbia where he began his ministry in a parish there. Louise has seen this community through some difficult times, and we will always be grateful to her. She is a gifted and warm pastor, preacher and liturgist and we will miss her dedication, intelligence and sense of humour. Andrew Kuhl completed his time as Family and Children's

Ministry Coordinator as per diocesan policy. Now that Andrew has been accepted as a postulant for ordination to the priesthood, he had to leave us to engage in various parish placements as part of his formation for ministry. We look forward to his eventual ordination with his cohorts at our own Cathedral. During the summer, Wendy Pappas decided she was enjoying time off and more time with her family and decided to retire. Wendy has been the first face of the Cathedral Centre for many years. She has brought comfort to so many in distress and been a wonderful and helpful employee and friend. We will miss her. In September, we welcomed Claire Latimer-Dennis to our ministry team. Claire is a wise, faithful, intelligent, and caring person and we are blessed to have her with us. She has taken over Andrew Kuhl's responsibilities until May 2021, when she will be ordained a Deacon and become our Assistant Curate for two years. In June, Gloria Wiebe, R.N., concluded her work as the Coordinator of our Foot Care Clinic. Gloria is an exceptional nurse with deep care for the vulnerable of the city and we are grateful for her two decades of service to us. When the Foot Care Clinic reopens, it will be under a joint arrangement with our fellow churches and organizations that form Faith+Hub. This will allow us to expand Foot Care to more locations and with greater frequency. In November, The Reverend Andrew MacDonald was seconded by Bishop Jenny Andison to assist at St. Mary Magdalene's, Manning Avenue. Andrew is the Interim-Priest-in-Charge there as they begin their search for their next Incumbent. We are grateful to Andrew for all he brought to us, especially his passion for liturgy and education. Also, that month, The Reverend David Bousfield, having reached a landmark birthday, decided it was time to retire as our Pastoral Associate. David is a caring pastor friend to all, and we will miss his former contributions to our common life. Thankfully, he will continue to be with us ministering in a new way. Around that same time, Bishop Andrew Asbil appointed three new Honorary Assistants to assist with our ministry: The Most Reverend Colin Johnson, The Reverend Canon Beth Benson and The Reverend Canon Douglas Graydon. They bring a variety of gifts with them and we are grateful for their willingness to serve. Finally, at the end of the year, we bid farewell to the talented David Simon as our Organist. This was part of the restructuring of the music program and we are deeply grateful to David for the richness he has contributed to our worship life.

The pandemic also meant that we had to learn new ways of reaching out to the community with worship and service. Please read Kathy Biasi's Outreach Report to see how the Drop-In responded to the needs of the community around us. In terms of worship, the Communications Department of the Diocese ensured that we were able to offer worship to Almighty God and for the community via live-streaming without a ripple. We have reached more than double the number of people we were through in-person worship alone and have noticed a deep hunger for God in the wider community. Online connections are proving to be a new and fruitful way of ministering and we are grateful to the Diocese for helping us in moving forward. Just before Christmas, permanent equipment was tastefully installed in the Cathedral to allow our broader online presence to continue.

We also engaged in a Mission Action Plan, a diocesan staffed visioning process, under the direction of Janet Marshall, Director of Congregational Development. The pandemic threw a curve ball into the plan, but we were able to adjust under Janet's nimble leadership. A new approach was developed, which was shared with the congregation in the fall. The work of three subgroups is underway and we are on track to engage the congregation after Easter of this year and rollout the vision with its attendant goals by the fall.

That covers transition and pandemic. Now I want to say something about hope and faithfulness. There were times in the past year when I was beginning to feel a little overwhelmed by all the unknowns and the constant changes. This community has shown a tremendous ability to adjust and adapt in order to maintain a vibrant and life-giving ministry. This is a source of real hope for the future, and it is exciting to serve with you as we listen to the Spirit and are led forward in this stage of our history. None of that would be possible without the faithfulness and dedication of our members. Thank you for meeting the challenges, for opening your minds and hearts to new ways, and for being generous in an uncertain time with certain needs. Bless you for your faithfulness. You are a source of hope to me and for this community.

Yours faithfully,

A handwritten signature in black ink, appearing to read "Stephen +". The signature is fluid and cursive, with a small cross-like mark at the end.

The Very Reverend Stephen D. Vail  
Rector of St. James Cathedral and Dean of Toronto

## **CHURCHWARDENS' REPORT**

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At Vestry 2020 we discussed the structural imbalance between revenues and expenses in our operating account. We contemplated measures to bring the two into balance to ensure the long-term viability of St. James's finances. We anticipated that, despite limited spending restraint, which would be experienced painfully, we would incur a deficit of \$400,000. Later the same week, everything changed because of pandemic control measures.

As you will recall, our main sources of income are offerings, investment income, cemetery income, rental income and grants from the Diocese of Toronto. The cancellation of most facility rentals meant that rental income was a quarter of the budgeted amount and, because of increasing equipment failure at the crematorium, cemetery income was only two-thirds of the budgeted amount. Despite excellent growth in our capital funds, investment income was only four-fifths of forecast. (Please see below.) Fortunately, income from grants was 9% over budget, the Diocese of Toronto provided additional assistance by way of a jubilee – effectively, taking on our clergy expense for three months – and, we were further assisted by the federal government's employee wage subsidy.

Thanks to the generosity of parishioners, maintenance offerings are actually up 9%. We are deeply grateful to all contributors for making St. James a priority at this difficult time and humbled by the very large contributions of a few donors. We asked our supporters to move from envelopes and other means to pre-authorized giving (PAG) and the response has been excellent. Where once we lagged the rest of the diocese significantly in the proportion of donors using PAG, we are now at two-thirds. This means that our income is less prone to fluctuation and makes it easier to manage our finances.

On the expense side, a reduction in activity as well as in revenues led us to lay off temporarily or permanently, or not replace, over 50 members of our staff. We are grateful for their good work over the years and were sorry to see them go. We have collaborated with all of them to ensure that they benefit to the extent possible from government support. With the exception of a period of limited in-person worship in the fall of 2020, worship has moved on-line, as has most of our other activities, except the Drop-In, which has been adapted to suit conditions. Maintaining the Drop-In uninterrupted despite our challenges has been particularly gratifying. On-line activities include the daily office, sermon discussion, weekly hymn-sing and committee meetings.

The bottom line is that a budgeted loss of \$393,000 has narrowed to \$91,064, positioning us well for the future.

Change is rarely easy, and we were anticipating a difficult adjustment to relative austerity in 2020 before COVID-19. The pandemic has forced our hand, forcing on us great change and taking us all the way back to basics. We are now presented with an opportunity to make careful choices about where and how we focus our efforts and resources as operations return to normal. The Mission Action Plan, a diocesan-staffed visioning process, which is currently under way, will inform those choices. Without pre-empting that process, you can expect that the future will include commitments to some combination of pastoral care, outreach and worship, which will include music in the English cathedral tradition.

Similarly, our stewardship committee has embarked upon a Growing Healthy Stewards program, which will help us all as parishioners understand the place of generous giving in the life of the church.

With respect to our capital funds, 2020 was another good year and we now control cemetery and cathedral capital totaling over \$18 million. Because the terms of many of our funds limit us to accessing only income and not capital growth, we are adjusting our portfolios to provide more income.

In the domain of capital projects, we have been the recipients of further generosity. 2020 saw the substantial completion of a project to illuminate St. James Cathedral for security and esthetics. The project was entirely financed by a private donor and the City of Toronto and was therefore completed at no cost to St. James. The lights, in combination with the refurbishment of St. James Park, will add to the beauty of our brick-and-mortar presence as well as provide security. We hope that you will join us for a public inauguration of the lights when conditions permit.

The Diocese of Toronto paid for the live-streaming of our Sunday worship during 2020. It recently paid for the installation of discreetly-sited, permanent cameras and controls as well as providing internet hosting that will allow us to continue to broadcast our services into the future. We will reach many more than those who attend in person.

As you will know from a special meeting of Vestry conducted in January, we are undertaking a project to replace the superannuated retorts at St. James Cemetery, with a view to securing a stream of crematorium income to support other cemetery operations as well as the vital ministries of St. James Cathedral. This work is scheduled for the summer of 2021. While the project will mean a shut-down of the crematorium for several weeks, it is our expectation that, having at our disposal a reliable facility and skillfully executing a marketing plan aimed at our existing clients as well as at new clients, we will derive a sustained increase in income. Related to this, we received a building permit for the Hillside H slope stabilization project in March

2020 after years of design development with the Toronto and Region Conservation Authority. We intend to execute this project as soon as the crematorium is back in reliable operation.

We owe a depth of gratitude to the clergy and to the cathedral and cemetery staff – some of whom are relatively new. They capably managed our affairs through the tumult and all the difficult decisions of 2020. We wish to extend special thanks to The Reverend Louise Peters, who, as our Vicar, saw us through eventful times and who has returned to British Columbia, where her husband Bruce resumed his ministry in a parish.

When Dean Stephen Vail began his ministry with us at our parochial festival in July 2018, we expected that he would take a year or so to settle in and get to know us before we embarked on any major new initiatives. Events have overtaken our plans and we have been forced to make enormous changes on the spot. The Dean has quickly appreciated our situation and shown himself willing to make difficult decisions, a key attribute of effective leadership in challenging times. This has and will continue to be to our benefit.

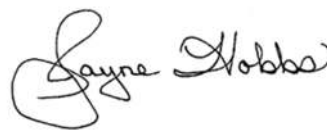
As our worship is live-streamed, our main channel of communication is now E-Connections. We strongly encourage you to read them and to feel free to send us your questions about what is going on – or not – at St. James.

Despite the challenges to our finances, we command resources that would be the envy of most churches in Canada. Not the least of these is our central location in a growing and prosperous city. As we contemplate the future from our 224<sup>th</sup> year, let us give thanks not only for our inheritance but also for each other. And let us remain focused on our mission to preach the gospel by word and deed in the heart of Toronto.

Respectively submitted,



Don Solomon  
People's Warden



Jayne Hobbs  
Rector's Warden

## 2021 BUDGET

	2020 BUDGET	2020 ACTUAL	2021 BUDGET	% CHANGE OVER PRIOR YEAR	
				BUDGET	ACTUAL
<b>REVENUE</b>					
<b>Offerings</b>					
Maintenance	700,000	765,610	800,000	14.3	4.5
Mandarin Ministry	26,000	20,669	25,000	(3.8)	21.0
Open	80,000	13,799	30,000	(62.5)	117.4
Other	100,000	57,621	53,500	(46.5)	(7.2)
	<u>906,000</u>	<u>857,699</u>	<u>908,500</u>	<u>0.3</u>	<u>5.9</u>
<b>Rental Income</b>	<b>815,000</b>	<b>210,161</b>	<b>290,000</b>	<b>(64.4)</b>	<b>38.0</b>
<b>Other income</b>					
Bishop Snell Foundation	120,000	125,000	125,000	4.2	-
Curacy Grants (Diocese)	-	-	30,000	-	-
New Hope Grant (Diocese)	88,250	88,250	87,000	(1.4)	(1.4)
Other	31,750	48,274	33,600	5.8	(30.4)
	<u>240,000</u>	<u>261,524</u>	<u>275,600</u>	<u>14.8</u>	<u>5.4</u>
<b>Investment Income</b>	<b>315,000</b>	<b>256,246</b>	<b>271,400</b>	<b>(13.8)</b>	<b>5.9</b>
<b>Cemetery</b>	<b>1,220,000</b>	<b>792,212</b>	<b>884,500</b>	<b>(27.5)</b>	<b>11.6</b>
<b>Total Revenue</b>	<b>3,496,000</b>	<b>2,377,842</b>	<b>2,630,000</b>	<b>(24.8)</b>	<b>10.6</b>
<b>EXPENSES</b>					
Clergy	451,995	343,272	333,834	(26.1)	(2.7)
Music	286,638	123,655	163,932	(42.8)	32.6
Property	855,943	550,266	612,361	(28.5)	11.3
Rentals	267,339	143,542	62,445	(76.6)	(56.5)
Administration	417,519	313,001	363,324	(13.0)	16.1
Communications	110,215	63,725	81,500	(26.1)	27.9
Committees	57,483	26,578	8,322	(85.5)	(68.7)
Outreach	126,216	98,573	99,891	(20.9)	1.3
Diocesan Allotment	180,381	180,381	110,891	(38.5)	(38.5)
Cemetery	1,137,271	921,001	884,500	(22.2)	(4.0)
<b>Total Expenses</b>	<b>3,891,000</b>	<b>2,763,994</b>	<b>2,721,000</b>	<b>(30.1)</b>	<b>(1.6)</b>
<b>Deficiency of Revenue over Expense</b>	<b>(395,000)</b>	<b>(386,152)</b>	<b>(91,000)</b>	<b>(77.0)</b>	<b>(76.4)</b>
<b>Special Purpose Revenue</b>	<b>175,000</b>	<b>43,976</b>	<b>150,000</b>	<sup>1</sup> <b>(14.3)</b>	<b>241.1</b>
<b>Special Purpose Expenses</b>	<b>(175,000)</b>	<b>(43,976)</b>	<b>(150,000)</b>	<sup>1</sup> <b>(14.3)</b>	<b>241.1</b>
<b>Pandemic Funding</b>	<b>-</b>	<b>300,824</b>	<b>95,000</b>	<b>-</b>	<b>-</b>
<b>Interest on Guarantees</b>	<b>(6,000)</b>	<b>(5,736)</b>	<b>(4,000)</b>	<b>(33.3)</b>	<b>(30.3)</b>
<b>Deficiency of Revenue over Expenses After Exceptional Items</b>	<b>(401,000)</b>	<b>(91,064)</b>	<b>(0)</b>	<b>(100.0)</b>	<b>(100.0)</b>

<sup>1</sup> For purposes of the audited financial statements the lighting project has been capitalized and amortized over the useful life of the asset.

# ORGANIZATION REPORTS

## ALTAR GUILD

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We are the ALTAR GUILD crew, a small but mighty team of dedicated volunteers who work tirelessly behind-the-scenes to maintain the Beauty, Elegance and Grace of the Altars at the St. James Cathedral and St. James-the-Less Chapel.

***Our Mission is** "To carefully and reverently attend to God's house with dedication and loving attention to detail."* We arrange the altars' linens, polish brass & silverware, wash, iron and mend various Altar cloths, dust, remove stains, wax, and other things as may be directed by the vicar.

**In March 2020**, the entire country went into lockdown due to Covid-19, a virus that plagued the entire world. This changed how we work and interact as social distancing guidelines have led to a virtual existence, resulting in sudden changes to our weekly routines.

**Membership** consists of faithful volunteers who generously give of their time: Veronica Wright; Minette von Bieberstein; Diane Brokenshire; Sybil Wilkinson; Yvonne Joseph; Ruth Davis; Wairimu Nduati; David Grant and Yosola Sholagbade-Adeoye. We have four working teams, each meeting for duties two weeks in every eight-week period. We are always open to the possibility of NEW members and are happy to provide more information to interested people. Intentions and referrals can be directed to us through Lisa Scapillato at [lscapillato@stjamescathedral.ca](mailto:lscapillato@stjamescathedral.ca).

At *St. James-the-Less Chapel* (separate report below), Vanessa Rottner single-handedly managed the chapel and cemetery Altars while Dorothy McDonald was away. We are happy to welcome Dorothy back to partner again with Vanessa.

**Care of Linens:** We cannot thank Minette von Bieberstein enough for the terrific job she has done throughout the pandemic lockdown. She put in countless hours cleaning and laying-out the Altar linens required to decorate each of the Altars, always making them beautiful.

**Retirement:** We thank Sheila Goulet, our past chair for several years, and one of our longest serving volunteers who recently retired from the committee. Her wealth of knowledge and expertise will be missed. We pray for God's continued blessings and favours on her.

**Encouragement:** We are thankful for the hope the vaccine brings; but we cannot yet let down our guard as we continue to pray. We know that everything will be alright soon, and we will be able to gather again. Stay safe ... Keep a physical distance ... Wear a mask.

Respectfully submitted,  
Yosola Sholagbade-Adeoye  
Chair, Altar Guild Committee

**ALTAR GUILD:  
ST. JAMES-THE-LESS CHAPEL**

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St. James-the-Less is an incredibly special historical place and the Sanctuary is especially so, with a quiet grace. We enjoy our work there as we care for it, with dedicated attention to serve God in His presence. However, due to the significant impact of the Covid19 pandemic and lockdown, the roll-out of altar guild duties, and scheduling ceased in March 2020.

**Altar Linens:** The fair linens, and linens are in excellent order. We intend to purchase three new credence cloths in 2020, however, we may have to look into having them made by a seamstress, so we have a sufficient supply to rotate as needed.

**Members:** The Altar Guild at St. James the Less is comprised of two active members, Mrs. Dorothy McDonald and Vanessa Rottner, the co-ordinator. The main duties consist of caring for the linens, including repair and laundry, ironing, and brass cleaning, candle snuffer, with general cleaning of the Sanctuary. I co-ordinate the scheduling and liaise with the General Manager, and staff at St. James-the-the Less. In my role as Coordinator, I report back to the Vicar after our tour of duty: Easter, Summer Thanksgiving, and Christmas, and any other services.

As we continue to work and adjust to the challenges of Covid19 and look to a new year with hope, we look forward to working again with Manager, Terri Ward, and her staff, and to care for God's sanctuary once again at St. James-the Less Chapel and Crematorium.

Respectfully submitted,  
Vanessa R. Rottner  
Coordinator

**CARILLON BELL RINGERS**

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**Members:** Cynthia Bracewell, Nancy Conn, Judith de Swaaf, Victoria Jamieson, Elisabeth Muir, Joan Northey, Annie Odom, Joanne Short and Karin Tari make up our team. We are responsible for playing the bells after the 11am Sunday service and fill in when the Change Ringers are unavailable.

We look forward to playing the bells again when the Cathedral is open for in-person worship.

Respectfully submitted,  
Annie Odom  
Carillon coordinator

**CEMETERY:  
ST. JAMES' CEMETERY**

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The St. James' Cemetery & Crematorium is located at 635 Parliament Street, just north of Wellesley Street East. The work at the Cemetery is part of the ministry of St. James Cathedral. The Cemetery staff appreciate the involvement of Cathedral Clergy, Churchwardens, staff and volunteers, who help to provide context and meaning to all who enter the gates of our 177-year-old Cemetery. The rod iron gates and fence running north on Parliament to Bloor, are rusted beyond repair. As the gates and fence are important not only aesthetically, but for security as well, it would be wise to investigate replacement, after more crucial projects have been completed and revenue revitalized.

**Crematorium Retort Replacement:** The crematorium retorts - the chambers in which the cremation process takes place – have done us well for many years but are now well past their prime and beyond repair. Due to numerous shutdowns and constant repairs, as well as the new Ministry of Environment guidelines introduced in February 2020, planning is underway to replace both retorts. Replacing them now will ensure we remain in compliance with current legislation and are able to keep up with the increasing demand for cremation, while maintaining the historical designation and beauty of St. James-the-Less Chapel. We hope to begin this project in late spring or early summer, once approvals and financing are in place. After the new retorts are installed, we will see our revenue climb as our clients return more of their business to us.

**St. John Norway:** We have been in ongoing talks with St. John Norway about working collaboratively with them. This arrangement would provide a much needed back up for the retorts during our complete shutdown and provide reassurance to our clients that we will continue to be there for them.

**Hillside H Erosion:** We are pleased that all approvals have been received and we hope to move forward on this project in 2021. It should take about two months from start to finish. Along with the families, we are eager to see this section of the cemetery restored to its original beauty and stability. We plan to work with Memorial Restorations to ensure all memorial markers and monuments are removed, tagged and replaced to their proper location with care.

**St. James-the-Less Chapel:** This past summer our organ was replaced with one

that had been donated to the Cathedral, pleasing our clients and their families. A thorough cleaning of the entire Chapel (floors, walls, ceilings) was completed, and the chancel repainted. Replacement of carpet may be necessary, depending on the results of a professional cleaning. Replacing or updating the sound system and installing a camera and projection screen, would also enhance the space and allow for virtual viewings and services.

**Columbaria:** Units in the newest columbaria directly in front of our beautiful Chapel have been selling. Once Spring arrives and hopefully COVID-19 restrictions ease, sales will increase, as we have had many enquiries from families looking for reasonably priced memorial options downtown. Future plans include investigating the installation of another Columbarium wall on one of the other bases on the north side of the Chapel or installing new glass front niches inside the Chapel. Many families prefer indoor niches with glass fronts, where they can place photos, keepsakes and the urns, in order to feel more connected to their loved ones who have passed away.

**Chapel Scattering Garden:** The Chapel Scattering Garden, where remains may be scattered, was completed last year and is now the final resting place for many individuals. Families appreciate having this least expensive option for memorializing their loved ones, so close to the Cemetery gates and so easily accessible.

**Hillside A Erosion:** The temporary solution to the sinkhole in this section in 2019 continues to be effective. For now, we are leaving it as it is and will continue to monitor the area, ensuring the safety of visitors while preserving the graves and monuments.

**Maintenance/Erosion of Ravine Road:**

The top of the steep hill leading down to our ravine area continues to have erosion issues. Where vehicles stop at the top of the hill before turning, concrete was deteriorating, and holes were recurring. We have patched this area with Aquaphalt, which is holding well. This area will continue to be monitored closely.

**Cemetery Roadways:** All roadways of the Cemetery will need to be repaved at a later date, after the Erosion Project has been completed. Many potholes have been patched with Aquaphalt, but more will require attention this spring.

Respectfully submitted,  
Terri Ward  
Cemetery Manager

## **CHANGE RINGERS GUILD**

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The St. James Cathedral Guild of Change Ringers has been inactive for much of the past year, not by choice, but in accordance with the regulations that we all have been faced with, and which continue. We suspended our ringing of the 12 change bells in mid March 2020, when in-person services were cancelled. There were several members of the Guild who were out of the country at that time, and we were thankful when they all managed to return to Toronto safely.

Over the course of the summer, we met via Zoom several times to stay in touch, and also to work on a protocol for the resumption of in-person services. Somewhat fortunately, the ringing room in the tower is quite large, and our focus in resuming ringing was to be able to maintain a 2m separation between ringers. We determined that we could

achieve this if we only rang every other bell, so 6 of the 12 bells.

Upon the resumption of in-person services in September, we were pleased to be able to ring once more, for Sunday service ringing, and on bells 2, 4, 6, 8, 10, and 12. We limited the number of ringers to only 6 and took all necessary precautions relevant to COVID-19. We continued to ring on Sunday mornings up until the last in-person service in late November, and of course, have not been ringing since. We have however had several Zoom meetings to keep in touch with each other. The Guild members very much look forward to the time when we can once again participate in the life of the Cathedral, and when the bells can ring out once more.

Respectfully submitted,  
Dan Tregunno  
Tower Captain

## **CHILDREN, YOUTH, AND FAMILY MINISTRY**

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Most programming for young people and families was halted at the beginning of the pandemic. In the fall, children's worship booklets and crayons were made available to families attending services. As further restrictions were imposed, these were posted on the website for families to use at home.

Claire Latimer-Dennis began the process of reaching out to families with young children to make an initial connection and get a sense for what kinds of ministry will be most helpful moving forward. She and Dean Stephen organized a small family Christmas Eve service over livestream.

In the new year, Claire is planning to put together a small advisory committee for Children, Youth, and Family Ministry, and work with them to organize some online events while restrictions are still in place, as well as plan for a return to in-person activities when the time comes. She is researching Sunday School curricula and other programming to that effect and working to ready the Cathedral to welcome children back when we are able to gather again.

Respectfully submitted,  
Claire Latimer-Dennis  
Lay Pastoral Associate

## **DROP-IN & OUTREACH PROGRAM**

2020 started out with the hope every New Year does; and for me, with the thoughts of possible expansions and which Drop-In programs could use extra support. By March 2020 there were many changes, both within St. James Cathedral and the larger community. With the onset of the COVID-19 pandemic, all our lives changed, including the lives of the guests who have come to see the St. James Drop-In as part of their weekly routine. Everything eventually came to a shutdown in the effort to stop the spread of COVID-19. Over the ensuing months, the Drop-In had to make many changes so it could maintain ongoing support for our guests, while continuing to share with other Anglican Outreach programming which included our Faith + Hub partners, as well as other programs in the neighbourhood that also support our guests.

The Drop-In's first set of program changes included provision for takeout meals due to the limitations on how many people could be inside, as well as only providing personal care items for guests. Services were no longer offered for foot care, coffee, tea, books from our library, art programming and the *Good Food Box* from Food Share. The volunteer program had emergency measures that also had to be adhered to and they have continuously changed throughout the past year. At first, we were asked to stay six feet apart while volunteering. Next, we had to wear masks and other Personal Protective Equipment (PPE) to ensure everyone, both volunteers and guests, were safe. As we learned more about this virus, more restrictions were put in place and our volunteers needed to think about their own safety and health, because many are within the identified vulnerable population. Many have had to recuse themselves until Public Health deem it was safe for them to return.

With all of these barriers in place, the Drop-In had to become more resilient. We found volunteers from both the congregation and the surrounding community. The ongoing support of these volunteers has allowed us to continue. Early in the spring, at the Dean's suggestion, the Drop-In opened two days a week, starting on Good Friday, April 10<sup>th</sup>. We have been able to include a healthy and nutritious takeout meal, coffee and tea, emergency clothing, personal care items and the *Good Food Box*. Although we need to keep the number of volunteers within the limits allowed, we have been able to continue the good work.

This year's celebrations were few, but Christmas Day and New Year's Day gave us a chance to share with our guests. The Christmas season was busy with all that it entails, especially with the limits that were put in place. Volunteers helped in every aspect, from planning, setting-up and implementation on Christmas Day and New Year's Day 2020. The request for volunteers for these days went well. As a result, all the regular volunteers who needed a rest were able to take the time to celebrate the holidays with those they live with. I wish to thank all the volunteers for their patience with the application process and for their help. The gifts for our guests were from a combination of volunteers, individuals, the Holiday Inn and St. James Cathedral. Our meals both days were traditional; Christmas Day was turkey with all the trimmings (served 160 meals) and New Year's Day was ham and potatoes (served 100 meals). Thank you to all those who donated the hams and turkeys that we prepared for these meals.

Volunteers are still the heart of the St. James Drop-In. Without their dedicated support, none of these challenges could have been met. We also remember the support and miss all the volunteers who have not been able to participate. Many of our long-time guests ask about them and wish them well. They are looking forward to seeing all the volunteers again after the emergency restrictions are lifted.

There are others who helped this past year to ensure the Drop-In's continued ability to care for our guests. They are our ongoing and new donors from the congregation, community businesses, service organizations, charitable organizations, and individuals. With their financial and in-kind donations, the Drop-In was able to provide 9,079 meals in 2020. One program

that was reinstated because of individual donations was the *Good Food Box*. The Drop-In was not able to provide subsidized boxes in April 2020, but because of concerned individuals, we were able to continue the *Good Food Box Program* throughout the summer. A total of 703 subsidized *Good Food Boxes* were provided to our guests in 2020.

**Faith+Hub** (comprised of St. James Cathedral, St. Michael's Basilica, Metropolitan United Church and Fontebonne Ministries/Sisters of St. Joseph) has been busy planning for the reopening of **Foot Care** in the downtown eastside of Toronto, with the support of Street Health Community Nursing and Mustard Seed. Faith+Hub and its other partners are presently proposing a year-long pilot project that we hope will open a network of Foot Care Clinics in our district. It will be a slow start, with Mustard Seed opening and then St. James Cathedral, followed by Metropolitan United Church. Since the beginning of the COVID-19 restrictions, free foot care has been virtually shut down in the downtown eastside of Toronto. The Strategic Oversight Committee will be meeting to review the Faith+Hub Working Group and the collaborating agencies' proposal at their next meeting, and they will instruct the Working Group as to what their next steps should be. We are extremely excited about this opportunity to share in this pilot project, with the hope that on its success we will be able to implement an ongoing collaborative program of foot care. The St. James Foot Care Clinic will need volunteers, and a request will be included in E-Connections prior to opening.

Respectfully submitted,  
Kathy Biasi  
Outreach Manger

## **EDUCATION**

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During the summer, a lively Sermon Discussion Group began on Monday mornings over Zoom. This was initially led by Dean Stephen, and eventually Honorary Assistant Rev. David Danner took over the group and continues to lead the discussions in the new year.

In October, Claire began a weekly group on the lectionary psalm for the coming week. A small group ranging from 10-16 people met over Zoom to discuss the psalm, ending with a service of Compline. The group met until mid-December.

In 2021, the Education team is leading a study on the Beatitudes, part of the Pilgrim series. It is now in the planning stages of a Lenten series on prayer with Archbishop Colin Johnson.

Respectfully submitted,  
Claire Latimer-Dennis  
Lay Pastoral Associate

## **EDUCATION FOR MINISTRY (EFM)**

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The Education for Ministry seminar group at St. James is alive and well. We switched to using Zoom in March of 2020 to continue our Saturday morning sessions. Zoom has improved attendance, especially for folks who travel far to come to St. James; has honed our processes for discussion and group work; and has provided an enduring connection for serious reflection.

EFM is a four-year program. We are lucky at the Cathedral to have people enrolled in each of the four years. The group is near capacity, half are parishioners of St. James, one member graduating spring 2020, and two graduating this year.

In the world-wide four-year cycle for EFM the theme for 2020-2021 is, “Living into the Journey with God.” As our EFM Reading and Reflection Guide puts it:

““Living into the Journey with God” provides a framework for studying and reflecting on scripture, Christian history, theology, and ethics, as well as a focusing lens to bring into greater clarity the various answers the Christian tradition offers to the basic questions of who we are and who we are becoming. What is the final end of the individual, the planet, and even the universe? This framework provides ways to explore ministry [service] through the questions one faces primarily, but not exclusively, as one lives into the perhaps previously unexplored idea that we are on a journey with and into the very life of God.” (18)

As daunting as this might sound, the activities and discussions EFM offers are giving us quite a bit of pleasure and are very much a gentle invitation into thought as they propel us along this year’s journey.

Operating as an extension program, EFM was developed at the University of the South at Sewanee, Tennessee. The Canadian branch is administered through the Diocese of Kootenay in British Columbia. As part of its commitment to lay education, St. James Cathedral began hosting an Education for Ministry Seminar group in September of 2014.

The Cathedral EFM group meets for four hours every other Saturday morning from September through June via Zoom at the present time but will resume in-person meeting in the Cathedral Centre when safety allows. Many of you will know us from the past Palm Sunday Hot Cross Bun sale in support of the Cathedral's Drop-in Center.

An information session is planned for March for any interested in knowing more about the program.

Respectfully submitted:  
Carol Kysela and Carroll Guen-Hart  
accredited EFM mentors

## **HEALTH COUNCIL**

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The health ministry includes consideration for the care of the sick and promotion of health and healing. The council is centred within a Christian experience of God's healing power and seeks harmony and wholeness for the individual and community.

At the onset of the COVID-19 pandemic, council members worked with the clergy to ensure credible information sources were available to community members via the cathedral website. Such sources included support for individuals at risk for violence in the home as well as those experiencing mental health challenges triggered by social isolation. The council also developed a summary of key points supporting the return to 'in-person' worship based on Diocesan and government guidelines.

As input to the ongoing strategic planning process, the council prepared a summary document titled, '*Pre-Mission Action Planning – Partnerships and Opportunities.*' The content - based on an analysis of external / internal strategies and objectives related to health - provided insight to opportunities for collaboration within and external to the Cathedral Church of St. James.

The annual "*When Christmas is a Difficult Time*" service – aiming to bring comfort to individuals feeling overwhelmed by grief, illness, stress, or other painful memories – was held as a virtual service during Advent on December 15<sup>th</sup>, 2020. Liturgy, music, and reflection, including a homily from the Reverend Canon Beth Benson, helped develop an integrated focus on faith and healing. Options for offering bereavement programs, emotional support and guidance for individuals experiencing loss will be reviewed in 2021.

Additional initiatives undertaken throughout 2020 were limited by the pandemic and focused on providing awareness about selected health-related activities promoted by recognized health organizations.

Health Council of the Cathedral Church of St. James: Leslie Derbecker, Chris Hillyer, Roger Pearce, Joanne Short and Kate Uchendu.

Thanks for clergy guidance from the Reverend Andrew MacDonald, the Reverend Louise Peters, and the Very Reverend Stephen Vail.

Respectfully submitted,  
Roger Pearce  
Chair

## LAY PASTORAL VISITORS

Caring for one another has always been an important part of our shared life as a community of faith. I am so grateful for the warm welcome Bill and I received when we joined the Cathedral in March 2020, just as the Covid 19 pandemic emerged. The care and concern for our family so many of you have expressed during this trying time have been greatly appreciated. Thank you!

In November, the Dean asked me to assist him with pastoral care on a part time basis until a Vicar is appointed. While still getting up to speed, it is a privilege to serve our Lord's ministry here and, in this capacity, witnessing the steadfast resiliency of this community of faith. Without doubt the past year heightened our awareness of the needs and opportunities to love one another and our neighbours as God loves us...with patience, compassion, kindness, and steadfast hope.

The Cathedral Clergy oversee pastoral ministry and we have a faithful, trained and commissioned team of lay volunteers who extend that ministry in particular ways. In the early weeks of the pandemic the Lay Pastoral Visitors assisted the Clergy to contact each family on our large parish list to check in and to let them know we are available for pastoral care. I know many members appreciated that initiative.

We pray that every parishioner feels connected and supported as a full member of the Body of Christ throughout their whole life. This is a real challenge in these trying times. Many of you are in touch with friends and family members who are struggling. On one hand, it has been encouraging to see the growing number of ways we are connecting using Facebook, Zoom, MS Teams and email. The

telephone is working, too! New friendships are being forged and that is a great blessing. Live-stream Sunday Worship, Morning Prayer on Tuesday and Thursday morning, Virtual Hymn Sing, the Monday morning Sermon Discussion Group and our on-line Lenten Study, *Prayer in an Anxious Time* are all happening online. However, there are many parishioners who are feeling disconnected and alone because the internet is not something they use.

While in-person visiting continues to be prohibited under the Covid 19 restrictions, our Lay Pastoral Visitors continue to be in touch by telephone with some members who are feeling isolated and disconnected. We are looking ahead, too. A series of training seminars for our Lay Pastoral Visitors is underway and I am grateful that Canon Douglas Graydon, one of our Honorary Assistants and known to many Cathedral members, is assisting with this program.

Thanks to our 2020 Lay Pastoral Visitor Team and others who assisted by sending cards or delivering flowers, including: Leslie Derbecker, Cecil Fennell, Angela Emerson, John Rammel, Joanne Short, Sheila Goulet, Peter Harris, Daisy Pittis, Jayne Hobbs, and Nick Tunnacliffe.

We are always looking for new ways to respond to the needs and interests of the whole congregation. If you have suggestions or know of someone who would welcome a call from our pastoral team, please don't hesitate to contact me at [bbenson@stjamescathedral.ca](mailto:bbenson@stjamescathedral.ca).

Yours faithfully,  
The Reverend Canon Beth Benson

## **MANDARIN MINISTRY**

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I am honoured and privileged to summarize the work of the Mandarin Ministry in 2020. Time flies, and the Mandarin Ministry has now been at St. James Cathedral for seven years. We have had lots of laughs and tears; through it all, we still believe that we are cared for and loved by God. His blessing hand has been guiding us, so that we may become His testimony.

2020 has been an incredibly challenging year for all of us. At the end of my last Vestry report, I pleaded with you to pray for the members of the Mandarin community as they were experiencing the effects of Covid-19. Now, since March 2020, we are all living with the pandemic's helplessness and fear. Indeed, it has changed us a lot.

However, the Mandarin co-worker team proactively faced the changing circumstances in 2020. On the one hand, we felt we were being led to an unknown field, a dark valley, where we could not see clearly where the road leads. On the other hand, we trusted that we were in the good hands of God, who would lead us through. Through faith we saw new opportunity to share the Gospel in a new way during this ever-changing era.

Hence, since the ceasing of worship service on March 15, 2020, we started our online ministry. We tried to move all the ministries, including Sunday Service, Christian education, Children's Sunday School, Bible study and even pastoral care, to the internet or through telephone follow up. By doing this, we started a new faith ministry that goes global. For example, previously we did not have Mandarin Morning and Evening Prayer. Now we

post both prayer services which have become the milestones for the Mandarin ministry. Furthermore, through the broader and faster spread of the videos, the whole Cathedral image has been greatly promoted. We have become a wonderful testimony to the fact that we can worship God together in a multicultural family.

Because Google, YouTube and Facebook are banned in China, we have a need to take care of our parishioners who reside there, by providing live-stream services through WeChat. This conquers the time difference and allows parishioners to get up in the middle of the night to worship with us. At the same time, we produce videos that can be accessed on the PQTV platform in China, which are also widely circulated.

Thus, our main ministry focusses in 2020 were online ministry and producing ministry videos. In the beginning, we started as laymen, with no equipment, and possessing little knowledge of producing and editing videos. As a result, we spent a lot of time and effort learning how to design, shoot, edit, post, and promote videos. We have tried our very best on each link and stayed the course. When the Cathedral was allowed to re-open on September 13, 2020, over 90% of our parishioners returned to attend and engage in Sunday services.

I would like to share the following statistical data regarding the current Mandarin Ministry.

### **A. Online Services in 2020**

#### **1. Sunday Services and Children's Sunday School**

The average video views of the Sunday main service are approximately 150, which include both the YouTube views and the

views in China and other places outside of Canada through other platforms. The average live-stream views are over 50. We have continually kept the liturgy consistent with the English service. At the same time as the service, we start the live-stream. In order to save expenses, we use the free virtual rooms that we received when registering for the live-stream. Since each virtual room only holds 10 people online at the same time, we use different cell phones for registering as different accounts for the purpose of live-streaming. In addition, we use cameras borrowed from our parishioners to shoot the service videos. Therefore, we need to rush back immediately after each service to start editing the video files. After the video is posted online, those who did not get into the virtual room can play it back and watch the service.

We also videoed our Children's Sunday School each week, using professional cartoon software to produce a cartoon that is more appealing to children. Also, we found that encouraging singing together with the family provides more and better family time.

## **2. Weekday Services: Morning Prayer, Evening Prayer and Daily Scripture**

We posted at least two weekday videos daily, such as morning *Daily Office* and Evening Prayer, which averaged 30 views each. We also delivered copies of the Daily Office booklet to parishioners' homes. In this way, we were able to study the Bible together. Since most of our parishioners were baptized at the Cathedral, they have not yet had time to form their own spiritual practice as new Christians, nor have they established Bible reading habits. Therefore, they need more tender care and cultivation.

We have now started a new video column, *Daily Scripture*. Each day it takes about five minutes to read and it helps us remember the Word of God in our hearts. Soon we plan to start our weekly St. Ignatius spiritual meetings and our Bible study classes online.

## **3. Observance of Holy Days**

In addition to daily videos, we recorded several Holy Day videos, according to each season, including Holy Saints' Days, Rogation Days, Ascension Eve, Ascension Day, Pentecost Eve, Pentecost, Corpus Christi, Transfiguration, Holy Cross and Ember Days. On average, there were over 100 views per service, and we received great feedback.

## **4. Holy Week**

During Holy week, we posted almost identical videos to those of the Cathedral's English congregation, including the Stations of the Cross, resulting in 157 YouTube views; Maundy Thursday had 280 YouTube views; Good Friday had 227 YouTube views; Easter Eve had 112 YouTube views. This was our very first Mandarin Holy Week liturgy. For the videos we translated and introduced countless pieces of precious material, which included the explanations and how to observe the days. Most of our parishioners were deeply touched, virtually walking with us through the whole Holy Week, from the Stations of the Cross to the Triduum (Holy Thursday, Friday and Saturday) and finally, to Easter.

## **5. Christmas**

2020 was the first time the Cathedral had Mandarin Christmas services. In the past we attended the English services together. However, due to the pandemic, we videoed our first Christmas Eve and Christmas Day services. We hired a professional to help us shoot and edit the videos. As a result, on

Christmas Eve we had 199 YouTube views in addition to 383 PQTV views. On Christmas Day we had 144 YouTube views plus 185 PQTV views.

#### **6. Bi-lingual Taize Online Service**

Once, we successfully videoed a bi-lingual Taize online service which had 152 views. Due to computer limitations, we could not continue producing this service monthly. However, as we improve, we plan to put more bi-lingual Taize services online. I would like to thank Vanessa Rottner, for her gracious help in recording the English parts.

#### **7. Online Outreach**

We have put *the Proverbs ESL class* online. This is our outreach window, so more people can be touched by the Bible, and the church. The average YouTube views are around 100 with, PQTV views of 100.

#### **8. Christian Unity Mandarin Service**

On January 17, 2021 we posted the first Christian Unity Prayer Mandarin Service, resulting in over 600 YouTube views and over 200 PQTV views. This kind of trans-denominational unity prayer service had never happened before. Since we had to limit all the virtual room numbers to under 10, only a few clergy came, but we had representation from Roman Catholic, Presbyterian, Methodist, Alliance Church, etc. We worshiped the Lord together, praying and uniting as one, accepting each other, becoming one body of Christ.

This united service has significant meaning, and was reported by several media, including the *The Salt and the Light* of the Roman Catholic Church as well as some web platforms. It demonstrates that the Cathedral is a multicultural and inclusive church. We all trust that it lights up our community and becomes a beautiful testimony.

**According to the statistical data provided by YouTube, our views were 19,015, almost close to 20,000. Please note that 79.9% of the views are between 25 to 34 years old.**

#### **B. Offerings**

We encourage our parishioners to give as part of their spiritual formation, especially in the pandemic. Through E-Transfer or scanning the QR, etc., they joyfully gave in 2020. This allows our income to have some positive gain. All parishioners are happy about this because we can contribute to our family, the Cathedral.

I would like to express my gratitude to all my colleagues, especially to Dean Stephen Vail, who preached at the Mandarin service on multiple occasions. I would also like to thank Jim Kostifas, our Property Manager, and his Sexton Team for their cooperation and help. I extend a special thank you to Rev'd Morning Wang, who has offered her service voluntarily for such a long time, continually giving encouragement and care to the parishioners. Likewise, I would like to thank the whole Cathedral service team. It is with their cooperation that the Mandarin Ministry continues to grow. By uniting, we can become the Lord's witness. Whenever we see a further step on the faith journey, or a person repenting and turning to Christ, this is the fruit of our whole team.

Although the pandemic is still rampant and presents a huge challenge to us, it does not stop our faith and determination. We shall go forward into 2021, shoulder to shoulder, facing our difficulties and challenges together, so that our faith can shine and lead in this age.

Respectfully submitted,  
The Reverend James Y. Liu  
Assistant Priest & Mandarin Ministry

## MUSIC

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*O worship the Lord in the beauty of holiness;  
bow down before him, his glory proclaim;  
with gold of obedience, and incense of lowliness,  
kneel and adore him: the Lord is his name.*

As this is my first vestry report I would like to thank you for your warm welcome to St. James Cathedral. It is a genuine pleasure to be with you. I look forward to meeting you in person sometime soon.

One of the things I know is that singing is intrinsic to who we are as Christians. We sing our shared heritage of faith, perhaps with a hymn such as the one above. The act of singing our faith is rooted in scripture; one thinks of the psalms sung by David, or the Disciples and Jesus singing a hymn after the last supper and before going to the Mount of Olives. The act of singing in this manner is 'lived prayer', bringing us closer to God and to each other. Most importantly, singing is a gift from God. I am convinced that nothing – not even a pandemic - will take this gift away from us. The essence of Christian worship through music is indelible and will surely be re-enlivening our lives in the fullness of time. We are simply between the music-making of the historic past at St. James Cathedral and a new bright future.

Perhaps it helps to think of this time in musical terms as a rest. Silence is of course as important as sound in music; it gives the notes meaning, value and beauty. Silence does not mean lack of music.

And so we are inestimably grateful to all those who have made music at St. James Cathedral this year. Rebecca Gray and Rebecca Clayborn have provided vocal music of the highest quality for the services at 9:00 and 11:00am. Irene Courage has led

numerous virtual hymn sings online which have been a great encouragement to all those who have taken part. Our most sincere thanks to the choirs and musical staff who provided music at the beginning of the year. In particular our gratitude is offered to Robert Busiakiewicz for his pursuit of excellence, and care and commitment to the singers at St. James over the six years he directed the music at St. James. We also thank David Simon for his consummate musicianship and unfailing grace.

I look forward to the future with optimism, and can already see signs of musical growth appearing like green shoots through the snow. Our hymnody has been added to; organ recitals have been planned for March and beyond; compline will be sung through Lent; and we plan to start a series of online discussions about sacred music. A creative and healthy musical life will surely be an integral part of our church's future. To quote the last verse of another much-loved hymn:

*And so through all the length of days,  
Thy goodness faileth never;  
Good Shepherd, may I sing thy praise  
Within thy house forever.*

Respectfully submitted,  
Thomas Bell  
Music Director

## **SERVERS AND SACRISTANS GUILD**

In the past year there have been several ups and downs not only with respect to what life in general has encountered thanks to COVID-19, but also with what the Servers and Sacristans Guild have experienced. The year started out as somewhat normal, with respect to all that we do around the Cathedral. Then the pandemic hit and as of March 2020, the Cathedral was not open for public worship. In response, the Church went online for its various services, which required limited participation from the Guild. The Province and the Diocese were responsible for establishing guidelines for what we as the Servers Guild could do and when, and how many of us could be at the Cathedral for worship when we were able to reopen.

We who serve at the Cathedral have tried to stay in touch through the pandemic by email, and some with Facebook, and by watching the Cathedral services online. We are all looking forward to when we all can be together and serve once more in the Cathedral. During the past year since the pandemic hit, it has been only a limited role that we could play, but once the pandemic is over, we look forward to once again being able to serve at St. James.

Under normal circumstances, the Altar Servers and Sacristans of the Cathedral play an integral role in the operation of the various services. We are a dedicated group of volunteers from the congregation who have been baptized and confirmed. We are members of all ages, from children to adults. From time to time we welcome to our ranks university students from various colleges in Theological / Divinity studies, who assist us while learning the basics of the roles we undertake during the services.

Most members of the Guild are both Sacristans and Servers who work each Sunday throughout the year to assist the clergy, and to ensure the smooth operation of each of the services – (8am, 9am, 10:15am, 11am, and 4:30pm - typically 11 servers each Sunday). In addition to our regular Sunday liturgies, we also assist at more than four dozen special services including holidays, evening lectures, weekday liturgies, and seasonal liturgies (Christmas, Holy Week, and Easter). We also serve at all Diocesan liturgies presided over by the Bishop of Toronto in the Cathedral. It is obvious that there is a need for a large membership in the Servers Guild to cover all the associated services. We always welcome new members of any age. We have an outstanding team who often respond to fill in at the last minute when a scheduling emergency occurs, or when being short-staffed means we must step into multiple roles.

The members who are Sacristans set up the sacred vessels, vestments, and books prior to the service, and ensure the sanctuary, chancel, vestry, sacristy, and their contents are maintained in good order for each service. After the service, the Sacristans clean up the sanctuary, chancel, sacristy, and vestry, and wash the sacred vessels.

The members who are also Altar Servers assist the clergy during the services as Crucifer, Acolytes, Epistle Server, Gospel Server, Thurifers, Boat Person, Duty Server, Sub-Deacon, and Master of Ceremonies. The duties of the Altar Servers are as follows:

- Crucifer: carries the cross and leads the procession.
- Acolytes (usually two) carry the torches on either side of the Crucifer.

- Gospel server: removes the missile (Altar Book) before and during the censing of the altar and closes/opens the altar rail at communion.
- Epistle server: helps the Deacon set the altar during the offertory.
- Duty server: oversees the smooth running of the service, carries the thurible, censes the Clergy and Congregation, rings the Sanctus bells during the consecration of the elements, and directs the movement of the various servers throughout the service.
- Boat person: carries the incense boat alongside the duty server during the blessing of the incense in the thurible.
- Sub-deacon: holds the gospel book during its reading and assists in the serving of consecrated wine to the congregation during communion.
- Chalice Bearers for Holy Communion are licensed by the Bishop of Toronto for a period of three years at the request of the Dean and Wardens.
- Those leaders of Morning Prayer who assist on Sundays at 10:15 am.
- The Guild also provides a Scheduler who organizes the team monthly.

We thank all our members for their continuing dedication to serving God and to the Cathedral for the countless hours the members put in, both seen and unseen.

The Servers and & Sacristans Guild currently has 14 members who fill the various roles in the liturgies of the Cathedral. If you are interested in learning more about serving, please speak to the Dean.

Respectfully submitted,  
Paul Seddon ODT., Head Server & Sacristan, Verger, and Chaplain to the Bishop of Toronto, Leslie P. Laing, Scheduler of the Servers.

## SIDESPERSIONS

Sidespersons provide a welcoming ministry at the 8am, 11am and 4:30pm Sunday services, taking care of the needs of parishioners and guests attending before, during and after the liturgy.

2020 started off quite normal for the Sidespersons Ministry. Diocesan and all regular Sunday services were scheduled for the year, starting with the Bishop's Levey and the Order of the Diocese of Toronto Awards on January 1st. Life continued as normal until the middle of March when the pandemic lockdown began.

There were many changes during 2020:

- Barbara Hirst, Co-coordinator at the 11am service, retired in May 2020. Barbara's time and commitment to this important ministry is greatly appreciated.
- Shawn Thorpe, our 4:30pm Sidespersons Coordinator, returned to Barbados to assist his family. Thank you to Sean for his many years of dedicated service.
- We welcomed Neil Walker to our team as Co-coordinator at the 11am service.

I would like to extend a **thank you to all our Sidespersons** for their understanding, work and cooperation throughout this difficult year. Also, a special thank you to **Philip Day**, for coordinating the 8am Sidespersons.

Thank you to Dean Stephen and Wardens, Jayne Hobbs and Don Solomon, for their support as we returned to in-person services on September 13, 2020.

On return to in-person services, approximately 50% of our members stepped back from active duty due to the Covid-19 restraints. Many remain committed and, on our roster, to serve again once the pandemic concerns have

been resolved. As a result of the pandemic restrictions, we reorganized the teams and reduced the number of Sidespersons required for each service. In addition, new physical distancing and health and safety measures were implemented to protect our congregation and Sidespersons members. In September we successfully participated in the Diocesan Ordination of Deacons service.

On November 22<sup>nd</sup>, in-person services were once again suspended.

I look forward to seeing everyone in 2021.

Respectfully submitted,  
Bob Simpson  
Coordinator

### **SOCIAL JUSTICE AND ADVOCACY COMMITTEE** **(formerly Outreach Committee)**

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**Members:** Jenny Formanek (Chair) Angela Carroll, Margaret Magee, Joan Peters. During 2020 we said goodbye to Colleen Cardillo, Larry Enfield and Sandra Mowat.

We thank them for their contribution to the Committee and hard work over many years. In light of Fr. Andrew MacDonald's secondment to St. Mary Magdalene, Dean Stephen took over as Chaplain and will continue with this role until a new Vicar is hired. We welcomed Margaret Magee at our February meeting. Margaret served on the Refugee Committee for many years and we are lucky to have her join Social Justice and Advocacy.

**Name Change:** At Dean Stephen's suggestion, we changed the name from The Outreach Committee to The Social Justice and Advocacy Committee in 2020. It was

felt that this would avoid confusion with Kathy Biasi's role as Outreach Manager and reflects the Diocesan Committee of the same name.

**Activities:** Due to the serious financial situation in which the Cathedral found itself in 2020, the budget for the Committee was severely cut. We decided to hold another Bike Drive for Migrant Farm Workers as this was so successful in 2019, and to consolidate our connections to FaithWorks and PWRDF. However, March and COVID 19 arrived and the Bike Drive was cancelled. Both Jenny and Angela attended the virtual Diocesan Outreach Conference and Jenny attended the virtual AGM of Street to Trail. Joan continues as Deputy People's Warden and all Committee members serve on other Cathedral Committees. Jenny was asked to be the FaithWorks Coordinator for the Cathedral in 2020 and Angela continues as the PWRDF Representative, in addition to sitting on the Bishop's Diaconal Review Committee.

**PWRDF**, supported by the Cathedral Social Justice and Advocacy Committee, has continued its vital work with its partners, even as every country and organization has had to pivot and rapidly respond to the global coronavirus crisis. Event plans for PWRDF at the Cathedral have been derailed and postponed, but parishioners were invited to purchase Christmas cards online and could choose to buy from the World of Gifts catalogue. There was also a well-received Advent program of daily emails with reflections, information and prayer. A similar Lenten email program will be available this year. Tentative arrangements are in place for the Cathedral to host a June 2021 community workshop of "Mapping The Ground We Stand On", focused on Indigenous Reconciliation.

The Social Justice and Advocacy Committee has not met since February, but updates are sent out from the various organizations the Committee has supported in the past.

Respectfully submitted,  
Jenny Formanek  
Chair,  
Social Justice and Advocacy Committee

### **ST. BART'S, REGENT PARK**

When we met for Vestry last year, who would have suspected that within two short weeks public worship would be suspended across the Diocese — indeed across most of the world — and our parish church would be closed to the public for all but the essential services we offer through our food ministries? The year had begun with such promise: thirty of us had just met for our Lenten Quiet Day with Father Thorne, and our new adult education class on St Augustine's *Confessions* had just begun to meet in a home in the West End.

Then came the lockdown, with the loss of so much of our familiar routines. Separation, disconnection, loneliness, which are daily experiences for many people every day, became a universal experience.

Remarkably, however, while the life of our parish underwent immediate and drastic change, it has not in any way stopped — or even slowed down! All of our food ministries — the Food Bank, Thursday Breakfast, 252 Sackville Breakfast Club, and Saturday Drop-In — remained open

(albeit with many adaptations to implement the ever-shifting public health protocols of the past year) throughout the first lockdown. In September, the Drop-In closed when one of our two coordinators moved back to PEI to finish her degree, but all our other ministries have continued.

We have continued a very full liturgical life throughout the pandemic, exclusively online from March through September, and with a mix of online and in-person worship since mid-September.

We are fortunate to have several tech-savvy young adults at St Bart's, who leapt into action as soon as the Diocese announced the cessation of public worship. As a result, we have had at least one online service streamed from our parish church *every Sunday* throughout the pandemic. Our Officiants' Guild have also made sure that the Offices of Morning and Evening Prayer have continued throughout this time: between three and four mornings each week Morning Prayer has been said in the church, and live-streamed on YouTube; on those evenings two officiants have said Evening Prayer from their homes on the Zoom platform, and those Offices have been live-streamed on our YouTube channel.

Throughout this time, our Music Director, Katherine Hill, our organist, Sebastian Moreno, and several members of our volunteer choir have continued to perform high-quality repertoire, despite the shifting sands of recording protocols. This has allowed us to have pre-recorded hymns, motets, and psalmody for our online worship throughout the shutdown, and simple Plainsong at our in-person Sunday worship from September through early-December.

In early September, we were able to reopen for in-person worship on the first day permitted under diocesan guidelines. The Parish invested in high-tech sanitation equipment using eco-friendly sanitizer, which allows for a shorter turnaround time for cleaning between seatings. This enabled us to have three services every Sunday, to ensure that all parishioners could attend each week while still meeting all of the provincial and diocesan guidelines.

Perhaps most remarkably, the Parish has continued to grow throughout this season. Since our reopening in September, ten new congregants have indicated their desire to join the Parish, and four have already become active in parish ministry apart from Sunday mornings. It is also significant that in a season when many church communities have struggled to make ends meet, St Bart's offertory income appears not to have been adversely affected by the Covid-19 shutdown. Our 2020 Vestry budget projected a total offertory income of \$120,000, which we exceeded by just over \$3,000 for a total of \$123,097. This is a remarkable achievement, perhaps especially so in a year in which we also raised just over \$6,000 to replace our organ blower!

We have much for which to be thankful this year, and I wish to record my gratitude to you all. I am most grateful to my bishops, Andrew and Kevin, for their unstinting support of our parish and of my ministry; it is a pleasure and a privilege to have received a share in the ministry of two such Fathers in God, whose love for the people committed to their charge is so palpable. My colleagues in ministry at St James Cathedral — the Very Rev'd Stephen Vail, the Rev'd Louise Peters, the Rev'd Andrew MacDonald, and the Rev'd

James Liu — have offered wise counsel and Christian friendship, which has been a remarkable source of strength. The Rev'd Bob Bettson and the Rev'd Theo Ipema have been generous in taking Sunday and weekday Masses during my holidays and when I've had to take the occasional sick day. Kevin Forrest, our Diocesan Administrator, has continued to offer sage advice and clear leadership. Miles Nagamatsu has been always on hand to offer clarity about our finances and helpful advice, as well as keeping the ledger, overseeing the audit, and, with Marlone (Sandy) Dawkins, tracking our income. Thanks to Katherine Hill, Sebastian Moreno, Drew Badgley, Bob Buckland, Louis Harris, Catherine Riddell, Martha Riddell, Jared Tomlinson, Kieran Wilson, for helping to ensure that our online and in-person worship has continued throughout this season in reverence and beauty. Finally, to our administrative assistants, Kerry Dickson and Lisa Scapillato: How could this operation run smoothly without you? It is largely due to your attention to detail and remarkable efficiency that anything happens at all!

Respectfully submitted,  
The Rev'd Walter Hannam

## **ST. JAMES & COMMUNITY REFUGEE COMMITTEE**

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In 2020, the St James and Community Refugee Committee celebrated five years since it was established in response to the Syrian refugee crisis. Although it is a standing committee of the Cathedral, it includes members of the broader community as well as parishioners.

The committee reports to the Anglican and United Refugee Alliance (AURA), which is the Sponsorship Agreement Holder, a designation conferred by Immigration, Refugees and Citizenship Canada. AURA is thus responsible for providing training and support to our committee in all our sponsorships. It is also responsible for ensuring that we can support the refugees with whom we are matched. The terms of sponsorship require the committee to provide settlement support, including financial resources, for the duration of the sponsorship, which is the twelve months following arrival in Canada. These resources are supplemented by a stipend paid by the Government of Canada.

Our efforts over the last 12 months were focused mainly upon the Cameroon family of two, a mother and her child, who were resettled in late 2019. The support group for this family was led by Rebecca MacTaggart and Patricia McVitty. The support we provided normally lasts only for the first twelve months from the date of arrival. In this case while the financial support ceased at that time the Committee continued to provide other support to the end of 2020 to help the family through some of the challenges posed by the pandemic.

The pandemic made additional demands on everyone, not least the refugees. The regular contact with the family by committee members and the socially distanced social events, when possible, were very important to the well-being of the mother and her child. I have been tremendously proud of the team effort by members of the committee.

A refugee resettlement application is now in process for a family of four from Eritrea. The sponsorship element has been approved and we now wait for the application by the family to be processed. We do not know how long that might take as the pandemic has slowed processing of immigration applications.

In the meantime, as we prepare for the next family, we are allocating support roles to committee members. These roles typically include a leader to support each settlement as well as those responsible for housing, health care, education, clothing, IT/technical and other areas of support. We are also looking at expanding fund raising efforts to source funds from the business community.

Thank you again to all donors, who remain so vital for this ministry. We are aiming to increase our reporting to you in 2021 about our work and about plans for the coming year.

In 2020 several committee members retired, including Canon Kate Merriman, Joan McGilvray and Joan Peters. We have been able to recruit additional members, including Mary Asbil and Debra Solomon (parish) and Cristina Morton (community). Our thanks and prayers go to those who have devoted a great deal of time and effort helping the refugee families. At the time of writing, the committee comprises eight parishioners and eight members of the broader community.

Respectfully submitted,  
Dr. David Crawford,  
Chair, St James and Community Refugee  
Committee

**Refugee Committee Revenue and Expenses, Unaudited**

	<b>2020</b>	<b>Since inception (2015)</b>
Donations	\$ 5,170	\$178,127
Expenses		
First sponsorship (single man)		21,303
Second sponsorship (family of 5)		47,762
Third sponsorship (single man's daughter)		22,696
Fourth sponsorship (single mother with 1 child)	13,529	33,328
Committee expenses	<u>438</u>	<u>3,156</u>
Total spent	13,967	128,245
Net donated funds remaining, December 31, 2020		\$ 49,882
Remaining commitments		<u>          -</u>
Funds available for future sponsorships		<u>\$ 49,882</u>

**STEWARDS (9:00am Sunday Congregation)**

**The Nine O'clock Stewards' Ministry:** Stewards serve as Readers, Intercessors, Sidespersons, and Communion Assistants. The following 34 members of the 9:00 am Sunday Congregation were Stewards in 2020:  
 Irene Bailey, Cynthia Bracewell, Robert Coates, Carol Burnham Cook, Gerald & Irene Courage, Peggy Crowther, Sharon Danley, Wafa Danner, Mary Druce, Angela David, Peter Dawes & Sarah McKinnon, David Gates, Jacqueline Gibbons, Robert Gilbert, Pamela Guy, Robert Haines, Robert Hart, Elizabeth

Hartman, Christine Hillyer, Carol Kysela, Sarah McDonald, The Reverend Canon Kate Merriman, Feroza Ramsahai, Edith & James Reese, Cornelia Schuh, Linda Schulz, Ruth & Peter Sidorchuk, Sheila & Maurice Snelgrove and Gloria Wiebe.

2020 was an unprecedented year of change and challenges for our community of faith, and for those in the world around us. In reflection, our group met the challenges, adapted to a new way of worship, and altered our Ministry role and schedule in response to the pandemic and Covid -19.

We give thanks for all who gave their time and talent as Stewards this year. In particular, for the gift of service given by: Simon Creary, John Fraser, Christine Hillyer, Andrew & Emily Kuhl, Feroza Ramsahai and Gloria Wiebe during their time with us at the Nine O'clock.

Two new members of the congregation have offered to serve in the Ministry, Wafa Danner as a Communion Assistant and Paula Thomas as a Reader.

During January to March these members of the congregation presented the Elements: Patrick & Peggy Crowther, Robert Gilbert, Elizabeth Hartman, Edith & James Reese, Elizabeth Wall & Bob Saunders.

Cathedral services were suspended on March 23 by the Diocese. With a desire to maintain our community intact, several initiatives were put in place. In the months that followed we spoke with one another on the phone, emailed, chatted on Sunday Zoom Coffee-Hours and then, participated in the Sunday online worship service provided by the Diocese at the Cathedral. During the online services three Stewards were given the opportunity to assist as Reader/Intercessors.

All of this and more helped us in weathering the storm of isolation, the absence of the sacraments, and the loss of that regular Sunday community connection which we have come to value.

On September 13, services resumed, and the doors reopened. At the Nine we greeted those members from the congregation that we had not seen in a while and welcomed several new worshippers to the Cathedral. A 35-year milestone of service by the Stewards at the Cathedral occurred on September 29. On November 22nd, we experienced another closure, this time, it lasted into 2021.

Sadly, during the time of closure, life's journey drew to a close for some of our parishioners who had served and worshipped with us at the Nine O'clock. We remember Bob Brock, Charlotte Chambers, and Weldon Green.

A special thank you to Lisa Scapillato in the Cathedral Centre and to Wendy Pappas (now retired), for their assistance with our Schedule and the Sunday Bulletin amendments.

Respectfully submitted,  
Rob Haines  
Coordinator

## **THE YORK GROUP**

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The York Group was unable to meet in 2020. Although we did have a full schedule planned for March to December, we were forced to cancel due to the pandemic. Unfortunately, many of our members do not have internet, so they cannot watch the Sunday service online or receive Cathedral updates. Their names have been passed along to Canon Beth Benson.

Moorelands sent out their yearly request for baby supplies to help new mothers in need. Fortunately, York Group members were able to help by knitting bundles of clothing. Along with a member from Happy Hands, arrangements were made to send a trunk load of the bundles to Moorelands from the York Group.

Currently, no 2021 meetings have been scheduled. Once it is safe to meet again, we hope to resume our normal schedule.

Respectfully submitted,  
Jane Rowan  
Coordinator

**THE MINUTES OF THE 217TH VESTRY MEETING OF ST. JAMES CATHEDRAL  
SUNDAY, MARCH 8, 2020**

**1. Opening Prayer**

The Very Reverend Stephen Vail, Rector and Dean, called the meeting to order. He remarked that it was his first vestry meeting at St. James Cathedral, welcomed everyone, and opened with a prayer.

**2. Appointment of the Vestry Clerk**

The Dean called for nominations for Vestry Clerk.

*MOTION:* It was moved by Bob Simpson and seconded by Ruth Webb that Wendy Pappas be appointed Vestry Clerk. - CARRIED

**3. Approval of the Agenda**

The Dean stated that there will be a new item added to the agenda under Item 12 Other Business – a proposal to change the date of our fiscal year-end.

*MOTION:* It was moved by Daisy Pittis and seconded by Irene Bailey that the agenda be approved with the addition of the proposal to change the date of our year-end. - CARRIED

Irene Bailey suggested that Courtesies of the House be extended to non-voting attendees, thereby opening up discussion to everyone present at the meeting. The Dean stated he did not favour this proposal as there were significant financial matters to be discussed which would impact only voting members. It was agreed to put this to a vote.

*MOTION:* It was moved by Irene Bailey and seconded by Angela Emerson that the Courtesies of the House be extended to non-voting attendees.

Voters were asked to signify their approval or disapproval of the motion by standing. Scrutineers Colleen Cardillo, Gerry Courage, and David Crawford counted the votes.

29 voted in favour of the motion, 69 voted against and 3 abstained. - DEFEATED

**4. Election of Parochial Tribunal**

The Dean explained the role of the Parochial Tribunal and introduced the nominees for the 2021 Parochial Tribunal, Angela Carroll and Jeanne Jordan-Awang, who will work with the Wardens and the Incumbent to ensure the accuracy of the 2021 Vestry List.

There being no other nominations, they were acclaimed.

**5. Minutes of 216<sup>th</sup> Annual Vestry February 24, 2019**

*MOTION:* It was moved by Peter Harris and seconded by John Fraser that the minutes of the February 24, 2019 Vestry be approved as circulated. - CARRIED

## **6. The Dean's Report**

The Dean thanked everyone for such a warm welcome when he arrived at the Cathedral. He acknowledged that the Cathedral has gone through several years of transition and is facing many challenges. He commented that the Church is the household of God, that we're all in this together, and that we need to be a unified body if we are to accomplish what needs to be done. By working together in a positive way, we will be growing into a relationship of trust.

The Dean introduced the Churchwardens, Rector's Warden Jayne Hobbs, People's Warden Don Solomon, Deputy Rector's Warden Graham Beck and Deputy People's Warden Joan Peters. He thanked them for their volunteer service and invited everyone to acknowledge the countless hours they contribute through the goodness of their hearts. He then introduced Joyce Badley, the new Executive Director, who though she is only paid for 80% of a work week, probably works 120% in any given week. She has been extremely busy since arriving in September, having had to prepare year-end financials and reports, as well as the 2020 budget, and work with the auditors to ensure the audit was completed for this meeting, in addition to her many other duties.

The Dean also acknowledged the many contributions by others who serve in leadership roles at the Cathedral and expressed a special note of appreciation to those who are retiring, Deputy Rector's Warden Graham Beck, Cathedral Council Members David Crawford, Pat Maltby, Joe Minta, Gordon Robison, and Kate Uchendu, and Members of Synod Angela Carroll and Ed McBride. He also thanked Nancy Mallet who recently retired as the Cathedral Archivist for her extraordinary contributions over so many years.

### **7. a. Wardens' Report**

Jayne Hobbs referred attendees to the Wardens' message in the Vestry Report, focusing on the many blessings we have received at the Cathedral through several years of transition. With the appointment of our former Dean Andrew Asbil to the position of Bishop of Toronto, Vicar Louise Peters embraced the role of Interim Priest-in Charge. We are all so grateful to Louise for her devotion and leadership during her tenure in this role. Jayne expressed appreciation to the members of the Parish Selection Committee, Graham Beck, David Crawford, Christian Kingsmill, Leslie Lang, Sarah McDonald and Sybil Wilkinson for their deep commitment to the selection process for a new Dean and Rector. The Bishop's announcement of The Venerable Stephen Vail as our new Dean of Toronto and Rector of St. James had the unanimous support of the Parish Selection Committee. This appointment was celebrated on September 8<sup>th</sup> when Dean Vail was installed. This past year also saw the departure of our Rob Saffrey, who accepted a position with the Diocese of Toronto after many years of faithful service to St. James. We are so grateful to have Joyce Badley as our first Executive Director as she brings years of exemplary experience to this role. Jayne acknowledged other changes and expressed appreciation to clergy and staff, past and present, and to all parishioners, who have donated so much of their time to the glory of God.

## **b. 2019 Audited Financial Statements**

The Dean introduced Graham Beck, Chair of the Finance Committee. Graham welcomed Danzel Pinto from Grant Thornton, the independent auditors. The audited statements were reviewed by the Finance Committee who met with the independent auditors and they were then approved by the Cathedral Council. He started his presentation by extending appreciation to the Finance Committee and he acknowledged Chun Lo, who led a team to look at the Cathedral's needs. Several recommendations were made including the need for the Cathedral to reduce its reliance on the Cathedral Centre and the Cemetery for its ongoing operations. He thanked Colleen Cardillo who reviewed the endowments and helped prepare our new legacy brochure, and he then acknowledged Graham Prosser for introducing the Finance Committee to the investing responsibly initiative, ESG Sustainability, and for his valuable contribution to our new cyber security program to protect our IT systems and database.

Graham drew attention to the auditor's unqualified opinion. This acknowledges our strong internal controls including those related to the receipt of cash donations. He then referred to the detail in the financial statements.

The Balance Sheet shows long-term assets, investments, endowments and restricted capital funds. We held \$17.3 million at the end of 2019 which is an increase over \$15.4 million at the end of 2018. The balance of the Cathedral's endowments is approximately \$12 million and the cemetery holds about \$5 million. These funds generally come from very generous parishioners, now deceased, who have designated St. James to receive donations through their wills. In most cases, because of the terms of the endowments, St. James can only spend the dividend and interest income earned through the investment of these funds, not the capital balance. These funds are managed by Martin, Lucas & Seagram. Last year, they managed a return of 17.7% compared to a negative 1% in 2018, with a 5-year average of 7.2%. To date this year, they are down approximately 3%. The restricted cemetery funds are managed by Scotia Wealth and in 2019, they had a total return of over 10.9% compared to being down 4.4% in 2018.

Graham spoke to the Unrestricted Fund Balance which went from a \$55,000 surplus in 2018 to a \$365,000 deficit at the end of 2019. This is a result of the operating fund deficit.

The Statement of Activities – Operating Funds were then addressed, noting severe challenges at the cemetery and reduced revenue from the Cathedral Centre.

The year-end deficit of \$864,000 was offset by net cemetery revenue of \$266,000 for a total deficit of \$597,000. It is important to note that the revenue from the cemetery in 2018 was \$572,000. This year's deficit of \$597,000 is disappointing following the significantly lower \$154,000 deficit in 2018. Graham noted this trend is not sustainable.

While cemetery revenue decreased substantially, maintenance offerings increased by over 7% for a total of \$868,000. This represents an impressive response to year-end stewardship appeals by the Dean and Wardens.

The Cathedral Centre rental income of \$828,000 was good, although down from over the \$1 million reported in 2018.

Expenses by departments were down slightly but despite efforts to reduce expenses, we still experienced an overall increase from \$4.248 million in 2018 to \$4.342 million in 2019.

Statements of Activities – Endowments and Restricted Funds. Grant Thornton accounts show that investment income is based on the terms of the individual endowments and restricted funds. The realized income from the unrestricted funds are shown in the Cathedral’s annual operations. Unrealized investment gains income is shown below the line as it continuously varies with the swings of global capital markets.

Statement of Changes of Fund Balances. The transfer of \$230,000 in 2019 represents transfers that include the funds from the Jane’s Family Trust to pay for the yearly capital expenditures. In 2018, \$473,000 was transferred for this purpose.

Statement of Cash Flows. This reconciles the opening and closing bank balances, reflecting the operational challenges in 2019.

Notes to the Financial Statements. There were no changes to accounting policies.

Graham concluded his remarks by thanking the Dean, Cathedral Council members, Wardens past and present, Vicar Louise Peters, and countless volunteers who donate hundreds of hours to the Cathedral – the contribution of which is not captured in the financial statements.

Angela Emerson asked where the allotment for the Diocese could be found. Joyce indicated it is included in the Outreach and Synod line.

Dominic Cobran asked the Dean and Wardens to speak to the outcomes of the past strategic plan for 2017. The Dean indicated the strategic plan would be addressed later in the meeting.

Margaret Perschy asked for clarification of page 2, the 4<sup>th</sup> bullet in the Financial Statements. This clause indicates that if a material uncertainty exists, the auditors are required to draw attention to the related disclosures in the financial statements or, if such disclosures are inadequate, they will modify their opinion in their report or if they conclude that a material uncertainty exists. The auditor responded, indicating they do not see any issues but would be obliged to provide additional disclosure if a concern arises.

John Fraser said it’s extraordinary that we’ve been through more ups and downs in the last few years than any parish. He acknowledged the comprehensive reporting, which he attributed to the Cathedral leadership.

*MOTION:* It was moved by Graham Beck and seconded by Margaret Magee that the Audited Financial statements be approved as presented. - CARRIED  
unanimous

**c. Appointment of Auditors**

*MOTION:* It was moved by Ric Hillyer and seconded by David Crawford that Grant Thornton be appointed auditors for 2020. - CARRIED

#### **d. 2020 Budget**

At the outset of the 2020 budget discussion, the Dean reminded everyone of the rules laid out in Canon 14 of the Corporation Act of the Diocese, which states who is permitted to vote and speak at Vestry meetings. Employees and their families may not speak or vote. Staff may be asked to clarify information from time to time but may only speak if invited to by the Chair. Extended family members of staff may not speak about issues pertaining to the work of their family member but may comment about other issues. When asked about livestreaming the meeting, the Dean stated that Canon 14 prohibits this. These rules were confirmed by Chancellor Claire Burns.

The Dean pointed out that the 2020 budget shows a deficit of nearly \$400,000. He noted that deficit budgets are not allowed for any churches -- without the express permission of the Diocese -- and then only in the case that a church were deemed to be transitioning to a balanced budget.

The Dean stated that the strategy for addressing the budget deficit had been outlined in the interim strategic plan reviewed at the Pre-Vestry meeting. He noted that the plan was to continue engaging members in the upcoming visioning exercise to ensure a strategy that will align our programs, plans, and expenditures. He spoke about the overall 2020 budget as a path forward to restore the financial stability of the Cathedral and he is hopeful that we will come close to balancing the budget in 2021. He said we would be developing a fundraising program, but he stressed the importance of doing it systematically and with proper analysis. He stated that our 225<sup>th</sup> anniversary in 2022 could serve as a focal point to promote the Cathedral in the community, along with a capital campaign to support us in the future.

The Dean pointed out that when this budget was prepared both cremation chambers were functional but, regrettably, this had not been the case for more than a month. Therefore, he noted, it is quite possible the 2020 deficit will be larger than predicted. He also stated that our projected debt load will have to be serviced, or the money will have to be permanently removed from capital funds -- which will reduce our future investment income and funds available. At the end of 2020, the debt is projected to be approximately \$3.6 million for Hillside H and new crematory retorts, as well as the 2019 deficit of \$421,000, and the projected 2020 deficit of \$400,000.

People's Warden Don Solomon then outlined the process for developing the 2020 budget, which included the following steps: reviewing the interim strategic plan (whose key points are sound financial stewardship, inspiring worship and equipping lay leaders to engage the community), obtaining new information from key staff, reviewing 2019 financial performance, developing budget proposals at the Executive Committee, presenting them to the Cathedral Council, refining them at the Executive Committee, and then returning to the Cathedral Council, where it was accepted.

He stated that his presentation would focus on the operating budget, which addresses day-to-day operations at the Cathedral. Major repairs and maintenance, including equipment repair, are paid for from capital funds and were not directly addressed in this budget, although he said they would be touched on incidentally.

He noted that the Wardens have no direct or indirect financial interest in the affairs of St. James, but they do have a deep attachment to the Cathedral. His goal was to present the facts as he sees them with the

confidence that parishioners could be relied upon to think critically and make their own judgements about the budget.

He then moved to a discussion of the years leading up to Budget 2020, noting that, in the recent past, our budget had been in the range of \$4 million. Expenses have remained consistently above revenue, except, briefly, in 2016, meaning that we are running a consistent deficit. In the period 2008 to 2012, the deficit shrank. From 2012 to 2016, both revenues and expenses increased significantly, as the Cathedral Centre came into operation. From 2016, revenue plateaued but expenses did not fall proportionately, so the deficit grew.

Don noted that the accumulated deficit for the period 2008 to 2020 was greater than \$2.5 million. This represents money diverted from our capital funds, growing and available to produce income to supplement our operating budget and to meet our capital repair needs for the cemetery, our buildings and the organ, which are in the range of \$10 million. He quoted from a study of our pipe organ, which states that, "difficulties with the Cathedral's historic organ persist as we approach the 10-year anniversary of our last feasibility study into its repair and rebuild. While our valiant organists endeavor to make the instrument sound effortless and functional, the hidden leatherwork continues to perish, the 1970's electronics fail, the fixtures of the console crack, and the patchwork repair bills accumulate." He noted that organ and piano maintenance over the last 3 years was a little over \$4,000 per annum.

In 2019, he stated, we experienced a large deficit primarily due to reduced revenue at the Cathedral Centre, and growing problems with the crematory retorts at the cemetery. Historically, these two areas have generated profits which could offset expenses.

He noted that, in 2019, our net revenue was \$2.1 million of which 41% came from offerings; 22% from rentals; 11% from grants and other; 13% from investments; and 13% from the cemetery. He said we experienced moderate increases in offerings from 2008 to 2020, with an increase of about 50% from 2012 to Budget 2020, running above inflation. In 2001, he noted that we had 566 identifiable givers but by 2018, this had decreased to 383. The number of identifiable givers has risen 15% since 2019 but we have recovered to 2001 levels. The average annual gift per giver in 2009 was \$1,557 and in 2018 was \$1,933. He stated that for parishes in the Diocese with more than 300 people, St. James has the lowest average offertory gift per giver at \$1,933, about two-thirds of the average for large parishes and about one half that for St. Paul Bloor Street and Trinity East.

Don explained that the cemetery and Cathedral Centre rentals can be viewed as the Cathedral's 'small businesses' and, as with all small enterprises, there are risks, such as reliance on key clients and staff, reliance on the condition of our facilities and competitive pressure from better-funded rivals. That said, he felt we are blessed to have such diversity in our revenue sources.

He explained that there was a direct correlation between net cemetery income and Cathedral expenses from 2011 to 2017 but that, from 2018, net cemetery income started to fall as the crematorium retorts were pushed beyond their service life and started to fail, even while Cathedral expenses rose somewhat. Without an alternate source of funds, spending cannot be sustained at current levels.

When commenting on the cemetery, he noted that we have taken in more money than we have been spending on it to maintain it. Thanks to the foresight of an earlier generation, the crematorium retorts

were replaced in the early 1990s. They are now more than 25 years-old and are beyond their service life. Unfortunately, Don observed, we failed to set aside a capital reserve to replace them. Other cemetery components, such as the office building, chapel roof, hillsides, fencing and roadways are in a poor state of repair.

Further, he stated that we have experienced turnover in key staff, and we have also lost a key client in Humphrey Funeral Home -- contributing to the loss of revenue, although we have attracted additional business from some clients. Over the past three years, he noted, we have spent \$182,000 trying to keep the retorts in working condition, with only limited success. Both retorts had recently shut down and business had been diverted to St. John's Norway. He stated that we have learned in order to repair the south retort we have to now replace the floor and will have to also observe new safety and emissions regulations.

Don spoke about the changing business environment at the cemetery, including the shortage of available land for burials, changing social practices, consolidation of ownership in the industry, new Provincial regulations in respect of emissions into the air, workplace safety and complaints from neighbours. In the face of this, we need to act thoughtfully. Don then described the current status of the cemetery and the plan to address it. He noted that, late in 2019, John O'Brien, a consultant, was retained to advise and assist with the plan. He explained further that both retorts had recently shut down with business diverted to St. John, Norway; that the north retort had been condemned as beyond useful repair; that intermediate repairs were planned to put the south retort back into service while we planned the complete replacement of both retorts; and, that retort replacement was expected to take place in 2020 to meet requirements of workplace health and safety, emissions regulations, enhanced reliability and improved neighbourhood relations.

In 2020, the Cathedral hopes to secure a loan from the Diocese to pay for this, working with our consultant, John O'Brien, on the business case for the cemetery as well as a review of operations and a marketing plan.

Don noted that rental income at the Cathedral Centre, our second small business, has also decreased. As the Cathedral Centre was completed and capital investments were liquidated to pay for construction costs, investment income dropped but rental income rose accordingly. At its high point in 2018, it generated almost \$1 million in gross revenue. It was only in 2017 that we started to track net income and since then, revenue has averaged about \$500,000 per year. Film production drove record rentals in 2018, but it cannot be relied upon as we saw last year. Sometimes, internal Cathedral events preclude multiday rentals by external clients and while we were fortunate to have several government clients in the past, the current government has restricted spending which has negatively impacted our revenue. If we insist on displacing external clients to accommodate internal events, then other sources of revenue, like offerings, must increase to pay for our ministries.

Switching from revenues to expenses, Don described in general terms the allocation of spending to property, communications and administration, utilities and insurance, clergy, music, committees, outreach and synod. Don noted that our expenses have been rising faster than our revenues. Our 2020 budget has been reduced to mitigate the operating deficit. While we need to take remedial action, it must be deliberate. Our situation is not so dire as to justify panic and gutting the budget. Major moves

should be left until completion of the strategic plan. Expense reductions are necessary and while it is regrettable that we must act on these matters so soon after the arrival of our new Dean, the fact remains that decisions that have been delayed in the past have forced our hand.

He reported that, since bottoming out in 2011, our administration and communications costs have been rising. The Executive Committee did an extensive review of this category and as a result of this, we had to make some difficult decisions. Our Communications Manager was laid off and our new Executive Director only works four days a week, not five. We have to absorb new cyber security costs to meet the demands of new federal regulations, ensuring the protection of your financial and personal information to protect ourselves against a cyber attack that could cripple our operations and damage our reputation. We are incurring one-time implementation costs as well as ongoing costs to access a secure cloud. Fortunately, we received a donation to cover the cost of an IT consultant as well as cost-free expert advice on project governance. We are already benefiting from increased efficiencies.

Don noted that clergy costs have also risen as a result of several transitional years. We have had to cover the costs of moves, as well as overlapping contracts to provide for continuity. To address this, the Dean and Vicar have negotiated with the Diocese to absorb the entire cost of the Mandarin Ministry starting in 2020. We receive a grant from the Snell Foundation to support our clergy efforts that focuses on Christian Education, and starting in 2020, we will receive a grant from the Diocese that will cover most of the cost of a new curate starting this summer. The curate will reside in a Cathedral Centre apartment and this will also result in reduced costs. Additional savings are being considered and, among other things, the Dean has decided not to attend the International Deans' Conference. The Dean has also graciously allowed the Deanery to be used for film productions, as required, which will necessitate his moving to other quarters while filming is underway.

Turning to music, Don stated music in the English cathedral tradition and of high quality enhances our inspiring Sunday and feast day worship and it is difficult to imagine St. James without it. We currently enjoy the highest standard of music at St. James, however, costs have ballooned since 2011 as we have carried a Director of Music, Organist, Organ Scholar, Artist-in-Residence, and, starting in 2016, a fully-salaried choir as well as having hosted a number of concerts. Against these expenses of about \$325,000, income from dedicated music funds is a little over \$40,000. To address this, the part-time music assistant was not replaced when she resigned; the Cathedral choir will be reduced to eight paid singers, plus auditioned volunteers; chorister contracts will not be renewed but rather, choristers will be paid by the hour, as in the past. As a result, chorister costs will be reduced by \$50,000 in 2020 and by an additional \$50,000 in 2021 based on reductions in 2020. We do not anticipate further reductions in 2021. The Parish Choir will remain unchanged.

Don noted that outreach is at the core of our mission and aligns with one of our strategic plan principles: "Equipping Lay Leadership to Engage the Community". Through outreach, we preach the Gospel by deed. He explained that the budget for outreach for 2020 will be \$126,000, a drop of \$10,000. Our focus will be on the Tuesday Drop-In, which just celebrated its 25<sup>th</sup> anniversary, and where we served over 10,800 meals and had over 9,060 visits from our guests in 2019. Our Outreach Manager and others have done excellent work in attracting and sustaining donations of time, money and goods from local businesses such as Starbucks, Vinci Catering, Coca Cola, the Knights Templar, and CIBC, along

with food donations from Second Harvest. We will continue to support the Good Food Box to benefit our Drop-In guests but our support to other charities will be reduced so that we can focus on our own outreach.

Don reviewed property expenses, noting the rise in this category, which in this analysis includes facilities rentals staff, in lock-step with rental revenues. He pointed out that the period following the opening of the Cathedral Centre in 2012 was marked by instability in property management, as we struggled to find a suitable manager before the current one. This is a situation to be avoided because it threatens our rental business.

Don stated that property expenses were reviewed and in 2019 facilities rentals staff was reduced from three to two. Insurance and utility costs are mostly beyond our control but these are closely monitored. The Cathedral will remain open 365 days per year but hours will be reduced to four hours per day from Monday to Saturday. This will result in a savings of \$60,000. In 2020, some contracted work such as custodial and snow removal may be brought in-house and additional adjustments are being sought.

A summary of adjustments to achieve our operating balance in 2021 followed and it was noted that these amounts are based on full-year savings of 2020 reductions with no further reductions specifically planned for 2021 at this time: Archives were transferred to the Diocese and the Archives assistant was laid off – \$17,000; Clergy cost is being reduced by \$50,000; the Communications Manager was laid off - \$50,000; the facilities rentals staff was reduced from three to two - \$55,000; Outreach external donations are being reduced by \$10,000; the parish nurse retired and will not be replaced - \$35,000; the part-time music assistant resigned and will not be replaced - \$17,000; reduction of Cathedral Hours will save \$60,000; reduction in number of paid choristers and move away from contracts - \$90,000; and, reduction in food service costs - \$20,000; all, for a total savings of \$404,000.

Don noted that we are considering opportunities for additional income such as, increasing cremation sales after the retorts are replaced; increasing the number of burial lots, columbarium, and scatter garden sales; increasing rental sales at the Cathedral Centre by responding to customer feedback, installing tap and pay devices at entrances of the Cathedral (\$20,000 is received annually via the brass tube in the nave); moving to multi-year budgeting, and establishing reserve funds for capital repairs; cultivating small fund-raising projects, and introducing a stewardship campaign – The Joy of Giving.

Don stated that attracting new parishioners is a priority. This will be accomplished through the visioning process, re-establishing our mission, goals and strategic plan. We'll have a subcommittee to present ideas to attract new parishioners. We will strengthen our welcoming atmosphere, a process already underway with sidespersons, stewardship training, and our coffee hour. We will continue to increase opportunities for participation as we have with our Ministry Council. We'll work with our Hub partners to equip our volunteers with more leadership training. We'll reinvigorate the 20's and 30's programs. We will increase children's programming and consider a children's choir. We will build strategic partnerships with the community and we will use worship, music, and outreach to glorify God and to reach more people in our community. Don concluded with plans for the future, stating that we will remember our Christian mission and focus on sustainable growth in membership; implement interim measures in 2020 to mitigate deficits; adapt to a new fiscal reality by making difficult choices, spending responsibly and living within our means; and, align our spending to support our strategic plan; and, return the cemetery to sustainable health.

Further, we will maintain a continuous focus on the performance of cathedral centre rentals; focus on what can be achieved without spending money; balance the operating budget; divert bequests, which are one-time windfalls, to build up our capital funds, which are needed for capital repairs; move towards multi-year budgeting and the establishment of reserve funds for capital repairs; and, be grateful for what we have.

*MOTION:* It was moved by Peter Harris and Seconded by David Gates that the budget for 2020 be approved as presented.

Discussions about the proposed 2020 budget ensued.

Ted Hawken asked if there is a budget for capital expenditures, and, if so, how will it be used? Don responded that there is \$350,000 in the budget for 2020 and this includes funding from some private donors. Allocations have not yet been determined but there are several projects on the list such as the clock tower although, in that case, estimates have substantially increased, so we may decide instead to paint the interior of the Cathedral.

Ted also asked how long the crematory retorts will be out of service. John O'Brien indicated they had to be shut down due to emission complaints from neighbours, as well as health and safety concerns about carbon monoxide. John stated that we anticipate one retort will be up and running again soon but we plan to replace both of them to re-establish this stream of income. We are working with the Ministry of the Environment regarding the new regulations and as this is a heritage site, there will be additional requirements. Site visits have started and follow-up by engineers is expected. We are also working to strengthen relationships with current funeral home partners.

When asked, John O'Brien stated the average cost for a retort is \$150,000 to \$500,000. The overall cost could increase if a second chimney is required.

Ed McBride asked about a warranty. John said there is a basic warranty but we will make provisions for a maintenance schedule in accordance with the manufacturer's specifications.

Richard Harrop asked why we need two retorts, wondering why we couldn't just repair one and replace the other one and Joan Northey suggested that since we lost Humphrey's business and possibly other funeral homes, perhaps one unit is enough. John O'Brien said that historically, we have needed two and based on the business we are now diverting to St. John's Norway, we anticipate two will be required going forward. He also mentioned we are anticipating detailed submission from three companies for the two new retorts.

Kay Betts brought up the issue of new burial methods, alternate forms of disposition such as alkaline hydrolysis. John O'Brien responded that these are not as effective or as green as touted and different jurisdictions have different regulations. He cited as an example, human composting in Washington State is not allowed in Ontario.

Irene Courage said she was sad to hear about reduced hours at the Cathedral and wondered if a team of volunteers could help the sextons to maintain the current hours. Jim Kotsifas, our Property Manager, responded, indicating this would pose a security threat especially if there were an incident

with a violent person. Sheila Goulet shared the concern about fewer hours impacting morning and evening prayer as well as the Friday morning foot clinic. The Dean addressed this, stating there would likely be a morning prayer and one eucharist and assured everyone the foot clinic is an important ministry and it would be continued.

The discussion turned to music with the first question about the organ. The Dean noted that while it is in need of major repairs, some work over the years has been covered through a subline under the music budget. A feasibility study was done about 10 years ago but the required funding could not be raised. Don Solomon explained the full repair would be in the range of \$5 million. Robert Busiakiewicz informed the meeting that the organ is maintained by John Struve for a very reasonable fee.

Elizabeth Muir expressed her support for the current music program and worried that the proposed changes will adversely impact the quality of music at the Cathedral. Robert Dixon also appealed to the parishioners to reconsider the proposed changes to music.

Heather Clark, who noted she was a trained musician and professional fundraiser, suggested the budget focuses too much on expense cuts and not enough about revenue generation and stated that, following the Pre-Vestry meeting, there is a sense that the music program is being threatened. She proposed a few experienced fundraisers within the congregation would be willing to donate their time to this cause.

The Dean said he appreciated the passion for our music program but replied that while the music program as we know it is in jeopardy so too are other priorities including the current levels of pastoral care and worship, the number of clergy, outreach, as well as maintenance of the cemetery and the Cathedral. We therefore can't just focus on music; an integrated approach to fundraising is essential to address all of these critical needs.

Lisa Balfour Bowen asked if we are still paying for the Cathedral Centre. Don Solomon responded that the building was paid for by cashing in some investments. Lisa then asked if the investments were replenished and the response was no, at which point Lisa asked about the status of our current investments. Graham Beck responded. Lisa believes some parishioners would like to contribute directly to music, not the big capital campaign that won't happen for two years. The response was that fundraising just for the choir could not be justified and it would not be possible to divert funds from elsewhere. Elizabeth Kilbourn noted that we had a volunteer choir under Giles Bryant and she would like to see this again.

Bishop Andrew Asbil then addressed the meeting. He said we could see this day coming when part of our revenue stream, the Cathedral Centre, crematorium and our investments, were going to fail us. This is painful. A music program that becomes a cathedral or an outreach program that becomes a cathedral, is not a cathedral for the whole city. We are lagging behind other parishes of the same size. If we were each to give 45% more in offerings, we could balance the budget. As this is not realistic, it has been necessary to make some difficult decisions.

The Dean extended appreciation to the Bishop and then to the Wardens, the Cathedral Council, the Finance Committee, and to Joyce Badley for their work on the proposed budget.

The question was called. 107 supported the motion, 12 were against it and 6 abstained - CARRIED

## 8. 2020 Social Justice Vestry Motion – Taking Action on Climate Change

*MOTION:* It was moved by Don Solomon, and seconded by George McNeillie that,

We, the Vestry of the Cathedral Church of St. James 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.

As Christians, we have a particular obligation to care for the earth as God's beloved creation (Genesis 1 26-28, 2:15), as well as for the most vulnerable among the human family (Matthew 25). Accordingly, we also commit our parish to the following goals:

-Encouraging use of active and public transportation by parishioners, and/or carpooling where these options are not practicable

-Divesting from investments in oil, gas, and coal and/or investing in renewable energy projects

Michael Naidu asked about establishing a green committee. The Dean said he would like that but felt the visioning exercise should determine our priorities.

The question was called and the Motion - CARRIED.

## 9. Organization Reports

*MOTION:* It was moved by Bob Simpson and seconded by Paul Seddon that the Organization Reports be received as circulated. - CARRIED

## **10. Notification of the Dean's Appointment of Officers**

The Dean extended his appreciation to retiring Deputy Warden, Graham Beck, and retiring Members of Cathedral Council, David Crawford, Pat Maltby, Joe Minta, Gordon Robison, Kate Uchendu in addition to retiring Members of Synod, Angela Carroll, and Ed McBride.

The appointments presented by the Dean were:

Rector's Warden: Jayne Hobbs (Year 3 of 4); Deputy Rector's Warden: Kate Uchendu (Year 1 of 4); Cathedral Council Members-at-Large: Peter Gardiner-Harding , David Gates, David Grant, Sarah McDonald, and Daisy Pittis. (all year 1 of 3 year term)

## **11. Election of Officers**

The Dean thanked the Nominations Committee for their work and Chair, Jayne Hobbs, named the committee members: Graham Beck, Bob Hart, Daisy Pittis, and Sybil Wilkinson.

### **a. People's Warden & Deputy People's Warden**

The Dean presented the wardens for nomination:

Don Solomon was nominated for People's Warden. The Dean asked if there were any other nominations.

Joan Peters was nominated for Deputy People's Warden. The Dean asked if there were any other nominations.

There being no nominations for these positions, Don Solomon (Year 4 of 4) was acclaimed as People's Warden and Joan Peters (Year 2 of 4) as Deputy People's Warden.

### **b. Cathedral Council**

The Dean presented the nominees for Cathedral Council Members-at-Large: Edwin (Ted) Hawken, Ric Hillyer, Jackie Jagoda, Russell Mark, and Sandra Mowat.

The Dean asked if there were any other nominations. Richard Harrop nominated Sheila Snelgrove and Peter Harris seconded the nomination. After voting by paper ballot the following were elected: Ted Hawken, Ric Hillyer, Jackie Jagoda, Russell Mark, and Sandra Mowat.

### **c. Synod Delegates**

The Dean presented the nominees for Lay Delegates to Synod: Jenny Formanek, Christian Kingsmill, Carol Kysela, Sheila Snelgrove, and Sybil Wilkinson.

The Dean asked if there were other nominations from the floor. There being none, the Synod Delegates were acclaimed.

The Dean presented the nominees for Synod Alternates: Rob Haines, Peter Dawes, Yosola Sholagbade-Adeoye, Russell Mark and Deborah McGinnis.

The Dean asked if there were any other nominations from the floor. There being none, the Synod Alternates were acclaimed.

## **12. Other Business**

### **Changing the Date of our Year-End**

Joyce Badley led this discussion about changing our year-end to June 30<sup>th</sup>. She indicated this was approved by Council and if approved by Vestry, it would then be taken to the Diocese for their approval. This would be followed by approval from CRA. The process takes about 18 months.

The rationale for the change is that best practices suggest June 30<sup>th</sup> as a year-end as it is more manageable and efficient, and it better aligns to our business cycle. December 31<sup>st</sup> is the busiest time of year from an administrative perspective. We receive major donations within the last few days of December requiring that we issue tax receipts in early January in addition to preparing T4's for staff. We then have to prepare year-end financials and complete an audit in preparation for Vestry. An additional benefit is that we could negotiate a reduced audit fee as December year end audit season is the busiest time for our auditors.

If we proceed, our next full audit would be completed in June 2021 with a Vestry Meeting to follow in October of 2021. We would, however, have a special Vestry in the interim for the election of Officers along with a financial update.

*Motion:* It was moved by Peter Dawes and seconded by Paul Seddon that our year end date be changed to June 30<sup>th</sup>.

- CARRIED

## **13. Adjournment**

The meeting was adjourned at approximately 4:45 p.m.

## St. James Cathedral - Special Vestry – Jan 17, 2021 – 1:30pm - Minutes

Opening Prayer – Dean Stephen Vail

Dean explains this is a Single agenda meeting:

- To seek Approval in Principle for the Replacement of the Retorts at St. James Cemetery and Crematorium and the required funding for this project.
- Questions regarding any other topic are to be saved for the Regular Vestry Meeting

Poll: Motion to Elect Vestry Clerk

*It is moved and seconded that Ric Hillyer be appointed Vestry Clerk for this meeting.*

*Moved by Jayne Hobbs, seconded by Don Solomon, motion carried.*

Dean: introduced John O'Brien; explained the process for questions; and asked that questions be saved until the end of the presentation.

John O'Brien described his extensive background as a consultant in the area of cemetery operations and infrastructure.

John presented a PowerPoint Presentation describing a Retort Replacement Business Case Study. Some points included are:

- There are new environmental standards to be met regarding emissions and we must be certified in this regard.
- ERA Architects is our architectural company and specialize in heritage buildings and will minimize visual impact of any architectural changes.
- St. James Crematorium has been in operation since 1948 and has been a major financial resource to the Cemetery and Cathedral operations.
- Both retorts have failed, causing loss of customers and income and environmental issues.
- One retort has been repaired and the other has been shut down.
- The key recommendation is to replace both retorts.
- Cremations are increasing in Ontario.
- Payback period of this proposal is quite long, but manageable and viable.
- The cemetery did 2,779 cremations in 2015 and have declined to 833 in 2020 when only one retort was in operation.
- Net income in 2015 was \$979,664 and declined to \$47,253 in 2020 when both retorts were taken offline for repairs and only one retort able to be brought back into operation.
- The crematorium revenue subsidizes the operations of both the Cemetery and St. James Cathedral programming.
- We need to replace both retorts to maintain income. Not to replace would not be financially desirable.
- We will need a marketing plan to re-capture lost business and address major competition and collaborate with other Anglican providers.
- The expectation is that we can get lost business back and gain new business.
- Project is planned, if approved, to start in Spring 2021.
- Total budget is just approximately \$2 million plus tax.
- Financing will come from any or all of the following:
  - Grant from Diocese
  - Loan from Diocese
  - Borrow against our investment portfolio
  - Loan from financial institutions

- It will take about 16 years to pay back fully under expected business case scenario.
- If net income is lower than expected it could take 25 years to pay back. This is not expected to occur.
- If we don't proceed then the Cemetery would have to be subsidized by the Cathedral.
- Maintenance and capital replacement will be funded in this business case scenario.
- Earnings from the new retorts will also be set aside for Hillside "H" loan payback.
- Possible future projects:
  - o Columbariums will be built to increase revenue.
  - o The office and land around it will be redesigned.
  - o The heritage aspect of the buildings and the Cemetery may help in fundraising.
  - o We should look at fundraising for the Care and Maintenance Fund for the Cemetery.
  - o There is the possibility that legislation will be changing to allow borrowing against currently restricted funds for projects at the cemetery.

The Dean thanked John O'Brien and introduces Don Solomon.

Don Solomon added to John O'Brien's points as follows:

- Business case allows funding of Cathedral initiatives.
- The net of rewards and risks in the proposal is quite positive.
- The chapel is a designated heritage building. We will engage ERA Architects, a firm that has had many dealings of this type, to smooth the way for our construction.
- If obstacles arise against this plan scenario, there are other options.
- We have received two professional opinions that Hillside "H" as it must be done soon.
- There is a high degree of reliability in the estimates for this project.
- There is a limited supply of allowed retorts in the city and thus our business will continue to rise due to increased demand for cremations.
- We still have good relations with our past clients.
- There will be a new relationship with St. John's Norway and St. John's Dixie, even though they are our competitors.
- There will be a second Special Vestry Meeting to approve contracts for construction and loan agreements in the Spring of 2021.
- In the late summer of 2021, the project should be completed.

The Dean thanked Don and opened up the meeting to Questions, repeating the written instructions given on how to raise a question.

Questions followed:

1. Nick Tunnacliffe
  - Congratulated John and Don on a comprehensive presentation and asked why 2 retorts are necessary?
  - John replied: to maximize revenue potential; to make use of opportunity to put in two retorts in same construction effort.
2. Graham Scott
  - a. Question 1: Do we have a project management plan in place?
  - b. John replied: ERA will have a process and John will be involved with the project oversight.
  - c. Question 2: How are we dealing with management at the Cemetery?

- d. Answer: Cemetery management will focus on operations and maintenance while John will deal with marketing. Don will stay on to complete the project and, if required, more staff will be added later for marketing or other efforts.
3. Vanessa Rottner
  - a. Questions: What dollars are projected for marketing?
  - b. Answer: John's involvement in marketing is budgeted. One idea, for example, is a body pick-up service to be charged in fees – this would require purchase of a van; details will come in the second Special Vestry Meeting.
4. Phillip Day
  - a. Phillip commented: A \$2.5 million cost with \$900,000 net income is a no brainer.
  - b. Question: Clientele is down 70%. Are they returning and who gets the rebates?
  - c. Answer: John said many clients have returned already; a few major clients get volume rebates (like Aftercare for example); new strategies will get returning and new clients
  - d. Question: Do retorts operate 24/7?
  - e. Answer: Depends on supply and demand and staff, additional shifts will be added as feasible; our clients appreciate our flexibility and quick turnaround when required by certain customers.
5. Mark Shishakly
  - a. Question: How much would it be to subsidize the Cemetery if we don't operate retorts?
  - b. Answer: John said we are looking into revenue generating opportunities. Don said we would need \$250,000 from St. James Cathedral to help the Cemetery break even if there are no cremations.
6. Nick Tunnacliffe
  - a. Question: How long will retorts last given loan repayment takes 16 to 25 years?
  - b. Answer: John said service life will be extended due to maintenance plan allowing retorts to last 20 to 25 years. Don said inflation on revenue side will enable faster payback of fixed loan costs.
7. Gordon Robison
  - a. Question: What is the optional processing unit?
  - b. Answer: John said the processing unit is where ashes are gathered for return to family. This project is an opportunity to build a second unit at lower cost than later on.
8. Kay Betts
  - a. Question: Doesn't conversion of Chapel yield more revenue?
  - b. Answer: John says we could increase services in the chapel. Don stated that only 15 to 20 services a year are done now. We could replace some pews with movable seating and allow niches below the stained windows with glass or brass covers to increase our revenue.
9. Gordon Robison
  - a. Question: Will there be any smoke in the chapel like there has been?
  - b. Answer: John said the new retorts will totally eliminate smoke issues. The repaired retort has no smoke issues.
10. Ed McBride
  - a. Question: Will cremation costs increase?
  - b. Answer: Yes, inflationary costs, natural gas, wages will increase and be compensated for by fee increases.

The two motions were presented and voted upon.

Poll – Motion 1

*It is moved by Jayne Hobbs and seconded by Don Solomon that St. James Cathedral approves proceeding with the replacement of the two retorts at St. James Cemetery and Crematorium at a cost of no more than two and a half million dollars.*

*The motion carried unanimously.*

Poll – Motion 2

*It is moved by Jayne Hobbs and seconded by Don Solomon that St. James Cathedral give permission to its wardens to seek funding for the replacement of the two retorts at St. James Cemetery and Crematorium from the Diocese of Toronto, through a Financial Institution loan, internal sources or some combination.*

*The motion carried unanimously.*

The Dean thanked Joyce Badley, Lisa Scapillato, Jim Kotsifas for working on their days off and doing such a wonderful job so we could have a virtual Vestry Meeting. He also thanked John O'Brien and Don Solomon for their excellent presentations.

Move to adjournment passed.

Closing Prayer - Doxology

Meeting adjourned.



*St. James Cathedral*

*Stanley Turner*

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