

**St. JAMES CATHEDRAL
THE 219TH REPORT TO VESTRY
Sunday, March 13, 2022**



A SYMBOL OF GOD'S PRESENCE AND LOVE IN THE CITY

Let us not forget that Jesus is Emmanuel, God with us. We are not alone on the journey. God is with us, and it is in God that we live and move and have our being. Dean Stephen Vail, Dean's Report 2022

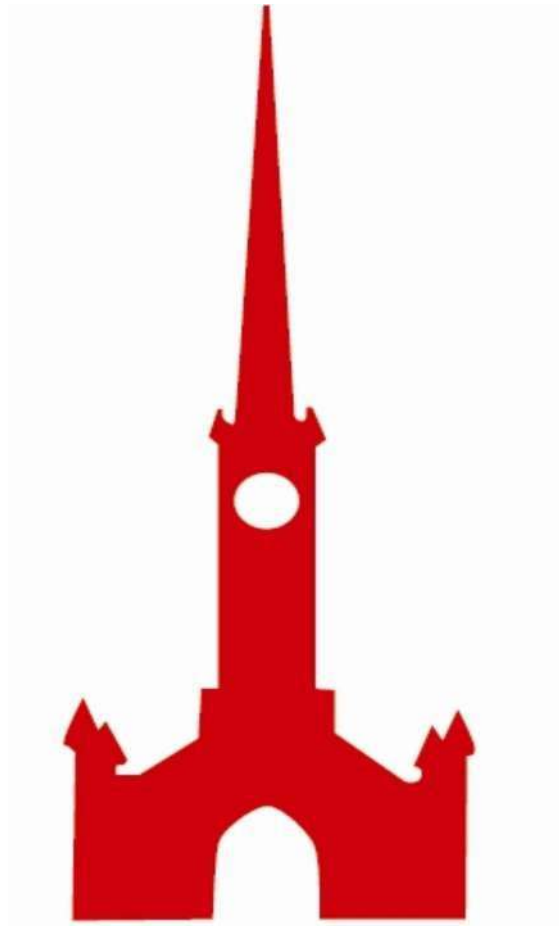
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The Annual Meeting of the Vestry of St. James Cathedral

Sunday, March 13, 2022

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The College of Bishops Pastoral Letter to Vestries, 2022



Diocese of Toronto
Anglican Church of Canada

To the clergy, churchwardens, and parishioners of the Diocese of Toronto,

Beloved Siblings in Christ,

May the grace and peace of our Lord Jesus Christ be with you all.

As you gather today for the annual vestry meeting, we as your bishops wanted to write to you united as a College, to assure you of our prayers, gratitude and love for you in the face of the challenges facing our Church at this time. We want to encourage you and to assure you of our support, as we look back on the past year and anticipate the one that lies before us.

Our life together continues to be shaped by a little virus called COVID-19. Most of us had hoped that we would be back to our pre-pandemic ways by now. Yet we seem to be entering into the third year of this pandemic, and we are in the midst of an incredible fifth wave. We have learned to adapt, shift, change, open, close, move online, Zoom, sing through a mask, and much more. None of us could have imagined that we were capable of doing all of this, for as long as we have, when we closed our church buildings for the first time in March 2020.

To say that we are tired – worn out, fed up – would be an understatement. We wonder: how much longer? Unfortunately, while we may be finished with this pandemic, this pandemic is not quite finished with us.

*“Be strong and courageous; do not be frightened or dismayed,
for the Lord your God is with you wherever you go.” (Joshua 1:9)*

Just as the Lord commissioned Joshua to take on leadership from Moses and to lead the people forward into the land that had been promised, so God commissions us to be faithful even in the midst of this anxiety. As with Joshua, God promises to be with us wherever we go. And God’s faithfulness to Israel on the cusp of new life in a new land, renews our hope for our own deliverance.

In the crucible of this pandemic, there are signs of God’s light and life all around us, and we have been so moved by the ways that strength and courage have been shown by the people of our Diocese this year. The movement to virtual worship, the leaving behind of our buildings for a time, the reliance on community that has been formed and nurtured online – these are all signs of the resilience born of our faith in Jesus Christ. They are reminders that the Lord our God is with us wherever we go – even through this season of deep challenge – and that God has not abandoned us.

God’s accompaniment has been made known in other ways too. In the midst of this pandemic, we as a Church have been coming to terms with issues of systemic racism and bias. The rollout of anti-bias and anti-racism training in 2021 – and the participation of

almost all our active clergy – is a sign of God’s transformative work in us as a Church. We still have much to do to combat racism and bias, but these steps bring us closer to the Church we are called to be. The ABAR workshops will be rolled out at the parish level in the coming year, and we strongly encourage your support and participation. The apology to the LGBTQ+ community in June was a further step in the Gospel work of justice, dignity and inclusion. May Christ continue to be with us as we seek to be transformed in His likeness.

The Gospel of Christ has good news and hard news. The good news is that we have hope in Jesus, who is our unchanging rock and our constant salvation in the midst of the storms and tribulations of this life. The hard news is that we are called to serve others in Christ’s name. Service is sacrificial. Service is rewarding. Service is at the heart of our faith. Thank you so very much for your service to the Church and to the glory of God this past year. We are speaking here to all the baptised: our hardworking churchwardens, treasurers, musicians, administrators, Sunday School teachers, ACWs, outreach workers, altar guilds, sextons, our now-indispensable tech volunteers, and so many more. To our beloved clergy, both priests and deacons: you pour your heart and soul into your God-given vocation, and we see you. We are grateful beyond words for the super-human effort you have tirelessly made to build up the People of God during this pandemic.

At such a time as this, when we are deeply unsettled, when we would prefer the comfortable to the challenging, Christ is calling us to look for the opportunities that are being presented anew: how can we partner with a neighbouring church to do more effective and robust ministry? Do we need to have all the answers before we set out on the journey of missional exploring and engagement? What are we afraid of, and how can the good news of Christ allay our fears and embolden our hearts to venture into the unknown? How can we put “the movement of the Spirit” into words, phrases and invitations to which new disciples can respond?

Without a doubt, we are all tired; yet recently, we your bishops are also hearing something new. You are beginning to dream again. And we know that when the Church dreams...things change.

*“In the last days, God says, I will pour out my Spirit on all people.
Your children will prophesy, your young will see visions, your elderly will dream dreams.” (Joel 2:28)*

May you have a creative, hopeful and inspiring vestry meeting today, as we enter this new year with the strength and courage of the One who accompanies us on our journey. We are praying for you all.

Yours faithfully in Christ Jesus,

+Andrew Toronto

The Right Rev. Andrew J. Asbil
Bishop of Toronto

+Riscylla Shaw

The Right Rev. Riscylla Shaw
Suffragan Bishop of Toronto

+Kevin Robertson

The Right Rev. Kevin Robertson
Suffragan Bishop of Toronto

The Dean's Report

Dear Friends,

It is with mixed emotions that I submit my last Vestry Report to you as your Rector and Dean. I am deeply grateful for your faithful, generous support over my time here. As I leave in September 2022, please be assured of my prayers for this community and remember that we serve a faithful God who will be with you in this time of transition. Even though it has been a short incumbency, we have accomplished much foundational work together and that has positioned the Cathedral to move forward with confidence in mission and ministry.

This work included:

1. *Strategic Vision*: Members of the congregation worked with a Diocesan expert to develop a set of strategic priorities and priority actions to strengthen the Cathedral community between now and 2025.
2. *Created Financial stability*: Operating expenses have been reduced to align with revenues more closely and this has stabilized finances creating a more sustainable model.
3. *Recruited key leadership positions*: This included the Vicar, the Music Director, and the Executive Director who share our strategic vision for St. James and possess the core values aligned with the overarching vision, mission and values.
4. *Cemetery Projects*: After two Special Vestry meetings last fall, we have made great progress in upgrading our cemetery by replacing the retorts in the crematorium and stabilizing Hillside H, thus avoiding disruption to burial sites. These two projects will be completed over the next couple of months.
5. *Capital Investments*: Through the generosity of two donors, we have secured funds and plans for a state-of-the-art organ console and a sound system, bringing the Cathedral into the digital age while respecting tradition.

This past year continued to be shaped by the pandemic, but we rose above the challenges to end the year with hope and an air of possibility. I am so grateful for our dedicated staff, clergy, honorary assistants as well as our amazing ministry volunteers. Without them going above and beyond the call of duty and job descriptions, we could not have maintained the stability and ministry we did in the past calendar year.

I would now like to focus on three key elements in my last report: vision, stewardship and community.

Vision:

At my first Vestry with you, we struck a team to work with Janet Marshall, the Director of Congregational Development for the Diocese of Toronto, to embark on the Mission Action Plan process that would lead to an organic and faithful vision for this community. We have completed that task, and I am grateful to everyone, especially our faithful parishioners, who assisted in making it happen during this difficult time in our history. The Priorities and Priority Actions defined in the plan were generated by the people of this Cathedral and will serve you well as you seek a new Dean and move forward in the mission and ministry of Christ's Church. This clear vision and achievable set of priorities will be crucial in making decisions and allotting resources in the next few years. This new plan will take you to Vestry 2025, when, if all goes well, the current financial challenges will be behind you and God's further call to this community will be deeply discerned.

Stewardship:

One of the key challenges facing the Cathedral at this juncture in its history is the development of strong and generous personal financial stewardship by its members in order to stabilize finances and support ministry. Even though our congregational offerings fell short of budget in 2021, I have every confidence that this community will raise the bar and passionately fund the ministry that is needed in the community. We have been at this for 225 years and have overcome obstacles and challenges before. With the help, dedication, and generosity of every member of the Cathedral, there is no reason why you cannot move past the current challenge. Please consider what it means for you personally to serve the Church, this Cathedral and our God and be as generous as possible in order to make your ministry as rich as possible.

Community:

All around us, businesses and institutions are having to reflect on their identity and purpose during this pandemic, and we are no different. I believe some key questions lie before the Cathedral at this time: Who are we? Why are we? What kind of community do we want to be? What do we want to be known for? From my perspective, the questions of identity and purpose for this and all faith groups at this time are ways of getting back to the basis of why God formed us in the first place. It is more about rediscovery than anything else. What is our core identity and purpose? How do we faithfully live that out and touch the lives of others with the grace and love made known to us through the Christ? The Church has reformed itself at various times over the past 2,000 years. I believe that this is the kind of

period the Church is in now, as a result of the pandemic and other challenges. Let us not forget that Jesus is Emmanuel, God with us. We are not alone on the journey. God is with us, and it is in God that we live and move and have our being.

Arrivals and Departures:

In 2021 we greeted some leaders and bid farewell to others. Early in the year, we welcomed Thomas (Tom) Bell as our Music Director. Tom quickly laid a firm foundation so that we could have inspiring choral music as an integral part of our worship as soon as pandemic restrictions were lifted. We are grateful to Tom for his faithfulness, flexibility, passion, and talent, and that he has chosen to share his gifts with us. Although we did not welcome Claire Latimer-Dennis in 2021, she entered ordained ministry during that year. We are grateful to Claire for her presence and contribution to the life of the Cathedral and look forward to her ordination to the priesthood later this year. In mid-summer, we welcomed Susan So as our Executive Director. To say that Susan faced a steep learning curve may well be the understatement of the year! Susan quickly learned what was necessary and has shown tremendous wisdom, skill and strategic thinking that will serve you well in the years ahead. Robert Pecksmith has been a great addition to the music ministry team, and we are grateful that he is volunteering his time until we can move him into the position of Wayne Vance Organ Scholar. Finally, September brought us a new Vicar, the Reverend Canon Dr. Stephen Fields. Canon Stephen is tremendously experienced, passionate, tireless, faithful, intelligent, wise and lives out of a deep sense of vocation. What more could we ask for! God has truly blessed us by calling Canon Stephen here.

At the end of 2021, the Reverend James Liu's contract as Associate Priest in charge of Mandarin Ministry ended. James has faithfully led our Chinese members in so many ways, and we are grateful for his time with us. We wish Father James and his family every blessing on wherever it is God leads them next. Our Mandarin Ministry is in a time of transition under the able leadership of the Reverend Maggie Meng and I continue to work very closely with her in providing ministry to our Chinese-speaking members. In the early summer, our Executive Director, Joyce Badley, moved into retirement. Joyce's clear mind, faithfulness to Gospel ministry, and strength of character helped us through some very difficult times. We are grateful to Joyce and wish her a blessed and peaceful retirement.

I am grateful for the faithful support of our Wardens and Cathedral Council over this past year and would like to acknowledge the contribution of Gerald Courage during his time as Deputy People's Warden and Jackie Jagoda who has completed her term on Council.

Many thanks to Bob Simpson, who is stepping down after five years as our faithful Sidespersons Coordinator. We also have some members completing their terms as Lay Delegates to Synod that I would like to acknowledge with gratitude: Sybil Wilkinson, Carol Kysela and Jenny Formanek. As you can see, there are many people who generously give of their time and expertise to this Cathedral and the wider Church. Blessings and thanks to all of you as you step away from these leadership roles.

Even though the next two changes happened in 2022, they are early enough that I would like to say something now. First, Jayne Hobbs, outgoing Rector's Warden: Jayne has faithfully helped lead the Cathedral through some of the most challenging moments of its history. It has been a bumpy four years for Jayne, but she has kept steady and true no matter what came her way. Thank you, Jayne for your faithful service. It has been remarkable working with you. We wish you God's richest blessings as you continue to serve the community. Finally, Jennifer Wang left our Bookkeeper role to take on the Accounts Payable role with the Diocese of Toronto. Jennifer's careful and meticulous attention to accounting detail has been a great support to our Executive Director and all of us in leadership at the Cathedral.

And now, one more departure in 2022 - my own. Thank you for your support and encouragement. I am confident that God will continue to shape you into a people who serve God's purposes of love in a broken world. As you pray through this new time of transition, I encourage you to regularly pray the true and wise words of one of our liturgies:

Glory to God,
Whose power working in us can do infinitely more than we can ask or imagine;
Glory to God from generation to generation,
In the Church and in Christ Jesus, forever and ever. Amen.

May God bless each and every one of you.

Yours faithfully,
The Very Reverend Stephen D. Vail
Rector and Dean

The Vicar's Report

THANKS

Fellow servants of our Liberating God, I am thankful to the Bishop, Dean, and Wardens for inviting me to share this ministry with them and the entire Cathedral community as your Vicar. I am equally thankful; for the welcome given by the worshipping community and the wonderful staff who have made my arrival and these first six months such a joyful experience.

At the outset, I think it is important for me to share with you my understanding of the ministry that I was invited to exercise among you. In addition to sharing in the leadership of the Cathedral, working with the Dean, Wardens, and senior lay leaders, ensuring adherence to excellent governance and oversight practices, I understand my key areas of responsibility to be:

- * *Parish and Diocesan Liturgies*: participating in and planning for the liturgical life of the Cathedral and the diocese when required.
- * *Pastoral Care and Community Development*: overseeing and leading the pastoral care team and assisting in the development of community life.
- * *Faith Formation and Education*: developing and coordinating faith formation programs for all ages.
- * *Children, Youth, and Family Ministries*: supporting and guiding children, youth, and family ministries.

Beginning one's ministry during a pandemic with lockdowns and masks has been a challenge. I am not sure that I have seen the full faces of fifty members of our community since my arrival. Nonetheless, I have been able to make some important connections and am looking forward to what lies ahead.

Liturgy: As we sought to come as near as possible to what is normal in the Cathedral's liturgical and communal life, we celebrated our usual liturgies, such as *The Blessing of the Animals* and *the Remembrance Day Observances*. At the *Blue Christmas Service*, the congregation shared in the lighting of the Advent and Votive Candles and trimmed our Christmas tree by hanging doves in memory of departed loved ones. It was a joy to lead the Cathedral community during the season of Advent as we reflected on the four Advent themes, *Hope, Peace, Joy, and Love*.

Music: The Director of Music, Thomas Bell, and I have been in constant conversation about our context and the future of music in our worship. We are agreed that we need to "re-imagine" and "re-vision" what music will look like, while maintaining our rich Anglican heritage and endeavouring to remain relevant and attractional as the *Mother Church* of the Diocese.

Pastoral Care: Working with Canons Beth Benson and Douglas Graydon, and the Rev'd Claire Latimer-Dennis (Curate), we have set about the task of re-imagining our ministry of Pastoral Care as it is currently exercised. We desire to create a more holistic approach to

this ministry, integrating the work of the Health Council, Lay Pastoral Ministry, and other aspects of Healing ministry that remain to be developed. There is also a need for us to recruit additional Lay Pastoral Visitors to share in this ministry. Canon Beth will share oversight of our Pastoral Care ministry with me.

Children, Youth, and Family Ministries: Our Assistant Curate, the Rev'd Claire Latimer-Dennis, has been working to re-establish our children's program. (see the report on "*Children and Families*")

As we begin to envision the future, we propose to work on strengthening the connection between the Cathedral and the Diocese ever cognizant of the need to include members of our Diocese in the life, worship, and witness of our Cathedral.

Dean Stephen's pending retirement is sure to cause some anxiety in the community, but we look forward to where God will lead us. Of course, God is there already!

In Christ,

The Rev. Canon Dr. Stephen Fields
Sub-Dean and Vicar

The Churchwardens' Report

Through the fulness of God's Grace, we continue to be thankful for our many blessings at St. James Cathedral in 2021. Despite the fact that year two of the pandemic continued to impose loss, anxiety and hardships on so many as well as restrictions on our beloved Cathedral, our parishioners were steadfast in their support and their in-person and online worship, and our clergy quickly adjusted to the rapidly-evolving circumstances.

The numerous challenges we have encountered this past year notwithstanding, much has been accomplished, and a great deal of the credit goes to the strong leadership and spiritual guidance from Dean Stephen Vail. While we were sad to learn of his pending departure, he will retire with our heartfelt gratitude for the many gifts he bestowed upon the Cathedral. This includes his faithful ministry and efforts to move us to a more sustainable funding model. Additionally, he initiated a comprehensive visioning process which is leaving us well-positioned to continue our important ministry at the Cathedral. We wish Dean Stephen and his family continued blessings as he embarks on the next chapter of his life.

The visioning exercise, which commenced in early 2020, has now been completed. We are grateful for the support of Janet Marshall of the Diocese, the considerable commitment and hard work of the Visioning Committee, and the engagement of so many parishioners who contributed to this dynamic document that will guide us through the coming years. This committee is one of many shining examples of our devoted volunteers who have given so much of their time and expertise over the past year.

In June, following a rigorous process, the Selection Committee unanimously recommended the Reverend Canon Dr. Stephen Fields to be our new Sub-Dean and Vicar. Canon Stephen has brought a wealth of experience in the Anglican community, and very quickly immersed himself in all aspects of Cathedral worship and ministries. We are grateful for his ministry and most thankful for the many hours volunteered by parishioners who served with us on the Selection Committee.

This year, with remaining funding from the City of Toronto and a gracious donor, we were able to add the finishing touches to the Cathedral lighting project. Our beautiful Cathedral is now graced with full lighting at night, showcasing this majestic landmark to the city while helping to provide much-needed security.

For a number of years, St. James Cemetery has been an increasing concern due to its gradually failing crematoria retorts and the erosion of Hillside H, which presented the risk of exposing buried remains. As a result of unanimous support at two Special Vestry Meetings in the fall, we were able to commence work on these two major projects in 2021, with an expected completion in the spring of 2022. This could not have been possible without a grant and loans with generous terms from the Diocese. While Don Solomon completed his term as Warden at our 2021 Vestry Meeting, he graciously volunteered to assist John O'Brien, Director of Cemetery Operations to oversee the contractors through to

completion. We are grateful to both Don and John for their supervision of these major projects.

In 2021, we had our first balanced budget in many years as a result of generous donations from our parishioners, Jubilee funding from the Diocese, and Government CEWS support, in addition to cost reduction measures. That said, finances at the Cathedral will continue to be strained as we take on major loans from the Diocese, rebuild our cemetery business, continue to experience loss of revenue from the Cathedral Centre operations, lose the generous Jubilee funding from the Diocese and Government programs, and slowly bring back staff.

We are most grateful to members of our Cathedral Council and Finance Committees, who played an integral role in helping us to identify and manage our financial challenges. With their assistance, we will continue our work to identify sustainable funding opportunities to support our ministry at the Cathedral. With God's grace and your help, we can meet our operational goals and generate funds for the much-needed capital requirements for major repairs to our property.

This past year, we continued our commitment to the Growing Healthy Stewards Program, managed through the Stewardship Committee. We are exceedingly grateful to you, our parishioners, for responding so generously throughout the year--demonstrating how important the Cathedral is in your lives. Your support has been vital to our worship and overall operations, and you have enabled us to rebuild our music program and to continue our Drop-In and other important ministries at the Cathedral. Thank you!

We could not have done so much this year without the continuing commitment of our exceptional staff. In June, we said goodbye to Joyce Badley who served as Executive Director for almost two years during which she helped us through many financial challenges. With Joyce's departure, we were delighted to welcome Susan So as our new Executive Director. Susan has navigated us through some very trying times over the past nine months and has done so with great professionalism and consummate people skills. Our staff members may currently be few, but we are blessed by their devotion to the Cathedral. They have worked tirelessly to ensure our daily operations and worship run smoothly and we thank them for their dedication.

With so much accomplished in 2021, let us resolve to celebrate our 225th anniversary year with a sense of renewal and hope for the future. While 2022 promises to be another year of transition, we are confident that, with God's help, we will successfully confront our challenges secure in His unfailing love and support.

Respectfully submitted,

Joan Peters
People's Warden

Jayne Hobbs
Rector's Warden

BUDGET

2022 BUDGET SUMMARY

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	% CHANGE OVER PRIOR YEAR	
				BUDGET	ACTUAL
CATHEDRAL					
Revenue	1,745,500	1,615,423	1,757,000	0.7	8.8
Expenses	1,836,500	1,499,225	2,034,360	10.8	35.7
	(91,000)	116,198	(277,360)	204.8	(338.7)
Pandemic Funding	65,000	63,263	4,950	(92.4)	(92.2)
Interest on Guarantees	(4,000)	(6,581)	(6,000)	50.0	(8.8)
<i>Net Cathedral Surplus (Deficit)</i>	(30,000)	172,880	(278,410)		
CEMETERY					
Revenue	884,500	865,377	1,143,500	29.3	32.1
Expenses	884,500	824,697	949,300	7.3	15.1
	-	40,680	194,200	-	-
Pandemic Funding	30,000	27,908		(100.0)	(100.0)
Interest on Project Loans	-	(24,164)	(81,240)	-	-
<i>Net Cemetery Surplus (Deficit)</i>	30,000	44,424	112,960		
COMBINED CATHEDRAL & CEMETERY					
<i>Net Surplus (Deficit)</i>	-	217,304	(165,450)		

CATHEDRAL BUDGET 2022

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	% CHANGE OVER PRIOR YEAR	
				BUDGET	ACTUAL
REVENUE					
Offerings					
Stewardship	800,000	778,049	825,000	3.1	6.0
Mandarin Ministry	25,000	18,955	2,000	(92.0)	(89.4)
Open	30,000	5,919	15,000	(50.0)	153.4
Other	53,500	24,499	25,000	(53.3)	2.0
	908,500	827,422	867,000	(4.6)	4.8
Rental Income	290,000	242,913	300,000	3.4	23.5
Other income					
Bishop Snell Foundation	125,000	130,000	150,000	20.0	15.4
Curacy Grants (Diocese)	30,000	25,591	40,000	33.3	56.3
Mandarin Ministry Grant (Diocese)	87,000	87,000	50,000	(42.5)	(42.5)
Other	33,600	62,541	50,000	48.8	(20.1)
	275,600	305,132	290,000	5.2	(5.0)
Investment Income	271,400	239,956	300,000	10.5	25.0
Total Cathedral Revenue	1,745,500	1,615,423	1,757,000	0.7	8.8
EXPENSES					
Clergy	333,834	318,103	371,000	11.1	16.6
Music	163,932	108,928	175,000	6.8	60.7
Property	612,361	503,376	720,160	17.6	43.1
Rentals	62,445	8,316	141,000	125.8	1,595.5
Administration	428,322	353,650	421,000	(1.7)	19.0
Communications	16,500	6,259	44,500	169.7	611.0
Christian Education	8,322	8,374	7,000	(15.9)	(16.4)
Outreach	99,891	81,328	95,300	(4.6)	17.2
Diocesan Allotment	110,891	110,891	59,400	(46.4)	(46.4)
Total Cathedral Expenses	1,836,499	1,499,225	2,034,360	10.8	35.7
Deficiency of Revenue over Expense	(90,999)	116,198	(277,360)		
Special Purpose Revenue	150,000	163,846	150,000	-	(8.5)
Special Purpose Expenses	(150,000)	(163,846)	(150,000)	-	(8.5)
Pandemic Funding	65,000	63,263	4,950	(92.4)	(92.2)
Interest on Guarantees	(4,000)	(6,581)	(6,000)	50.0	(8.8)
Deficiency of Revenue over Expenses After Exceptional Items	(29,999)	172,880	(278,410)		

CEMETERY BUDGET 2022

	2021	2021	2022	% CHANGE	
	BUDGET	ACTUAL	BUDGET	OVER PRIOR YEAR BUDGET	ACTUAL
REVENUE					
Crematorium Income	529,500	362,654	701,500	32.5	93.4
Grounds Income	228,500	325,931	260,000	13.8	(20.2)
General Income	42,000	96,591	92,000	119.0	(4.8)
Investment Income	84,500	80,200	90,000	6.5	12.2
Total Cemetery Revenue	884,500	865,376	1,143,500	29.3	32.1
EXPENSES					
Salaries & Benefits	506,750	497,153	557,000	9.9	12.0
Office & General Expenses	188,040	188,720	202,300	7.6	7.2
Grounds Expenses	69,000	70,652	81,000	17.4	14.6
Crematorium Expenses	120,710	68,173	109,000	(9.7)	59.9
	884,500	824,698	949,300	7.3	15.1
Deficiency of Revenue over Expense		40,678	194,200		
Pandemic Funding	30,000	27,908		(100.0)	(100.0)
Interest on Project Loans	-	(24,164)	(81,240)	-	-
Deficiency of Revenue over Expenses After Exceptional Items	30,000	44,422	112,960		

ORGANIZATION REPORTS

Altar Guild

We are the Altar Guild crew, dedicated volunteers working behind the scenes to maintain the beauty, elegance, and grace of the altars at the Cathedral of St. James and at the (Cemetery) of St. James the-Less Chapel.

Our Mission is to attend to God's house carefully and reverently with dedication and loving attention to detail.

What we do: We arrange and maintain the Sanctuary, Eucharistic vessels, all textiles, polish brass and silverware, wash, iron, and mend various altar linen, dust, remove stains and wax, as well as help with the cleaning of flower vases/containers and see to the correct placement of flowers on the Altars, and other duties as may be directed by the Vicar.

Altar Guild @ the Cathedral of St. James

This has been another challenging year. The lockdowns and the need to stay six feet apart and to wear masks have caused our membership to dwindle, making it almost impossible to track members, to the point of almost ceasing to function which has caused us to re-evaluate and make some changes with the help of the Vicar, Canon Stephen, who helped us resolve our issues and achieve a temporary new arrangement. Going forward, instead of the weekly schedule,

Altar Guild tasks have been changed to monthly basis to accommodate the shifting pandemic landscape.

The Altar Guild @ St. James-the-Less Cemetery

Many thanks to Vanessa Rottner and Dorothy MacDonald, for their faithful service and for the many years dedicated in preparing the Lord's Table at the cemetery of St. James, as they both stepped down from their positions. Happy retirement to both ladies, we are really going to miss you.

Thank You Shout Out: We would like to thank both Minette von Bieberstein and Ruth Davis for all the time and effort they put in to making our Cathedral altars and surroundings beautiful, and our services run smoothly throughout the long pandemic lockdown.

Open Invitation: Anyone interested in joining the Altar Guild at the Cathedral and/or the Cemetery Chapel at St-James-the-Less, contact any of our existing members or call the church office 416-364-7865 and speak to Canon Stephen Fields.

To learn more about our Mission, please visit the Altar Guild page on the Cathedral YouTube Channel.

Respectfully submitted,
Yosola Sholagbade-Adeoye
Chair

Carillon Bell Ringers

Our team consists of Cynthia Bracewell, Nancy Conn, Judith de Swaaf, Victoria Jamieson, Elisabeth Muir, Joan Northey, Annie Odom, Joanne Short, and Karin Tari.

We continue to play the carillon after the 11am service on Sunday during these unusual times, whenever the Cathedral opens its doors for in-person worship.

We look forward to better days.

Respectfully submitted,
Annie Odom
Carillon Coordinator

Cemetery: St. James' Cemetery and Crematorium

I have the privilege of sharing the report on the activities at St. James' Cemetery in 2021. What a year it was!

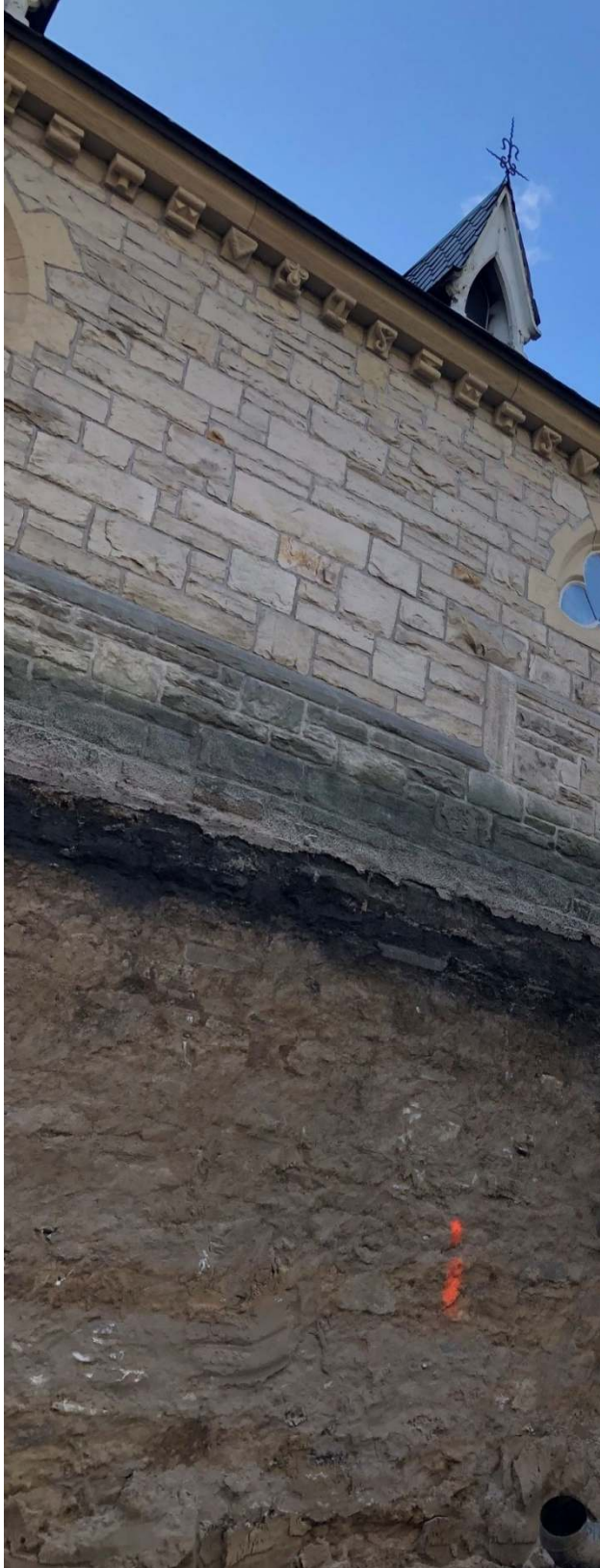
At long last two major projects commenced, the Hillside H erosion control project along Rosedale Valley Road and the Retort replacement project in the historic chapel of St. James-the-Less.

I am grateful for the significant commitment and investment that the Cathedral Church of St. James has made to its historic cemetery.

I invite you to read on about some of the work underway at St. James' Cemetery, and how you might be a part of it.

Retort Replacement Project

The retort project is well underway, with an anticipated completion date of April 7, 2022. We have been in regular communication with our funeral director partners, and look forward to providing a new level of service to our cremation families. The retorts installed in 1992 are now but a distant memory. We have been very impressed with our project partners Trinity Custom Masonry and ERA Architects, for their sensitive yet thorough approach in building modern crematorium operating space alongside the beautiful Gothic Revival chapel. The new retorts will be installed in late February and commissioned in March. Over the next few years we look to re-establish a stable flow of revenues for the cemetery and Cathedral, and an overall return to financial stability.



Hillside H Erosion Control Project

This technically complex project had as its first step the disinterment of the cremated remains of over 500 persons, making it the largest disinterment in the history of the Province of Ontario. St. James' hired a specialty sub-contractor to hand-excavate each grave and store the remains in individual containers which in turn were stored in secure storage units. A representative of the Bereavement Authority of Ontario, (BAO), the provincial regulator of the Bereavement sector, recently stated, "*We have been pleased to see that St. James' Cemetery has taken such professional care in this endeavor.*" Favourable press coverage was received from CBC News, CTV and other media.

As of writing, Phase One of the Hillside H project is nearing completion. Hundreds of steel piles have been driven into the steep embankment, integrated with a proprietary system of helical ties. Many of the Norway Maples populating the slope have been removed, and will be replaced by native trees and plantings with root systems that will aid in erosion control. We are anxiously awaiting approval of funding for Phase Two of the project, which we hope to commence in early March.



New in 2022

New St. Peter Road Monument Section

We are currently exploring new opportunities as we continue to rebuild our cemetery operations. Work has begun on the planning of a new upright monument grave section. The proposal will involve closing a portion of St. Peter Road south and east of the historic chapel.

This will create over 100 full-size adult graves. We expect demand to be quite high given the section's proximity to the chapel and Parliament Street. This will be one of last remaining developable areas for upright monuments or for those families preferring casket burial instead of cremation. Given the limited number of graves, Cathedral parishioners, family, and friends may wish to consider this option, hence we will keep you updated.

Future Cremation Garden Development - St. John Road

The remaining part of the L-shaped road proposed to be closed is St. John Road, which runs on a north-south axis through the cemetery. We are in the preliminary stages of drafting a cremation garden concept plan, which will see a mix of graves, structures, columbaria, and other cremation-related interment products. We expect this to draw considerable interest from families who have friends and relatives already interred or entombed at St. James'.

Historic Entry Gate/Parliament Street Fence Refurbishment

Next on our list for attention will be the restoration and refurbishment of the main entrance gate to the Cemetery, designed in 1905 by Darling and Pearson, prominent architects in their day. Regrettably, the gates over time have suffered and any restoration or re-design will need to be sensitive to the architectural heritage of this magnificent structure.

As has been noted in previous Annual Vestry reports, the historic wrought-iron fence along Parliament Street has suffered significant deterioration, in many places beyond repair. We have begun

preliminary conversations with ERA Architects about a phased replacement plan that will see sections of the fence replaced over a period of a few years.

St. James-the-Less Chapel

In 2019, the refurbishment of the Chapel's stained-glass windows and stonework, limestone carvings, along with much-needed roof repair, was completed. We now look to refurbish or replace the organ and install modern audio-visual equipment, which some of our clients see as vital for Chapel services. In addition, as a result of the retort replacement project commencing, a restoration of the interior spaces including the thorough cleaning of the entire Chapel is needed, which will include the floors, walls, ceilings, and altar areas.

Cemetery Operations

Despite many operational challenges brought about by COVID-19, constantly evolving directives issued by the BAO, and the limitations presented by aging equipment, our staff remain committed and focused on providing our families with the compassionate and caring service St. James is known for.

Partnering with St. James

Be part of the history and heritage that is St. James! Whether you wish to make a financial contribution by donating one or more sections of the Parliament St. fence or to another project; whether you have some extra time on your hands and might like to volunteer in our office reviewing older records, or perhaps you possess a special skill, talent or business interest that you think the cemetery might benefit from, we would like to hear from you.

Certain donations may be eligible for a receipt for income tax purposes.

Please send me an email with your thoughts and ideas of how your time, talent or treasure can benefit St. James. Together let's look to strengthen the relationship between the Cathedral Church and its cemetery.

Respectfully submitted,

John J. O'Brien
Director of Cemetery Operations
St. James' Cemetery and Crematorium
jobrien@stjamescathedral.ca

Children, Youth, and Family Ministries

In 2021, the Cathedral continued to offer worship leaflets for children to colour during church services and posted online for use at home. A Lenten resource was provided for family use at home. The Rev'd Claire also hosted an Advent Wreath-making event on the first Sunday of Advent, which was geared towards families, though only adult families attended! (It was a fun event, nonetheless.)

In the fall, the Rev'd Claire and a member of the parish attended a training to learn more about "Godly Play," a worshipping curriculum for children that teaches the faith through storytelling and imaginative wondering.

Respectfully submitted,
The Rev'd Claire Latimer-Dennis
Assistant Curate

Christian Education & Faith Formation

Education programs at the Cathedral in 2021 continued in various forms. The Sermon Discussion Group, faithfully led by Honorary Associate Rev'd Dr. David Danner, continued every week. A Lenten series on "Prayer in an Anxious Time," featuring panelists Archbishop Colin Johnson, the late Bishop Bedford Jones, and Suzette Cayless, and facilitated by the Curate, the Rev'd Claire Latimer-Dennis, was offered over Zoom.

In the spring, Canon Beth Benson and the Rev'd Claire facilitated conversations called "Surprised by the Spirit," an initiative of the Primate of the Anglican Church of Canada, reflecting on the changes wrought in our communities through the pandemic.

A book group gathered three times in the summer and fall, and one of the books was part of the Anti-Racism Working Group's efforts to raise awareness and deepen the conversation about race in our community at St. James.

In the fall, the Rev'd Claire led a baptism preparation class for parents of young children, and the children from four families were received into the household of God on All Saints and during Advent.

During Advent, the Rev'd Claire hosted a series for young adults of the parish, "Advent through the Arts."

The Anti-Racism Working Group also hosted a series of events through the year: a movie discussion facilitated by Sarah MacDonald; a conversation titled "How Black People Became Invisible" by our

own Sub-Dean and Vicar, the Rev'd Canon Dr. Stephen Fields; and a panel discussion on Anti-Black Racism called "Shared Stories, Shared Pain, Shared Hope" featuring Marilyn Sinclair, Jacqui Steer, and Raphael Francis. In January, the Group hosted a discussion of the movie "The Doctrine of Discovery" with Bishop Riscylla Shaw.

A team, led by Canon John Hill, including the Rev'd Claire, Bill Benson, and the Vicar has begun to lay the groundwork for a renewal program, "Becoming the Story we Tell," scheduled to start in Lent. The program, designed by a Primate's Task Force, draws upon our Canadian liturgical texts and sources.

Respectfully submitted,
Claire Latimer-Dennis
Assistant Curate
Christian Education & Faith Formation

Drop-In and Outreach Program

I submit the 2021 Vestry Report for the Outreach Program and Downtown East Faith + HUB. This year it took a community to support and care for the Outreach Drop-In Program and the guests who attended during a full year of the pandemic. This year has had many challenges. We all have had times where we have felt isolated, alone and not able to connect with others. This resulting loneliness became part of our every day. The Drop-In became a place where our guests reconnected with others; many of

our older guests did not come regularly because of personal challenges but expressed their gratitude that we were here when they did come by to grab a meal and chat. There were many new guests who were in need of a healthy meal, personal care items, clothing and someone to talk with. The Drop-In became a place of nourishment, peace, and care for many people in need of support during these tough times.

St. James Drop-In could not be here for our neighbours without the dedication and time of many members of the community, which include the St. James Cathedral's congregation, volunteers, the sponsorships and patronage of many individuals, Church groups, and old and new partnerships. The Drop-In's past year had a very different look and feel with the many restrictions that were put into place. Just finding a way to continue to provide care and healthy nutritious meals for our guests was a team effort that could not have been achieved without communities coming together.

One of our long-time partnerships has assisted the Drop-In in serving over 7,700 meals in 2021, with the support of the food delivered weekly from Second Harvest, which delivered over \$33,000.00 worth of food from September 2020 to September 2021. It meant the Drop-In did not have to buy meat or other necessary items needed to create the wonderful meals that sustained our guests.

There were individuals and groups who donated in-kind food, personal care items, clothing, and funds so we could provide meals throughout the year and traditional

meals for the holiday season. We were open on both Christmas Eve and New Year's Eve for lunch. It took two days to cook the 21 turkeys that were donated for this meal and prepare the desserts, the gravy, and potatoes for our Christmas Eve's meal. Gifts our guests received were distinct such as hand-knitted scarves, hand-knitted hats, lovely "Clinique" make up packages, wonderful warm blankets, costume jewelry, warm socks, chocolates and a Tim Hortons' card that was enough for a sandwich and a coffee or two. The guests were very appreciative and send their thanks for making their holidays brighter.

Michael Vinci donated the New Year's Eve main meal. He made meat lasagna and penne with vegetables for our vegetarian guests. We served hot chocolate and popcorn as a treat. The volunteers, both the ongoing and those who were able to help on these special days, are a big part of being able to make and serve these special meals. If it were not for them, it just would not happen. Thank you for your time, energy, and care that you have given to the Drop-In guests.

Another important ongoing program that supports our neighbours is the Good Food Box Program through Food Share. St. James has subsidized this program for many years and in 2021 provided 494 boxes of fresh food and vegetables for those who would not be able to afford fresh produce otherwise at the end of each month.

I would like to include support agencies and community groups who have been supporting the Drop-In throughout 2021.

This past year Toronto Drop-In Network has supplied the Drop-In program with takeout containers and masks (both medical and KN95). They are instrumental in making sure we had up to date information, workshops and knowledge about where I could find everything we needed in regards to the COVID-19 Pandemic. They mediated the ongoing deliveries from the City of Toronto of everything necessary for the Drop-In to continue to safely be open during this time. Public Health and the Sherbourne Health Bus have both been in twice to offer our guests, volunteers and staff COVID-19 vaccine shots and in the fall flu shots.

The Sherbourne Health Bus is now coming on a weekly basis to offer our guests the ability to see a nurse practitioner to discuss health issues.

I would also like to thank the Bargain Group for their ongoing support they coordinate the Summer Water Project, which gives us and other Drop-Ins enough free bottled water for our guests throughout the summer. They donated 960 bottles of water for our guests and that took us through July, August and part of September. This group also provides Summer and Winter Survival Kits that include sleeping bags for free and also provide extra free products when you order from them.

It is a large community that keeps the St. James Drop-In program achieving its goal of being here for those in need. However, without the St. James Cathedral's congregation as the foundation for that care and love, it would have been

impossible to provide it for our guests for the last 27 years.

Downtown East Faith + HUB

The Faith + HUB team (St. James Cathedral, Sisters of St. Joseph/Fontebonne Ministries, Metropolitan United Church and St. Michael's Basilica) have been busy in 2021 while the COVID-19 Protocols have been in place. We have been working on preparing to open a group of Foot Clinics that will provide care for some of the most vulnerable people on the east side of Toronto. Mustard Seed/Fonte Bonne Ministries hard work and connections were able to find a grant from the La Foundation Emmanuelle Gattuso (LFEG) that will fund this group of clinics for a one-year pilot project.

We held interviews for a Foot Care Nurse or a Chiropodist in the summer of 2021 and found the right candidate, Dr. Minh. There were a few bumps on the road that prevented us from opening right away but after all the obstacles were finally cleared the clinics were open and ready for clients in Mid-December 2021. The clinics now provide care four days a week, once a week at Metropolitan United Church and St. James Cathedral and twice a week at Mustard Seed. The challenges to set up clinics during this time have been ongoing, but with the upgrade of filters, the addition of a separate air cleaner in the office and strict adherence to the Public Health and Anglican Diocese COVID-19 Protocols, the Foot Clinic at present will stay open and available for our most vulnerable guests.

The Faith + HUB Team will continue to develop programming that we can share with each congregation and faith assembly. We hope to be able to connect as the COVID-19 protocols and restrictions diminish in the coming year.

Respectfully Submitted,
Kathy Biasi
Outreach Program Manager

Education for Ministry (EFM)

The Education for Ministry (EFM) seminar group at St. James continues to be a joy to students and mentors. We are now in our second year of meeting by Zoom. We have found ways of working together that keep our discussions lively and immediate. It is not an exaggeration to say that the stringencies of COVID-19 have intensified the sense of journeying together as we explore the deep riches of our Christian tradition to enable us to discern our ministries in the world as those who try to follow the way of Jesus.

EFM is a four-year program. We are lucky in the Cathedral EFM Group to have people enrolled in each of the four years. We are near capacity with 10 students, four of them new this year and one fourth-year member expected to graduate this spring. Although EFM is first and foremost a program for all baptized Christians, we also have five members who are discerning a call to the diaconate as well.

In the world-wide four-year cycle for EFM the theme for 2021-2022 is “Living Faithfully in Your World.” As our EFM Reading and Reflection Guide puts it:

“Faithful living is contextual ... ministry must fit the context if it is to be effective. Education for Ministry asserts that knowledge of the Christian tradition acquired in study is not sufficient on its own, rather it is the application of that knowledge through practices of prayer and theological reflection in community that forms us as ministers called and equipped to serve in a particular place and time. [Keeping in mind that] The particularities of lived experience shape how a person views the urgent questions of being human [and that] to live faithfully in today’s world requires attention to how different contexts impact our understanding of God, self, others, and the world.” (18)

This theme seems doubly relevant as we navigate a rapidly changing world shaped by our COVID-19 experience, as well as the great challenges of climate change and ongoing injustices arising from inequities of wealth and power, ingrained prejudice, and habitual violence. The activities and discussions EFM offers are giving us hope and not a little pleasure 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 Centre.

An information session is planned for March for any interested in knowing more about the program. You can also contact Carol Kysela through the Administrative Assistant to the Dean's Office.

Respectfully submitted,
Carol Kysela and Carroll Guen-Hart
Accredited EFM Mentors

Gardening Committee

The members of the Gardening Committee are David Mowat, Sandra Mowat, Debra Solomon, Beth Benson, and Nick Tunnicliffe.

We are called to beautify the Cathedral grounds for aesthetic purposes, and to enhance the choice of our venue for corporate rentals.

2021 was the second season of the Committee. We have now planted the bed along the south side of Snell Hall with daffodils and with a variety of perennial plants. This fall, additional bulbs were added. The Alpine Currant hedge received a number of additional plants. Gaps in the Yew hedge along the east side of Snell Hall were filled. Triangular beds were created on both sides of the Cathedral's main (south) entrance; these were planted with Spirea shrubs along with Bearberry as a groundcover.

Protecting plantings from both human and canine abuse remains a challenge.

The Committee hopes to expand its efforts in the coming year. Additional help is always welcome.

Respectfully submitted,
David Mowat, on behalf of the Gardening Committee

Health Council

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

Council members continued to work with the clergy to ensure credible information sources regarding the COVID-19 pandemic were available to community members via the Cathedral website. The main concerns identified related to social isolation, the effect on mental health and the increased incidence of domestic abuse. Council members also reviewed the Provincial COVID-19 Antigen Screening Program as a potential means of enhancing the COVID-19 safety protocols in operation at the Cathedral Church of St. James.

As input to the ongoing strategic planning process, the council provided responses to the Resources (Non-Financial) working group. The content, based on an analysis of external/ internal strategies and objectives, related to health-identified opportunities for collaboration within and external to the Cathedral Church of St. James.

The annual *Blue Christmas* celebration, (Service of Remembrance and Hope), was held as an in-person service on December 14th in the Cathedral.

Additional initiatives undertaken throughout 2021 were limited by the pandemic and focused on providing awareness about selected health-related activities promoted by recognized health organizations.

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

Thanks for clergy guidance from the Very Reverend Stephen Vail.

Respectfully submitted,
Roger Pearce
Chair

Lay Pastoral Visitors

Once again, I am delighted to report to the Vestry on behalf of the Cathedral's Lay Pastoral Visitors. Among other things, 2021 will be remembered as the year we came to grips with the anxiety, isolation, loss, and grief brought on by the COVID-19 Pandemic. Our beloved Cathedral community has experienced all of that. By now, most if not all of us know someone who has been affected one way or another by this terrible viral infection. But this has also been a time when we became more aware of the resiliency of our community of faith. We have seen God present and at work in our lives in new, sometimes surprising, ways. We have discovered some new ways of connecting and caring for one another.

The Lay Pastoral Visitors continued their ministry in 2021 – in fact, this ministry is growing. We were delighted to welcome our new Vicar, Canon Stephen Fields, in September, bringing new leadership and oversight to lay pastoral ministry at the Cathedral. Lay Pastoral Visiting is part of this vital ministry. Five parishioners have completed screening and training as Lay Pastoral Visitors and we look forward to their commissioning at a Sunday liturgy. Thanks to our 2021 Lay Pastoral Visitor Team: Leslie Derbecker, Joanne Short, Peter Harris, Jayne Hobbs, and Nick Tunnacliffe.

A series of training and re-fresher seminars for our Lay Pastoral Visitors continued in 2021, and I am grateful that Canon Douglas Graydon, one of our Honorary Assistants and known to many Cathedral members, is assisting with this program.

In addition to regular phone contacts with parishioners who welcome this sort of pastoral connection, greeting cards, bi-weekly mailing and flower delivery were part of our lay pastoral ministry in 2021. When in-person visits were permitted, we shared the Sacrament at home with those unable to attend church services. We accompanied the clergy on these occasions.

We pray that all parishioners feel connected and supported as full members of the Body of Christ throughout their lives. 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 have been forged and that is a great blessing. However, there are many parishioners who are feeling disconnected

and alone because the internet is not something they use.

If you have suggestions or know of someone who would welcome a call from our pastoral team, please don't hesitate to contact the Vicar at sfields@stjamescathedral.ca or me at bbenson@stjamescathedral.ca.

We see opportunities for pastoral lay ministry to grow and expand in the months ahead. Parishioners called to lay pastoral visiting typically have an active prayer life, a pattern of regular scripture reading and study, a heart of care and compassion, a desire to serve in a team, and natural gifts as a trusted attentive listener. Stay tuned!

On behalf of the Lay Pastoral Visitors,
Yours faithfully,
The Rev'd Canon Beth Benson

Music

Music is necessarily a very public ministry, but it is supported by many kindnesses, often unseen and unacknowledged. This has been especially so in a time of pandemic. I should like to record our thanks to all those who have enabled music to grace our worship. The support of all the clergy, staff and musicians who have been unstinting in their time and gifts has been much appreciated. Each Sunday morning or Tuesday organ recital involves countless administrative tasks and seemingly endless rehearsal time. Thank you for your gracious assistance.

After several years of somewhat quieter music-making, I share your excitement

that we are beginning to enjoy the sound of choral and congregational singing. The Cathedral Choir has been singing at the 11.00am Eucharist since Thanksgiving. Particularly lovely was the Advent service of Darkness to Light. The eight professional voices have been augmented by a small number of auditioned volunteers. We plan to continue to grow the choir in this way as restrictions upon distancing are eased. All our services have been supported by the accomplished organ playing of Robert Pecksmith, who with his talented wife Hattie have added much to our music-making.

The 9.00am service, offered in person only for the last three months of the year because of the restrictions around the pandemic, was supported by a cantor and a number of visiting instrumentalists. The primary focus has been to allow our worship to be led by congregational singing. When the pandemic restrictions are eased, and we feel more comfortable about singing choral music, both the 9.00am service and Evensong will benefit from a more expansive and distinctive music programme, allowing us to build constituent communities with the Cathedral parish.

St. James Cathedral has been the only venue in the city to offer regular organ recitals during the past year. We have welcomed many outstanding performers to present music showcasing the great versatility of the organ. These have been presented online through the Cathedral Choir YouTube channel (The exception being the December performance of *La Nativité* which was both in-person and online).

Through the outstanding generosity of a member of the Cathedral community we are delighted to be installing a new organ console to be built by Létourneau Organs. We will receive it in the first months of 2023. The operating system will be fully digital, allowing the performer much more flexibility, including memory and playback. The placement of the console – at right angles to the present one – permit the organist to have a full view of the altar and processions in the nave. It will also be designed to accommodate any future moderate revisions to the instrument. Our beautiful organ would benefit from a judicious restoration in due course.

Our thanks are also offered to Irene Courage who devoted much time through the past year to presenting hymns online and to the generous singers who supported her. In the future much of our music-making will be presented in a hybrid format, both in-person and online. The Choir YouTube channel and Facebook Page will be used more extensively as we look ahead.

It has been a year of steady expansion as we have both rediscovered our musical roots and begun to sow seeds for future growth. I am confident that a creative and healthy musical life will be an integral part of our Cathedral's future. Thank you for your prayers and support.

Respectfully submitted,
Thomas Bell,
Music Director and Organist

Servers and Sacristans Guild

Once again, this past year has had its ups and downs with the state of COVID-19 on the services of the Cathedral. The Church has been open and closed, and some members of the servers' guild have been able to help serving at both the online services and when open for public worship. We are hoping that 2022 will be a much better year for the Cathedral and that we will be able to start serving with more members of the team taking part in the liturgy as the year progresses.

Under normal circumstances the Guild of Altar Servers and Sacristans of the Cathedral play an integral role in the operation of the various services at St. James. 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, 8:00am, 9:00am, 10:15am, 11:00am, and 4:30pm, which typically means 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 responds 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 missal (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 10:15am. 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, and
Leslie P. Laing, Scheduler of the Servers.

Sidespersons

St James Cathedral Sidespersons Teams provide a welcoming ministry to all parishioners and guests attending St. James Cathedral's Sunday services, taking care of their needs before, during and after the liturgy.

Since the Cathedral reopened in August 2021, approximately 60% of the attendees at 11:00am service are new to the Cathedral and many are returning on a regular basis. This supports the statement by Bishop Snell that "When someone is entering the Cathedral for the first time YOU (Sidespersons) are more important than the Dean."

Prior to the pandemic, we had 47 active members who volunteered their time at the 8:00am, 11:00am and 4:30pm regular Sunday services, along with the many special Diocesan services held throughout the year.

During COVID-19 we have had several team members suspend their active participation (we miss them dearly), resulting in 26 active members on the duty roster for 2021. As a result, we made changes to our service structure at the 11am service by creating five teams of Sidespersons, each with a Warden on duty.

In 2021 we welcomed Wairimu Nduati as Sidepersons Coordinator, and Philippa Campsie will be Coordinating with Wairimu in 2022, as Bob Simpson will be stepping down at Vestry.

We extend a special thank you to our team members who carried out their duties in 2021, despite all the challenges.

8:00am: Philip Day (Coordinator), Minette Von Bieberstein, David Crawford, Denny Creighton, and Pat Northey.

11:00am: Carleen Adler, Bill Benson, Joe Cairns, Philippa Campsie, Stephen Green, Barbara Hirst, Christian Kingsmill, Hanna Kingsmill, Ed McBride, George McNeillie, Sandra Mowatt, Wairimu Nduati (Coordinator), Bob Simpson (Coordinator), Don Solomon, and our Wardens Joan Peters, Jayne Hobbs, Kate Uchendu, and Gerald Courage.

4:30pm: Dorothea Merritt, Elisabeth Muir, and Karen Tari.

In closing, we look forward to continuing our ministry in 2022 and welcoming back members who temporarily stepped down.

Respectfully submitted,
Bob Simpson and Wairimu Nduati
Sidespersons Coordinators

Social Justice and Advocacy Committee

Members: Angela Carroll, Jenny Formanek, and Margaret Magee

The Social Justice and Advocacy Committee did not meet in 2021. Jenny, Angela, and Margaret attended the Diocesan Outreach Conference via Zoom. Jenny attended the Street to Trail Annual General Meeting via Zoom. Angela continued to offer opportunities to support PWRDF through the sale of Christmas cards online and sharing information through E-Connections.

Respectfully submitted,
Jenny Formanek
Chair

St. Barts, Regent Park

It is hard to believe that it has been nearly two years since the COVID-19 pandemic began to affect our Diocese. It has certainly been an anxious time, filled with many frustrations, but it has not been without its consolations and successes.

We have continued a very full liturgical life over the past year, in person when public health and Diocesan guidelines have permitted, and online when in-person attendance has been suspended. The 11:00am Sunday Eucharist has been streamed each Sunday, whether or not in-person attendance has been possible. Morning and Evening Prayer were available online from Tuesday through Thursday until our August-September hiatus, since when Evening Prayer has continued via Zoom and YouTube from

Wednesday through Friday. We have been fortunate throughout the pandemic to have several tech-savvy young adults at St Bart's, who have made our online ministry possible.

Our Music Director, Katherine Hill, and our organist, Sebastian Moreno continued to perform high-quality repertoire, despite the shifting sands of recording protocols. Katherine has worked heroically in singing solo Gregorian settings of the Introits, Graduals, Alleluias or Tracts, Communion, and Offertories on Sundays and major feast days, as well as finding and performing solo motets, either on her own or with guest vocalists. She also arranged for guest instrumentalists, who helped to vary the texture of our liturgical music throughout the year.

In September we said goodbye to Sebastian, who left us for pastures new, as he took up the post of Music Director at St Jude's, Oakville in the Diocese of Niagara. We wish him all the best as he moves forward in his musical career.

Following Sebastian's departure, we were blessed to have a succession of some of the finest organists in the city filling in whilst we conducted our search for his replacement. Elizabeth Anderson, Hanné Becker, Robert Dixon, David Simon, and Nick Veltmeyer offered stunning preludes, postludes, motet accompaniments, liturgical improvisations, and (latterly) hymn accompaniment. Special thanks to Robert Dixon for leaping into the fray in late August with little notice and for

playing the vast majority of Sundays through the fall, and also to David Simon for having accepted the post of interim organist in January. We look forward to announcing the appointment of our new organist in the very near future!

Perhaps most remarkably, the parish has continued to grow throughout this season. Since our reopening in September of 2021, 35 new congregants have indicated their desire to join the parish. Of this number, 15 live in the surrounding neighbourhood, six discovered us through our online offerings, and 14 connected to us through other members of the parish. In September I began a course of elementary catechesis following the Saturday Morning Mass at the request of several newcomers, two of whom desire baptism and confirmation, and at least one other of whom has requested confirmation. Of the 14 people who attended, nine were newcomers to the parish in the past year and five were established parishioners. At least one other adult newcomer has since asked to be “brought up to speed” with the rest of the class, so that he might also be prepared for baptism and confirmation in the new year.

It is perhaps especially 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 shutdowns. In fact, our 2021 Vestry budget projected a total offertory income of \$125,000 — a \$5,000 increase over our 2020 budget — which we exceeded by just over \$2,500 for a total of \$127,674. This is a remarkable achievement. We also received generous

donations towards the food ministries and building fund.

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 Asbil and Kevin Robertson, for their unstinting support of our parish and of my ministry; it is a pleasure and a privilege to have received a share in their ministry. My colleagues in ministry at St James Cathedral — the Rev'd Canon Stephen Fields, the Rev'd Claire Latimer-Dennis, the Rev'd James Liu, and Father David Hoopes, OHC — have offered kindness and collegiality. The Rev'd Bob Bettson, the Rev'd Canon David Brinton OGS, the Rev'd Theo Ipema, and the Rev'd Canon Harold Nahabedian 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, Jamie Baxter, Kathy Baxter, Sydney Brooman, Bob Buckland, Beth Dowbiggin, Louis Harris, Christian Hegele, Catherine Riddell, Martha Riddell, and Jared Tomlinson for helping to ensure that our online and in-person worship has continued throughout this season in reverence and beauty. Our administrative assistants, Kerry Dickson and Lisa Scapillato, have kept our 'virtual office' running like a well-oiled machine.

I wish especially to thank my supervisor and friend, the Very Rev'd Stephen Vail, Rector of St James Cathedral and Dean of Toronto. I first met the Dean at his ordination to the Sacred Priesthood at St Paul's, Halifax, nearly thirty years ago, and came to know him over lunches in Prince Hall and when he visited our College to say mass or preach. He struck me as a thoughtful man with a gentle dignity and a keen sense of humour that put us all at ease. Over the past two years it has been my privilege to get to know him better, and to learn that those initial impressions were indeed well founded. I have come to know him as a wise and thoughtful colleague, and a kindly and supportive friend in a difficult time in the world's history. I will be sorry to see him leave the Cathedral and Diocese, as I shall miss our conversations and the company of a kindred spirit and trusted friend and advisor. I wish him and his family all the very best in his retirement, and I look forward to them greeting Sarah and me on our visits back to our common home in Nova Scotia. *Ad plurimos annos, Pater amiceque!*

Respectfully submitted,
The Rev'd Walter Hannam

St. James and Community Refugee Committee

Despite the challenges of lockdowns and pandemic measures, the St. James and Community Refugee Committee continued to support families in new ways and to undertake a successful fund-raising campaign.

The committee has two named sponsorship applications in process: one is the resettlement of the 14-year-old son of the Cameroonian woman who the committee supported in 2019-2020; the other named sponsorship (referred by AURA) is for an Eritrean family currently in Israel. Both applications await approval by the Government of Canada and there is no indication as to when we might be able to expect their arrival.

The Government of Canada suspended the Blended Visa Officer Referral program, under which the committee normally operates to support the resettlement of a refugee family. Sponsorship applications will not be submitted until the reinstatement of this program.

The committee has pledged to sponsor up to two Afghani families in response to the crisis that emerged in 2021. We are waiting for indications from the Government of Canada that it will accept applications from private sponsorship groups. Currently, only government-assisted refugees have been resettled.

The committee participated in a pilot partnership project with Talent Beyond Boundaries, a not-for-profit organization that matches skilled refugees with employers. The committee provided support to three families and one individual in 2021. No financial support was provided, but significant settlement support was given including picking up at the airport, helping find local accommodation, helping with accessing government services, providing furniture, and orientation into local communities.

We worked with St. James Anglican Church, Dundas, which provided support to two of the families who settled in Hamilton. This was an excellent example of how the knowledge and experience of the committee could provide support to newcomers other than financially. We anticipate helping three additional families who are scheduled to arrive in spring 2022.

In order to have sufficient funds to support further sponsorships, the committee held a walkathon on October 17, 2021, at the Toronto Botanical Gardens. Bishop Asbil and Dean Vail participated along with committee members, parishioners and supporters from the community. The event was a success and the committee secured matching funds from the law firm Fragomen (Canada), resulting in approximately \$50,000 raised. In combination with the remaining funds, there should be sufficient funds to support the sponsorship plans for 2022.

The committee also has a strong presence on the newly created diocesan refugee network.

Respectfully submitted,
Rebecca McTaggart and Patrick O’Leary
Co-Chairs

Revenue and Expenses, Unaudited

	2021	Since inception (2015)
Donations	\$ 63,276	\$ 241,403
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)	-	33,328
Fifth sponsorship (single mother’s older child)	1,663	1,663
Committee expenses	-	<u>3,156</u>
Total spent	1,663	129,908
Net donated funds remaining, December 31, 2021		\$ 111,495
Remaining commitments		<u>15,337</u>
Funds available for future sponsorships		<u>\$ 96,158</u>

St. James Cathedral Guild of Change Ringers

The St. James Cathedral Guild of Change Ringers has continued during 2021 the Pandemic pattern started in 2020, which is to say, on again, off again, on again, and off again. In 2021, we commenced ringing again as we had during 2020, which meant six ringers only, spaced two metres apart, and ringing only every other bell. We started up again on Easter Sunday but stopped again the following week when in-person services were again suspended. Then in late July, in-person services started up again, and we again rang prior to the services while continuing to cancel practice nights. We once again ceased ringing when in-person services were suspended on January 10, 2022.

During the last year, we have had about 12 ringers on our rota and have had six ringers able to ring each Sunday when there was in-service attendance. There have been several events over the last year not only in the life of the Cathedral but in the broader community, for which we would normally have rung all 12 bells, and we trust that in the coming year we will be able to catch up and mark those events with Quarter Peals, and hopefully a full Peal or two. In the meantime, the Ringing Guild is pleased and honoured to ring the Bells of Old York to the extent that we are able.

Respectfully submitted,
Dan Tregunno
Tower Captain

Stewards (9am service)

The following 25 members of the 9:00am Sunday Congregation are Stewards. During the 2021 Pandemic only Readers and Sidespersons were active in their roles:

Irene Bailey, Susan Bouchard, Cynthia Bracewell, Carol Burnham Cook, Gerald and Irene Courage, Peggy Crowther, Angela David, Peter Dawes and Sarah McKinnon, Wafa Danner, Mary Druce, David Gates, Jacqueline Gibbons, Robert Gilbert, Pamela Guy, Robert Haines, Robert Hart, Elizabeth Hartman, Carol Kysela, Matt Jaeger, Sarah McDonald, Cornelia Schuh, Ruth Sidorchuk, and Sheila Snelgrove.

This was yet another unprecedented year of challenges for those who would normally have served as Readers, Intercessors, Sidespersons, and Communion Assistants at the 9:00am service. We began 2021 with hope – hope that the pandemic would ease, we would return to some form of normality, and that family, friends, and our community at large would remain healthy. Not all turned out as we would have liked.

Personal circumstances, and the challenges of life during COVID-19, saw twelve of our group defer their active duty till July of 2022 or to step back from their role as a Steward.

We are very thankful for the dedication and past service of Cynthia Bracewell, Robert Coates, Irene Courage, Sharon Danley, Peter Dawes, Sarah McDonald, Sarah McKinnon, Edith and James Reece, Linda Schulz, and Peter Sidorchuk.

We look forward to the return of those who deferred their placement.

During the year we welcomed two new members from the congregation to the Ministry: Susan Bouchard who began her role as a Reader and Sidesperson and Matt Jaeger who is scheduled to begin early in 2022 as a Reader and Intercessor.

A Special Thank You to Lisa Scapillato in the Dean's Office for her kind assistance with our Schedule adjustments during the year.

Respectfully submitted,
Rob Haines
Coordinator

Stewardship Committee

Stewardship ensures that St. James Cathedral has the financial resources to continue its mission of worship and outreach. In 2021 there were several challenges: continuing restrictions to in-person services and gatherings and greatly reduced revenue from rental opportunities, from regular offerings, and from St. James Cemetery and its operations. From being a source of income generation, the latter actually required a significant investment of capital to guarantee future revenue.

Members of the Committee include Yosola Sholagbade-Adeoye, Joyce Badley/Susan So, Graham Beck, Angela Carroll, Gerald Courage, Angela David, Canon Stephen Fields, Jennifer Formanek, Bob Hart, Peter Misiaszek (Diocese of Toronto), Joan Peters, Don Solomon, Kate Uchendu, Dean Stephen Vail, and David Gates (Chair).

Activities: In 2021 the Committee launched its first *Joyful Giving* initiative, part of the *Growing Healthy Stewards* program. *Growing Healthy Stewards* is a year-round program, adopted with great success by many parishes in the Diocese, designed to stabilize and build our annual giving revenue. The *Joyful Giving* drive asked parishioners to reflect on their contributions to St. James and its work and indicate their giving for the year. This knowledge provides the basis for our budgeting process: knowing what to expect from envelopes or Planned Authorized Giving (PAG) helps the Cathedral Executive plan programs and outreach services.

While *Growing Healthy Stewards* encompasses social activities as well as education, the pandemic meant that these had to be postponed until the congregation can meet in person. As a result, the *Joyful Giving* Campaign, taking place through Lent, was restricted primarily to print – the Sunday Bulletins, E-Connections and a mailing – and on-line through the Cathedral website. The *Joyful Giving* package was mailed to more than 300 St. James households in early March. There were 95 responses, with five households signing up for PAG and 23 households increasing their PAG giving.

In early November, the Committee sent out the Fall Appeal Letter, asking all known member givers, using either PAG or envelopes, to consider making an additional gift or increasing support to help close the gap in revenue. There were 123 responses for donations of around \$150,000, with four households signing up

for PAG, and seven households increasing their PAG support.

The Stewardship Committee expresses its thanks for all the generous support of St. James and its work of mission and outreach provided by the congregation during this especially difficult time.

Respectfully submitted,
David Gates
Chair

York Group

Because of the pandemic, 2021 was a quiet year once again. The York Group members tried to stay connected and were always glad to see one another on Zoom meetings that the Cathedral held. On January 23, 2022, a preliminary meeting was held on Zoom with the Dean, Jayne Hobbs, Joan Peters, and eight of the York Group members. We passed a motion to accept men into the York Group and decided that we would hold an Annual General Meeting in 2022.

The York Group is renewing its purpose of mission, outreach, and education. As an initial endeavour, a Seniors' Fair is being suggested to commemorate World Elder Abuse Awareness Day in June.

Some of our long-term members have passed away, and we miss them dearly. In 2020 we lost Sister Beulah Primus and Betty Savich, and in 2021 Roma Lynde. Recently we lost Joyce Sowby and Jane Jeffery. Our prayers are with their families.

Respectfully submitted,
Jane Rowan
Chair

The Cathedral Church of St. James
Annual Meeting of Vestry (218th)
Sunday, March 14, 2021 at 1:30pm via Zoom
Minutes prepared by Ric Hillyer (Vestry Clerk)

1. Opening prayer was give by the Dean
2. As approved in earlier Special Vestry meeting, Ric Hillyer is Vestry Clerk
3. Approval of Agenda

It was Moved by Jayne Hobbs and Seconded by Don Solomon that the agenda be approved as circulated. **Motion carried.**

4. Parochial Tribunal of Bob Hart and Don Solomon was acclaimed
5. Approval of Minutes

The question was asked if it would be possible to circulate the minutes shortly after the meeting. The Dean responded that it is normal practice to publish them as part of the following year's vestry materials. Upon further enquiry the Dean asked if it was the will of Vestry to have the minutes sent out in advance of the next vestry meeting. The Dean asked for a show of hands. As only 27 of 93 in attendance indicated a preference it was agreed we would consult with the Diocese as to how best to proceed. *(Following the meeting the Diocese and Cathedral Council were consulted. It was suggested we place a notice in E-Connections once the minutes are available inviting any voting members who would like a copy of the minutes in advance of next year's vestry meeting to request a copy through the office.)*

It was Moved by Bob Simpson and Seconded by Wafa Danner that the minutes of March 8, 2020 be approved as circulated. **Motion carried.**

It was Moved by Ted Hawken and Seconded by George McNeillie that the minutes of the Special Vestry Meeting of January 17, 2021 be approved as circulated. **Motion carried.**

6. Dean's Report

The Dean reminded Vestry of the Interim Strategic Plan which was presented on screen. The three principles being Sound Financial Stewardship, Inspiring Worship, and Equipping Lay Leadership to Engage the Community.

In addition to his report that was circulated as part of the Vestry package the Dean addressed the following:

Re-opening. The decision to re-open comes from Bishop with health and government advice. We will advise by E-connections or mail. Currently we have the go-ahead to open Monday, March 15 with restricted capacity. The earliest time that we will have a choir again will be October or later.

Following a question from Margaret Perschy it was noted that we will continue to live-stream the service while open to limited in-person services.

Visioning process: The core values have been determined. There were 3 working groups. The Centres of Excellence Working Group comprised of Canon Beth Benson, Carol Kysela, Bob Hart and Peter Elliott (the retired Dean of Christ Church Cathedral in Vancouver). The Resources Working Group comprised of Nick Tunnacliffe, Chun Lo, Kate Uchendu, Jayne Hobbs, Don Solomon, Bill Benson and Joyce Badley. The Relationship of Cathedral to the Diocesan Vision Working Group comprised of the Wardens, Dean, Bishop Andrew Asbil and Carol Kysela.

From April through June there will be opportunities for congregational input followed by a vision plan to be rolled out in the Fall.

Stewardship: The Dean commented that there will be a chapter written on the Cathedral and the pandemic in the history of the church. Given our place in that he asked us all to consider our priorities when thinking of our donations to Cathedral. There are various activities regarding stewardship underway, including Growing Healthy Stewards developed by Diocese and the Joyful Giving letters going out to congregation. The Dean asked us all to respond to those letters.

The Dean then extended his thanks to all the volunteers. He noted the following individuals who will be finishing their terms of office as of this Vestry meeting. For Cathedral Council we want to thank Sandra Mowat and Russell Mark. For People's Warden we thank Don Solomon who has graciously agreed to continue to provide his expertise to see us through the replacement of the retorts and the Hillside "H" projects.

Angela Emerson then enquired as to what the process is of involving parishioners in volunteer roles at the Cathedral. The Dean responded that we do ask some directly by matching gifts to roles and consulting with leaders of various ministries. If a person feels called to a certain role, he encouraged them to reach out to him.

7. Wardens' Report

- a. The Report from the Wardens was circulated with the vestry materials.
- b. 2020 Audited Financial Statements.

Graham Beck, Chair of Financial Committee, presented the 2020 audited financial statements and noted they were reviewed by Finance Committee who meet with the auditors, Grant Thornton.

Graham highlighted several items. The auditors have asked that the deficit be balanced in the next 5 years. While offerings performed very well under the circumstances, income was down in 2020 due to the retorts shut down and cathedral rentals being impacted by the pandemic. Expenses are down because of cost saving measures put in place as a result of having to shutdown the cathedral. Below the line we have included the one-time diocese and government grants to

assist the cathedral through the shutdowns and drop in revenue. Overall, the deficit was down significantly over the previous year.

A new policy was passed by Cathedral Council in 2020 to place unrestricted bequests in a newly formed Warden's Legacy Fund, to be used for future capital or one-time non-operating projects. Also new this year is Note 11 regarding Covid 19 and the unknown risks resulting from it.

Following the presentation Ted Hawken enquired as to what the Standby Letter of Guarantee in Note 6 is for. Graham Beck and Don Solomon responded that it is with the City of Toronto and related to the renovations that were completed on Cathedral Centre. We are working to have them released and hope to have that completed in the coming months.

Carol Kysela enquired about the Warden's Legacy Fund. Graham Beck and Joyce Badley noted that in the past unrestricted bequest would go into operations and be subsumed by the operating deficit. Because the Cathedral does not have a building reserve or special project reserve it was suggested that these funds be placed in a separate fund that would more purposefully give the Wardens flexibility to fund future capital requirements or special one-time projects.

Peter Harris asked if the Warden's Legacy Fund is 'internally restricted'. Joyce Badley confirmed that it is.

Duncan Abraham asked if the Cathedral benefits from Bishop Snell trust funds. Graham Beck answered that the Cathedral received \$125,000 for various ministries. It is currently included in 'Other Income'. It was requested that it be split out on the financial statements in the future.

It was Moved by Graham Beck and Seconded by Kate Uchendu that the 2020 Audited Financial Statements be adopted. **Motion carried.**

It was Moved by Graham Beck and Seconded by Kate Uchendu that Grant Thornton be appointed auditors for the 2021 year-end. **Motion carried.**

c. 2021 Budget

The 2021 Budget was presented by Jayne Hobbs and Don Solomon. The draft being presented has been reviewed and approved by the Executive Committee and Cathedral Council.

Putting together the budget for 2021 has been challenging because of the unknowns concerning the ongoing impact of the pandemic as well as the need to replace the retorts at cemetery. We have anticipated a shut down of the retorts for approximately 2 months for replacement.

The budget reflects Cathedral staff being brought back as required, as operations reopen.

Peter Harris asked if the Rental Income budget is too optimistic. Joyce Badley noted that some rental income is received through agreements with the Diocese and can be counted upon. In addition, we have received a number of rental inquires, particularly for film groups, some of which have been confirmed.

Carol Kysela noted that we should celebrate the breakeven budget.

Nick Tunnacliffe asked why there are increased music expenses. Don Solomon answered that it is primarily due to choir budgeted to come back in the Fall.

Joan Northey asked if the plumes of black smoke from the retorts have been resolved. Don Solomon responded that this issue is resolved although there can be some puffs of smoke on start up or some other situations. When both retorts are replaced, this will be a non-issue.

It was Moved by Jayne Hobbs and Seconded by Don Solomon that the 2021 budget be approved as presented. **Motion carried.**

8. Social Justice Vestry Motion

After presenting the motion the Dean noted that the plan is to set up a working group of individuals from the Cathedral comprised of the Dean, Jenny Formanek, Don Solomon, Sarah McDonald, Tina Conlon, and Wafa Danner. (*The Reverend Morning Wang and Sybil Wilkinson have also joined the committee.*) This group will consult with members of the congregation, determine actions and goals, and will then report through E-Connections.

Archbishop Johnson asked if there was a timeline for this work. The Dean responded that it is hoped that a preliminary report would be ready by the middle of June.

It was Moved by Peter Harris and Seconded by Kirsten Fielding approval of the following: The parish of St. James Cathedral acknowledges that Anti-Black racism exists in our society and in our Church, and that it and all forms of racism against Black, Indigenous and other racialized people are a sin against God and against our neighbour. We commit ourselves to the recognition, dismantling, and elimination of Anti-Black and other forms of racism in our secular institutions, in our Church, and in ourselves, and to work for the full inclusion, participation and belongingness of Black, Indigenous and other racialized people in all sectors of our common life. In light of this acknowledgment, and in keeping with this commitment, our parish undertakes in the coming weeks to form a working group to explore opportunities to address issues of Anti-Black and other forms of racism within the context of St. James Cathedral.

Motion carried.

9. Organization Reports

It was Moved by Ted Hawken and Seconded by Nick Tunnacliffe that the reports be accepted as circulated. **Motion carried.**

10. Dean's Appointment of Officers

The following appointments were made by the Dean:

Rector's Warden – Jayne Hobbs

Deputy Rector's Warden – Kate Uchendu

Cathedral Council – Peter Gardiner-Harding, David Gates, Sarah McDonald, Daisy Pittis, Sybil Wilkinson.

11. Election of Officers

Following an explanation of the Nominating Committee and the nominations process by the Dean he opened the floor to questions.

Angela Emerson asked why all nominations provided to the Nominating Committee do not come before vestry and on what authority do the Nominating Committee veto nominations. The Dean responded that all nominations will go to the floor as long as the nominations are properly made. He also noted that terms of office allow for continuity but not endless membership. Bob Hart provided further clarification that the role of the Nominating Committee is to review openings and names presented and to have discussions with potential candidates. Additional names are accepted from the floor if people want to make nominations at Vestry.

The Dean clarified that, in accordance with Canons of the Diocesan, Synod delegates serve 3 consecutive regular synods which are normally held in alternate years.

The following appointments were put forward for election:

People's Warden was acclaimed – Joan Peters

Deputy Peoples Warden was acclaimed – Gerald Courage

Cathedral Council was by acclamation – Jenny Formanek, Edwin (Ted) Hawken, Ric Hillyer, Jackie Jagoda, Yolola Sholagbade-Adeoye.

Diocesan Synod Delegates by acclamation - Jenny Formanek, Christian Kingsmill, Carol Kysela, Sheila Snelgrove, Sybil Wilkinson

Alternate Synod Delegates: by acclamation - Rob Haines, Peter J. Dawes, Yosola Sholagbade-Adeoye, Deborah McGinnis.

12. Other business

There was no other business

13. Adjournment

It was Moved by George McNeillie that the meeting be adjourned. **Motion carried.**

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.

The Dean closed the meeting with the Doxology.

St. James Cathedral - Special Vestry – October 3, 2021 – 1:30pm - Minutes

Opening Prayer – Dean Stephen Vail

Dean explains this is a Single agenda meeting:

- To seek Final Approval for the Replacement of the Retorts at St. James Cemetery and Crematorium and the required funding for this project.

The Dean noted that Ric Hillyer would be Vestry Clerk to take minutes.

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

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

- Retorts are long past their serviceable life - they should have been replaced minimum 5 years ago.
- Flow of revenue to Cathedral for program support was maintained at expense of complete retort replacement.
- January 2020 - Both retorts at point of failure.
- Customer loyalty has declined due to frequent breakdowns, with corresponding decline in numbers of cremations performed and marked decline in revenue.
- Ongoing complaints to Ministry of Environment, Conservation & Parks (MECP) - Poor neighbourhood reputation due to smoke and odour issues.
- New MECP Emission requirements February 2020 - Certified July 2020.
- North unit failed in spring 2020 and mothballed - south retort was rebuilt.
- Only one retort functioning at present.
- There are new environmental standards to be met regarding emissions and we must be certified in this regard.
- **Current and 3 years forward**
- Cremation volumes projected to return to pre 2019 levels by 2024

	2021	2022	2023	2024
- Revenue	300,000	700,000	1,000,000	1,300,000
- Expenses	232,000	307,000	348,000	400,000
- Net Inc/Deficit	\$68,000	\$393,000	\$652,000	\$900,000

- Note: Crematorium revenues subsidize overall cemetery operations, which currently run at a deficit.
- No contribution to the Cathedral is available until 2024 at the earliest.

Project Budget

Architect Fees	81,553	
Consultant Fees –Environmental	21,000	
New Retorts	650,000	
New Refrigeration Units (6 capacity)	24,000	
New Processing Unit (optional)	25,000	
2 CEM’s monitoring units/source testing	200,000	
Studies & Reports (Geo technical, Designated Substances, Structural Design)	25,000	
Construction	1,394,733	
Building & Environmental Permits	30,000	
Mechanical & Electrical	Included in Construction	
Building Rehabilitation	35,000	
Sub-total	\$2,483,286	
Project Contingency @ 10%	248,328	
Total Project Budget	\$2,731,614,	+ HST

- **Project Financing**

- Grant from Diocese - \$ 500,000 (*Approved*)
- Loan from Diocese - \$ 2,000,000 (*Approved*)
- Other existing capital resources – Up to \$ 500,000

- **Steps Ahead**

- Special Vestry #2 –to Receive Final Project Approval (Today)
- Finalization of Contract with Trinity Custom Masonry (October 2021)
- Receipt of Building Permits from City of Toronto (October 2021)
- Construction Mobilization (October 2021)
- Receipt of ECA from Ministry of Environment, Conservation & Parks (MECP) (Fall 2021)
- Construction Timeframe –16 week estimate (March 2022)
- Commencement of operations-(March 2022)

- **St. James Cemetery –Current & Future Initiatives**

- Establishment of Capital Reserve Fund - Goal of having \$500,000 by 2040
- Hillside H Stabilization project – completion no later than 2022
- Conversion of Cemetery Chapel to accommodate niches – 2022 (Needs Diocesan Approval)
- Redevelopment plan for Office and surrounding maintenance yard for cremation garden - 2023
- Columbarium study - to identify suitable locations for the siting and installation of columbarium units in selected areas of the property -2021
- Study to assess feasibility of fundraising campaign for Chapel preservation and restoration leveraging Cemetery’s significant historical heritage - 2022
- Care & Maintenance Fund Study -Assess way to grow fund to enhance future streams of maintenance revenue -2021-2022

The Dean thanked John O'Brien.

Motion:

- Moved by Jayne Hobbs
- Seconded by Joan Peters

St. James Cathedral Vestry approves proceeding with the replacement of the two retorts at St. James Cemetery and crematorium at a cost of not more than \$3 million.

Questions followed:

1. Nick Tunnacliffe

- Congratulated the Wardens and all others who worked on this project.
- Question: What other projects will be delayed due to taking money from capital reserves?
- Answer: Dean Stephen replied that there should be no effect due to increased revenues.

The vote was taken and unanimously supported the motion.

The Dean thanked Susan So, 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 for his excellent presentation.

Move to adjournment passed.

Closing Prayer – Dean did the Doxology

Meeting adjourned.

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

Opening Prayer was given by Dean Stephen Vail.

The Dean offered explanation of this Special Vestry: a single agenda meeting pursuant to Canon 14 (12.4)

- To seek approval to proceed with the Hillside H restoration project at St. James Cemetery & Crematorium.
- Vestry will be asked to approve a revision to this project.

The Dean introduced Vestry Clerk: Ric Hillyer.

A PowerPoint presentation along with some comments were given by Don Solomon and John O'Brien as follows:

St. James' Cemetery & Crematorium Hillside H Slope Stabilization Project Special Vestry Meeting to Give Final Approval to Project Budget

- DON SOLOMON, ST JAMES CATHEDRAL
- JOHN J. O'BRIEN, CCCE-CONSULTANT
- OCTOBER 17, 2021

Here is an aerial view of the cemetery:

Hillside H is where the arrow from "Site" is pointing to.



- Oldest Active Cemetery in Toronto –opened 1844
- Chapel of St. James-the-Less National Historic Site of Canada (1860) -High Victorian Gothic Revival
- 1960's – fill (soil) added to crest of slope at Hillside H to increase table land available for interments –over 100 cremated remains interred
- 1980's – gradual subsidence of fill appeared and first study of problem undertaken
- 2015-2016 –Start of development of current slope stabilization project

Purpose of the Project

- To protect the graves that are at risk of being exposed
- To mitigate the gradual and progressive sloughing of loose fill placed at the slope crest along the cemetery ravine's slope as well as risk of sudden failure
- To restore the natural ravine and cemetery landscape following slope stabilization work

Hillside H Slope Stabilization Project Development Timeline

- October 15, 2017 – Special Vestry approved restoration of Hillside H for a budget price of \$1.2 M
- November 29, 2017 - Diocese of Toronto approved loan of \$1.2 M –funds advanced in July 2021 – remain in our bank account
- November 2017 to early 2020 --design development
- March 10, 2020 – Toronto Region Conservation Authority (TRCA) Permit received –temporary stop work for COVID-19
- June/ July 2021 – disinterment of remains at crest of slope
- July 16, 2021 – construction tenders received –lowest bidder –Hobden Construction at \$1,662,349.83 plus HST
- Revised estimated cost – \$2.5M (an increase of \$1.3M) --Two-phase approach.
- Increased costs due to:
 - o Early numbers were conceptual in nature
 - o Current numbers based on actual bids for construction
 - o Toronto Region Conservation Authority requirements increased complexity and costs
 - o COVID-19 disrupted marketplace and we only received 2 bids to select from

Hillside H Slope Stabilization Project Two-Phase Approach

Phase 1

- Clearing and Grubbing, Sheet Pile Installation, Helical Pile Installation
- Loan from Diocese – \$1.2 million (Approved)

Phase 2

- Steel Edge, Drainage System, Site Restoration
- Loan and/or grant from Diocese – \$1.3 million (Requested)

Hillside H Slope Stabilization Project Two-Phase Budget

Table 1 -- Project Budget

Description	Phase 1	Phase 2	Total
A - Costs to Date			
- Consulting Fees	\$ 294,983.00		\$ 294,983.00
- Permits and Fees	\$ 15,749.00		\$ 15,749.00
- Disinterment of remains	\$ 58,267.35		\$ 58,267.35
- Subtotal A	\$368,999.35		\$368,999.35
B - Future Costs			
- Hobden Construction	\$872,222.60	\$ 790,127.22	\$ 1,662,349.82
- Construction Contingency-10%	\$ 87,222.26	\$ 79,012.72	\$ 166,234.98
- Consulting Fees	\$ 64,177.77	\$ 58,137.23	\$ 122,315.00
- Storage of Remains on site	\$ 5,000.00		\$ 5,000.00
- Reinterment of Remains		\$ 88,000.00	\$ 88,000.00
- Subtotal	\$1,023,622.63	\$ 1,020,277.17	\$2,043,899.80
- HST - 4%	\$ 40,944.91	\$ 40,811.09	\$ 81,755.99
- Subtotal B	\$1,064,567.54	\$ 1,061,088.26	\$2,125,655.79
C- Total Cost = A+B	\$1,433,566.89	\$ 1,061,088.26	\$2,494,655.14

Table 2 -- Project Finance

Description	Phase 1	Phase 2	Total
Total Cost (from Table 1)	\$1,433,566.89	\$1,061,088.26	\$2,494,655.14
- Paid to Date (from St. James' funds)	(\$ 368,999.35)	\$ 368,999.35	\$ -
- Balance to pay/ recover	\$1,064,567.54	\$1,430,087.61	
- Loan from Diocese	\$1,200,000.00	\$1,300,000.00	\$2,500,000.00
- Surplus (Deficit)	\$ 135,432.46	(\$ 130,087.61)	\$ 5,344.86

Table 3 - Projected Cemetery Performance

	2021	2022	2023	2024	Note
Cemetery Operating Revenue	\$674,500	\$1,100,000	\$1,430,000	\$1,740,000	
Cemetery Operating Expenses	(\$755,000)	(\$ 942,300)	(\$1,046,000)	(\$1,147,500)	1
Net Income/ Deficit	(\$ 80,500)	(\$ 157,700)	\$ 384,000	\$ 592,500	
Hillside H Phase 2		(\$ 257,551)	(\$ 340,596)	(\$ 340,596)	2
Revised Net Income/ Deficit	(\$ 80,500)	(\$ 99,851)	\$ 43,404	\$ 251,904	

1 Note -- Crematorium revenues subsidize overall cemetery operations, which currently run at a deficit.

2 No contribution to the Cathedral will be available before 2024.

St. James Cemetery –Current & Future Initiatives

- Establishment of Capital Reserve Fund - Goal of having \$500,000 by 2040
- Hillside H Stabilization project - no later than 2022
- Conversion of Cemetery Chapel to accommodate niches which will generate revenue–2022 (Needs Diocesan Approval)

- Redevelopment plan for Office and surrounding maintenance yard for cremation garden -2023
- Columbarium Placement study - to identify suitable locations for the siting and installation of columbarium units in selected areas of the property -2021. This will increase revenue.
- Study to assess feasibility of fundraising campaign for Chapel preservation and restoration leveraging Cemetery's significant historical heritage -2021
- Care & Maintenance Fund Study -Assess way to grow fund to enhance future streams of maintenance revenue - 2021-2022
- Development of marketing plan to increase awareness of new crematorium and other services
- Re-engagement with client families

Moving and seconding of the motions.

Moved by: Jayne Hobbs

Seconded by: Joan Peters

- It is moved by Jayne Hobbs and seconded by Joan Peters, that St. James Cathedral Vestry approve proceeding with Phase I of the Hillside H Project at St. James Cemetery & Crematorium at a future cost not to exceed \$1.2 million.
- It is moved by Jayne Hobbs and seconded by Joan Peters, that St. James Cathedral Vestry request permission to proceed with Phase II of the Hillside H project at a net cost not to exceed \$1.5 million, contingent on the Cathedral obtaining financing from the Diocese of Toronto.

Dean Stephen explained the process for raising questions via computer or phone. He indicated that after the questions the polls will take place.

Chair opens it up to questions and answers (Q, A) on the Hillside H restoration project that will be polled on for final approval.

Q. Nick Tunnacliffe - Is Stage II essential or can it be delayed?

A. Don Solomon – the work must be completed without delay.

Q. Nick Tunnacliffe – Are there other areas of concern beside Hillside A and H?

A. Don Solomon – Only aware of Hillside A and H. Hillside A temporary repairs may cost about \$25,000. Permanent repairs might cost about \$35,000.

Q. Ted Hawken – What are carrying costs of loans for phases I and II?

A. Don Solomon – Phase II expected to be paid over 25 years. Carrying costs for all three loans (Retort project, Hillside H Phase I and Hillside H Phase 2) were \$257,000 for 2022 and \$340,000 for 2023. Terms for the first two loans (where payment has already been received) is repayment over 14 years. We've asked the Diocese to consider a longer term for the remaining loan of 25 years.

Q. Ted Hawken – Can we gear repayments to cemetery income?

A. Don Solomon – the Diocese may be flexible as to our carrying capacity if we need it. We hope for a grant in addition to a loan.

Q. Ted Hawken – Are there any grants available?

A. Don Solomon – Not aware of any for landscaping, Heritage Grants are usually for buildings.

Q. Angela Emerson – Will there be a consecration of the grounds followed by a liturgy when remains are reinterred?

A. Dean Stephen – Yes.

Q. Peter Harris – Is interest rate 2% or 3%?

A. Don Solomon – 2.54%

A. Susan So – Phase I is a fixed rate for 14 years. Phase II may be negotiated over 25 years. We feel there is sufficient buffer to handle this. Still looking at grants.

Q. Peter Harris – Are you familiar with columbarium designs at St John's Bancroft in North Hastings?

A. John O'Brien – Know of a company called CMC and are looking at multiple designs.

Q. Margaret Perschy – How many were disinterred and how many were caskets?

A. Don Solomon – About 500 were disinterred and none were caskets. Costs of disinterring were low. Reinterring will be higher as more complicated.

Q. Canon Beth Benson – How will we finance all initiatives mentioned in PowerPoint presentation?

A. John O'Brien – Heritage grants are not available for revenue generation initiatives. Certain benefactors may help. Crematorium surplus will help. More crematorium clients will help. Pre-arrangements will help.

Q. Bill Benson – Is money being set aside to replace these new retorts when time comes?

A. Don and John – New retorts cost about \$600,000 and is the major component that will have to be replaced eventually. Surplus crematorium funds may generate more money to be set aside in capital reserve funds.

A. Dean Stephen Vail – Stewardship is absolutely crucial at this stage. We can't keep pushing this onto some business plan. Stewardship support from our congregation will help.

Q. Peter Harris – Was earlier Vestry assuming a 3% interest rate for planning purposes?

A. Don Solomon – 2.45% for both phases I and II.

Polling:

St. James Cathedral Vestry approves proceeding with Phase I of the Hillside H Project at St. James Cemetery & Crematorium at a future cost not to exceed \$1.2 million.

Poll resulted in a unanimous approval – 38 for 0 against

St. James Cathedral Vestry requests permission to proceed with Phase II of the Hillside H project at a net cost not to exceed \$1.5 million, contingent on the Cathedral obtaining financing from the Diocese of Toronto.

Poll resulted in a unanimous approval – 38 for 0 against

The Dean thanked Don Solomon, John O'Brien, Lisa Scapillato, Jim Kotsifas, Susan So and technical staff for their weekend work and great job.

Meeting adjourned.



St. James Cathedral

Stanley Turner

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