

THE CATHEDRAL CHURCH OF ST JAMES  
PRIORITIES FOR A TIME OF TRANSITION  
2022-2024

APPENDICES

APPENDIX I	The Process
APPENDIX II	What we learned from other cathedrals & centres of excellence
APPENDIX III	The relationship between the Cathedral and the Diocese of Toronto
APPENDIX IV	What is a Cathedral? A reflection by The Very Rev. Peter Elliott
APPENDIX V	St James' current financial situation

## APPENDIX I:

### THE PROCESS

Strategic planning in a pandemic is both impossible and essential. Impossible because the way ahead is neither clear nor predictable. Essential because we need a shared sense of values and priorities to provide direction, guiding us through the many decisions that need to be made within a changing and unsettled landscape. There is no doubt but that we are in a season of transition and transformation as the Cathedral and as a Church.

So, we put aside the classic tools and methods of strategic planning and pivoted to a listening and learning mode.

- A. In July 2020 when COVID-19 made it impossible for us to meet for group discussions in person, the Vision Steering Team held a series of 7 listening groups. The purpose was to listen for values that lie at St James' heart and that are being more acutely felt and clearly articulated during a time when our activities are restricted. Following the groups, the questions were posted in E-Connections and people who were not able to attend a listening session were invited to submit their responses.
- B. Small working groups were formed to investigate best practices in Cathedral and other large 'centre of excellence' churches who had undergone transformational change to secure their future and the relationship between St James Cathedral and the Diocese of Toronto. These investigations included exploration of what it means to be a Cathedral. A third small group considered the Cathedral's resources (financial and nonfinancial).
- C. An Environics demographic report was commissioned for our area in order to understand more fully the people living in the neighbourhoods nearby.
- D. A questionnaire was sent to all Cathedral volunteer leaders gathering input on the opportunities and challenges for their ministries as the pandemic restrictions lift.
- E. During summer 2021, 4 small group meetings were held in response to the Primate's invitation for congregations across the country to reflect on the experiences of the pandemic - the difficulties and (particularly) the good surprises - and what lessons, priorities we might take forward into the post-pandemic church.
- F. Also, there have been a number of personnel changes at the Cathedral that are opening new opportunities for our future. Thomas and Stephen....

The aspirations, strategic priorities and plans set forward for 2022-24 are the results of this work.

## APPENDIX II:

### WHAT WE LEARNED FROM OTHER CATHEDRALS AND CENTRES OF EXCELLENCE

Three members of the Learning from Other Cathedrals group (Canon Beth Benson, Carol Kysela and Bob Hart) were charged with the task of interviewing the Rectors/Deans of 3 Anglican/Episcopalian Cathedrals/Churches who had recently gone through a visioning process. It was our intention to learn from their experiences and share their wisdom.

The 3 Cathedrals/Churches were:

- Christ Church Cathedral Houston ([christchurchcathedral.org](http://christchurchcathedral.org))
- Christ Church Cathedral Victoria([christchurchcathedral.bc.ca](http://christchurchcathedral.bc.ca))
- St James Madison Avenue ([stjames.org](http://stjames.org))

These 3 places of worship were chosen because they were similar to St. James by their long history at their location; Anglican tradition rich in liturgy, music, and compassionate service; location in a large urban centre with similar demographics to ours. Most critically, each church had a recent experience undertaking a visioning process that resulted in the substantial revitalization of their congregations.

In pairs, we met over Zoom with the Deans/Rectors and discussed the how, why, and outcome of their visioning process and asked for any recommendations they might have for us as we at St. James embark on our visioning journey. The conversations were rich, and Dean Barkley, Dean Ansley and Rev. Brenda generously shared their time and wisdom with us.

During our time together we accumulated a treasure trove of useful reference material and were inspired by the wisdom of their renewal experiences. The following 7 points synthesize our learning from the discussions with all three worshipping communities.

- 1) Hopefulness is essential to the renewal process. Have faith in the process, listen, respond to God's leading - and just go to work.
- 2) Radical welcome: Understanding the deep "why" of what draws a particular person into authentic relationship with God in a particular place is fundamental.
- 3) Take action: Vision statements and aspirational goals should provoke dynamic action and be rudders and filters to guide energy and planning.
- 4) The God-given gifts of every member of a worshipping community are key to its vitality.
- 5) Christ-centred identity is interdependent with life-long learning, a diverse worship life, and ministries of care and compassion.
- 6) Networks of trust through which God's love becomes known in the world grow out of partnerships between Christian communities and other organizations.
- 7) Online presence as fresh as Daily Bread: Websites and virtual ministry are now the church's front doors for seekers to build trust and relationship.

## APPENDIX III:

### THE RELATIONSHIP BETWEEN THE CATHEDRAL AND THE DIOCESE OF TORONTO

The Cathedral Church of St. James has the historic distinction of being the first church in Toronto. The Cathedral is both a parish church and serves as the seat of the Bishop of Toronto and is the focal for his ministry in the life of the Anglican Diocese of Toronto. Therefore, the Cathedral is often referred to as the 'Mother' church of the Diocese.

#### **The relationship between Diocese and Cathedral and the significance of the Cathedral:**

St. James has a symbiotic ministry as a Cathedral: to serve and worship as a parish, to serve the City of Toronto and to serve and have a presence within the Diocese of Toronto. With these different elements in mind there are opportunities to be taken up and challenges to address.

#### *Opportunities*

- James is the Cathedral for all parishioners in the diocese and an entry point for immigrants to the city.
- Online worship during the pandemic has resulted in an expanded sense of the Cathedral's place within the diocese. People have joined to worship, not only from the diocese, but throughout the world.
- The Cathedral has a city presence. A way should be found to increase its role and profile. It is a holy place in the city with deep historic roots. It can be a welcoming centerpiece for large gatherings.
- As the diocese is reducing the number of suffragan bishops and revisioning episcopal leadership the Dean, as lead cleric, is likely to take on more of an episcopal role.
- Christian education should be for the diocese and the Parish. Likewise, Christian education at the Cathedral should be an outreach to other parts of diocese and wider City.

#### *Challenges*

In the past, starting with Bishop Strachan and Dean Grasset, the relationship between the Cathedral and Diocese has varied from friendly to neutral to antagonistic. It is noted that the relationship could have had more synergies if the Cathedral Centre had been built differently: for example, a mutual reception area between the Cathedral and the Diocesan offices at the Adelaide Street entrance. The idea was originally explored in the early planning stages but did not come to fruition.

The Cathedral also needs to prioritize its own parish ministry and the relationship with the Diocese will need to acknowledge this other important aspect of St James' life and ministry.

#### **Creating a Diocesan and Cathedral partnership**

The Diocese and the Cathedral can find many ways to work together. The pandemic has made the need to share more evident and essential. During the pandemic, the Diocese has been hosting online

services at the Cathedral and has paid for cameras to be installed in the Cathedral to allow for continued broadcasting of the Cathedral services.

Currently there is collaboration of shared property maintenance staff.

There are opportunities to be more creative about sharing costs and co-developing new forms of ministry. The Diocese can bolster the Cathedral and vice versa. For example, the Cathedral's music ministry can be shared through invitations for church choirs to perform at Evensong. Likewise, a possible Diocese Children's Choir could be formed.

### **Shared Vision and Common Mission**

As a result of the pandemic, the future is uncertain as to what the *new norm* will finally be. Gathering will be quite different. Will people want to meet online more often than in-person?

Core values have changed and been strengthened in the last ten months. The need for diversity is more important now than ever before.

The Diocese *Growing in Christ* strategic plan comes to an end in 2021. It focuses on Diocesan needs. How can the Cathedral and Diocesan strategic plans connect and inform each other?

## APPENDIX IV:

### WHAT DOES IT MEAN TO BE A CATHEDRAL? A reflection by The Very Rev. Peter Elliott

Surprisingly, this is not a simple question to answer. What it means to be a Cathedral depends very much on contextual variables, such as history, geography, local custom, and the needs of the diocese and local community. For example, Cathedrals around the globe are funded in very different ways depending on context. Some, like ours, rely heavily on the congregation to support its ministry. Others are at least partly funded by their diocese or even governments.

The Very Reverend Peter G. Elliott was a major contributor to this steering group's work. Much of what follows comes from a talk he gave to the Diocese of Pennsylvania in 2002 on this very question. Before we move on to what Dean Elliott said, one of Canada's retired Primate, the Most Reverend Michael Peers, offered some very important insights to what it means to be a Cathedral in Canada. He identified two models that are helpful when understanding the Canadian experience:

- The English model for Cathedrals, who by their constitutions are NOT parish churches. In fact, the bishop needs to be invited in. The Episcopal Church in the United States adopted this approach. The Cathedral's identity is not defined by 'parish' even though they have resident congregations.
- Canadian church took the Irish model, where Cathedrals are parish churches with a little extra added. Deans carry a double title under the bishop's license. So, our Dean has been appointed by the Bishop of Toronto as the Rector of St James and Dean of Toronto and functions at Bishop's pleasure.

Here is what Dean Peter Elliott shared regarding what it means to be a Cathedral, which is called the Top ten Reasons to Celebrate the Ministry of Cathedrals.

*A cathedral rests not on a theory but on earth...But a cathedral is also **a creation imagined by the human spirit in order to affirm an aspiration and a faith**, and as such it is used and valued every day.*

David Edwards, Provost of Southwark

#### **1. Cathedrals give expression to the ministry of the Bishop**

Cathedrals get their name from a piece of furniture: a chair from which the Bishop presides. A Cathedral provides a space where the Bishop can be with her/his people, to bring the wider church together for the purpose of engaging the church in its apostolic mission; and most importantly, preside at the sacraments.

#### **2. Cathedral as place for renewal of faith**

There are two images within scripture: in Luke's gospel (12: 32)—the imagery of the *little flock*—the local Christian community where we belong and grow with others. Increasingly many people's experience of church is the little flock. The other image is the *great congregation* (Psalm 22:

25)—the experience of the wider church. Cathedrals provide the experience of the great congregation, which enlivens and inspires the baptized on our spiritual journeys.

**3. *Cathedral a place of daily prayer***

Historically Cathedrals were connected with resident religious communities, so the daily offices were offered within the Cathedral. In Vancouver for many years our daily prayer is Eucharistic: there is Eucharist offered every day at noon hour as the centre of our life together.

**4. *Cathedral as place to model and innovate in liturgy and music.***

The mission of the church is prompted by its liturgical practice. Cathedrals have a vocation to be a place where the public worship of God is to be the prime activity, and resources can be brought to bear to make Cathedrals be places where sound and grounded liturgical practice can be modeled. Yet Cathedrals are challenged to be places that don't simply replicate a tradition but are alive to the new possibilities of expression that the church receives as the good news of Jesus Christ is presented to each generation with creativity and imagination. For example: the *Missa Gaia* from the Cathedral of St. John the Divine in New York City is an example of music written for a Cathedral liturgy that seeks to respond to an ecological consciousness within the Christian community. In Vancouver, music director Rupert Lang has written a *Mass for Many Nations* to reflect the multicultural nature of our city. The development of ministries of the labyrinth at Grace Cathedral in San Francisco is another example.

**5. *Cathedrals nurture a culture of inclusivity***

A Cathedral is a “big tent” that welcomes all people: it is an expression of the comprehensiveness of Anglicanism. A Cathedral is a place that encourages and gives a home to catholic worship and evangelical witness; a place where social activists “rub shoulders” with spiritual seekers and are all welcome to find a place within Christ's church. Like all Christian communities, Cathedrals are a place that gives expression to the God's reign: where old and young, rich and poor, married and single, gay and straight find a place to gather in community, hear the Word, celebrate the sacraments and be commissioned for ministry. Within a culture that seeks to divide and ghettoize, Cathedrals stand as counter-cultural signs of God's reign of inclusion, justice, freedom and love.

**6. *Cathedrals express the life of the city.***

Cathedrals provide a space and a place to give expression to the distinctive life of the city. It is a place for the city to gather—to be together in a holy space. The response of Vancouver to the Service for the City after the September 11, 2001 is a good example of this

**7. *Cathedral as art and culture space.***

There is a long standing of Cathedrals as places where art and culture is nurtured, celebrated and encouraged. For centuries, Cathedrals have provided a place for musicians and other artists to express their work, to practice and hone their art, to gather in community, to inspire, stimulate, challenge and disturb people. In Vancouver, we have a resident theatre company and opera company who use the Cathedral space for the presentation of drama and musical theatre.

Presently the theatre company is working its way through staged readings of the works of William Shakespeare.

**8. *Cathedral as place of public discourse.***

A Cathedral can be a meeting ground, a place for debate and discussion on important and sometimes controversial issues of our time. Grace Cathedral in San Francisco has developed this mission most successfully in the North American context. Dean Alan Jones interviews people who are exploring a variety of subjects and topics—from bio-engineering to interfaith dialogue. His interviews and educational programs express the Cathedral ministry as a place where people come together to learn, to be challenged, to think and to grow.

**9. *Cathedral as catalyst for emerging social movements.***

A Cathedral can be a place for people to meet, to strategize and to form communities of people to take risks. The Cathedral in Detroit has used its financial endowments in creative ways to build partnerships with groups who are developing affordable housing in the inner city. In Oklahoma City after the 1995 terrorist bombing, the Cathedral, because of its proximity to the bombing site, was the place where rescue workers and survivors gathered to mobilize and be nurtured. From this experience grew the commitment to memorialize the attack—and the power and strength of the memorial is unforgettable.

**10. *Cathedrals as accessible public symbolic space.***

Cathedrals are places of pilgrimage, where seekers can be anonymous, and the Holy Spirit can speak through the space and the symbols to touch and transform lives. There is a great privilege and responsibility of caring for symbolic spaces. Cathedrals make manifest all the best aspects of Christian stewardship teaching in that it is very clear that we simply care for them—their building and development is a much larger project. Within our cities in a consumer culture, it is very important to have spaces that simply speak of “God” and of eternal values.



## APPENDIX V:

### ST JAMES CURRENT FINANCIAL SITUATION

The year, 2022 marks the 225<sup>th</sup> Anniversary of St. James Cathedral. The Cathedral exists today because of the generosity and stewardship gifts of Time, Talent and Treasure of both past and present members. Prior to the pandemic, St. James Cathedral relied on five streams of income:

- Offerings
- Profit from St. James Cemetery
- Rental profit from the Cathedral Centre
- Investments from Bequests and Endowments
- Grants: for example, ministerial grants from the Toronto Anglican Diocese

Due to the pandemic, which has crippled the Cathedral Centre rentals, coupled with the need to replace the retorts at St. James Cemetery, two major sources of revenue can no longer be relied on. Likewise, trusts from bequests and endowments, although significant, do not cover the Cathedral's primary financial needs.

The Stewardship Committee is striving to highlight the significant financial needs of St. James Cathedral and seek the support of the congregation. The Growing Healthy Steward campaign continues. The increase monetary support of the congregation will help to ensure that the Cathedral's ministries continue into the future.

#### **Cathedral's Financial Projections:** *Executive Director, Susan So*

**Current financial status:** Although it has been challenging to manage our finances during the pandemic, the good news is we are aiming at a balanced budget at this year-end for the Cathedral and about \$80,000 deficit with the cemetery operation. This was made possible by **implementing cost control measures** and having the government subsidies and diocese jubilee.

**2022 Projection:** However, as the external financial assistance will stop after 2021, potentially we may have a deficit of \$330,000 at the Cathedral and possibly a small surplus at the cemetery in 2022. Because of the Retort and the Hillside H projects, the Cathedral has already committed to loans for \$3.2 million, provided by the Diocese, and is seeking further assistance from the Diocese for an additional \$1.3M for the Hillside H project. With the financial obligations to repay the cemetery project loans, the Cathedral will not be able to rely on the cemetery to provide funding for its operation as before. While the deficit projection is based on assumption that our revenue stays at the same level with increasing expenses as we gradually reopen, we will be working on the budget in the next few weeks with the goal to bring down the deficit for 2022.

**Ways to increase the Cathedral's revenue:** We will be looking for ways to increase our revenue. For example, our **offerings** in 2021 have dropped by 20% from 2020 and is the lowest among the past 5 years. There is room to grow our offerings. We need the congregations support to make this happen.

Another major source of our income is from our **Trust Funds**. We have engaged our lawyer to review the trust documents as we find ways to access the funds within the purpose of the trusts. We are consulting our portfolio manager on our investment strategy to increase our investment income.

While our Event Center has been dormant during the pandemic, we were able to capture some film **rentals revenue**. We will review our Event Center operation to optimize revenue once the center is allowed to reopen.

These are only a few initiatives we are looking at and we will continue to explore more.