

CHURCH of the INCARNATION

Willowdale



The Mirrored Christ

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Executive Summary

Our Mission Statement: *To know Christ and make Him known.*

Church of the Incarnation is a multi-cultural church located in Willowdale, North York, City of Toronto. On February 1st, 2005, the parishes of All Souls, Lansing and Church of the Annunciation amalgamated and became Church of the Incarnation at 15 Clairtrell Road. Incarnation offers two Sunday services and has an average Sunday attendance of 90 parishioners.

Our Parish Profile shares with you the highlights of our current ministries, structures, practices, activities and finances. Our Parish ministries are guided by the Anglican Five Marks of Mission expressing our common commitment to, and understanding of, God's mission.

While the composition and size of our congregation has changed significantly since its beginning in 1952, we remain committed to spreading the gospel in our post-modern, digital world. We want to continue to be a faith community that deeply cares for one another and responds to contemporary opportunities and challenges that await us. We are a congregation committed to loving God and loving our neighbour as ourselves. We welcome those who are seeking God.



The Five Marks of Mission of the Anglican Communion:

- 1. To proclaim the Good News of the Kingdom**
- 2. To teach, baptize and nurture new believers**
- 3. To respond to human need by loving service**
- 4. To seek to transform unjust structures of society, to challenge violence of every kind and to pursue peace and reconciliation**
- 5. To strive to safeguard the integrity of creation and sustain and renew the life of the earth.**

Our Parish

Worship at Incarnation is key to parish life. Sunday services are held at 8:30 a.m. (said Eucharist) and at 10:30 a.m. (choral Eucharist) using the Book of Alternative Services. The homily is an important part of our Sunday services and parishioners have come to expect well-delivered sermons connecting the readings to Christian life. Church School is available at the 10:30 am service. During July and August we have one service at 10 am.



Music is integral to our worship service. All music is planned by the Director of Music and the Incumbent together, to fit as well as possible within the theme of the season and daily readings.

Christian Education: Adult education is an important part of our parish life. Incarnation is a community of people on a spiritual journey. We offer programmes at Advent and Lent and study sessions that are diverse, challenging and thought-provoking.

Pastoral Care is a highly valued ministry at Church of the Incarnation. With the increasing age of our congregation, there continues to be an on-going demand for such ministry. Our monthly Young-at-Heart Club, a vibrant, entertaining and educational programme, is a successful part of this ministry to both parish and community.

Natural Church Development We have completed three surveys, which led us to working on improving Passionate Spirituality, which is one of the areas identified for improvement. Our latest survey showed that we have improved greatly in this area.

Administration is supported by a small staff, consisting of an Office Administrator, who keeps everyone well-informed about events in the church but also by a large number of volunteers who participate on various boards, committees and groups. Our caretaker looks after the general maintenance of the building and outside grounds. When work in the church needs to be contracted out, the Property Manager calls the appropriate company.

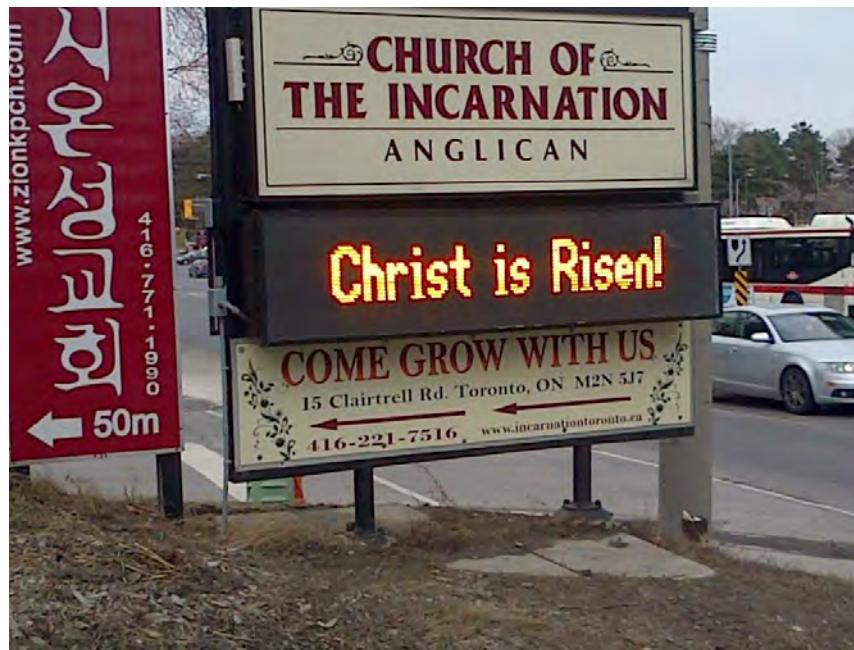
Parish Growth is one of our objectives for the future. Continued success at Incarnation depends on our ability to attract new members, as well as encouraging existing members to take on leadership and executive positions. Many new condominiums have been built around the church,

and this will continue with the scheduled major redevelopment of the Sheppard Corridor. We continue to hope to reach new members of our community living there.

Church of the Incarnation is part of the **Diocese of Toronto**. Founded in 1829, the Diocese is the most populous of the 30 dioceses in the Anglican Church of Canada. Its geographical area extends over 26,000 square kilometres, stretching from Mississauga to Brighton and north to Haliburton. Church of the Incarnation is one of 210 congregations located in the Diocese.

Location

Church of the Incarnation is located in the north end of the City of Toronto, in the heart of the Sheppard corridor at the strategic intersection of Sheppard and Bayview Avenues. We are midway between Highway 404 and 400, very close to the 401 and a 2 minute walk away from the Bayview Sheppard subway station. Our property is located on the west side of Bayview, across the road from Bayview Village Shopping Centre and about 2 kilometres from North York General Hospital. There are six private retirement residences nearby: Delmanor Northtown on Yonge Street, Chartwell Residence on Senlac, Canterbury Place Retirement Residence at 1 Canterbury Place, while Amica and Amica Bayview are one block away from Bayview and Sheppard. ForestView Retirement Residence has recently been built at Bathurst and Finch Avenues.



Neighbourhood

We are situated in a prime urban neighbourhood in the centre of the Greater Toronto Area, on the Sheppard subway line, one short block from Highway 401. Developers have bought up residential and commercial properties surrounding the church. High-density residential units, including townhouses and condominiums have sprung up around the church. Two low-rise condominium properties to the north of the church have been built while another one has begun construction on the east side of the property. Bayview Village Shopping Centre will begin a major redevelopment, consisting of a commercial and residential area, in the near future.

Community Demographics

The City of Toronto's official plan indicates that up to sixty thousand new residents will live in this narrow corridor within the next ten years, with a majority of these new people coming from many different countries, specifically from Asia. This anticipated influx will give our parish a unique opportunity to impact this diverse population with the Gospel of Jesus Christ.

Already a massive population growth and intense redevelopment of the area has resulted in the presence of different ethnic groups into the Willowdale area. The latest available demographics reveal that the population growth in our area will be higher than in any other part of the GTA within the next twenty years. Presently, the residents of the area are highly educated with high-income levels. Most identify themselves as either having no religious affiliation or as being Roman Catholic. Only about 4 percent identify themselves as Anglicans. We have recently had several new families join our congregation and we hope to continue attract Anglicans to our parish.

Those moving into the condominiums, townhouses and residential towers are either baby boomers who are downsizing, or young Asian professionals. There are few families with children in our parish, due to the high cost of housing. There are pockets of poverty in the area, but they are fast disappearing due to land being bought by developers.

Our congregation has aged dramatically and is less ethnically diverse than the community at large. The average age of our parishioners is over 65 and Sunday attendance ranges from pre-school to senior seniors, with most of those attending regularly being between 50 and 90+. Our attendance, like many churches, has declined due to members passing away, moving away or moving into retirement homes. Sunday attendance for both services totals approximately 90+.



History

In 1949, families from St. George's Anglican Church at Yonge and Churchill Streets, along with other interested people founded *the Church of the Annunciation* to effectively meet the spiritual needs of the growing number of young families settling in the neighbourhood known as Lansing. In 1951, the Annunciation's church building opened.



Church of the Annunciation

Within a short period of time, the parish of *All Souls, Lansing*, was formed by families living east of Yonge Street. Land was purchased at Bayview and Sheppard and a Parish Hall was built on the property with a view to building a church at a future date. The church was never built and the Parish Hall became a Sanctuary.

Subsequent decades brought great changes to the neighbourhood. There was a sense that both parishes could minister more effectively together rather than separately. After a lengthy process, both parishes agreed to amalgamate and a new name was chosen. The amalgamation was made official by the Diocese on February 1, 2005, and this new parish became known as *Church of the Incarnation*.

The integration process took a great deal of time and energy and has been extremely successful. We continue to seek to be more effective in meeting the needs of our own parishioners as well as in reaching out to our new neighbours.



The Last Supper Altar

Church Buildings and Property

The main floor of the church consists of the Sanctuary, a Sacristy, the Narthex, entrance hall and the Bruton Room, named after our first minister, the Rev. Gordon Bruton. The Sanctuary is air-conditioned as is the Bruton Room, an all-purpose meeting room which is used for diocesan meetings, adult education, student education classes, etc. The church is wheelchair accessible. A lift was added in 1994, allowing access to the basement, main floor and second floor.

The upper floor consists of four rooms: an office with computers, printers and office equipment; a meeting room; a small kitchen and washroom; and the rector's office. There is also a small office used by the Zion Korean Church. The church office and rector's office are air-conditioned.

The Zion Korean Church shares our space on Sunday afternoon.

The lower level has a kitchen and an auditorium, which can seat up to 125 people. There is a choir room, a furnace room, a maintenance room, washrooms as well as a small Chancel Guild storage room and other storage areas.

Three flat screens have been placed in the Sanctuary, one on the left and one on the right side of the chancel. A third one is on the back wall of the Sanctuary, so that the minister, choir and organist can follow the service. The whole service, including hymns, can be read on the flat screens. The whole building is Wi-Fi connected. New electronic signs were added in 2011, one on Bayview Avenue and one above the main entrance. These signs allow us to show our presence to the community and announce upcoming events.

The Vimy Bell

Each Sunday morning, a bell is rung to begin the liturgy. This bell was rescued from the bombed-out ruins of a Vimy church, where on April 9 1917, Canadian soldiers began the attack, which was a defining moment in Canadian military history. The bell rings for the living and plays tribute to the soldiers who fought and lived and to those who fought and died.



The Parish Rectory

The parish owns a rectory located at 16 Easton Road, approximately three kilometres west of the church. The rectory is a solid brick three bedroom home, built in the 1950's and well maintained with a garage, front and back yards, living room, dining room, updated bathroom and kitchen. There is parking for two cars. It is currently rented until August 31, 2019.



Group Home

In April 1980 members of All Souls' Church, Lansing, began to discuss using land on the church site facing Bayview. In 1981 the church received approval from the Diocese to build a home for disabled adults on the site. A special steering committee was established in January 1981 to guide the many complex issues involved in setting up a group home. In 1984 the church was given approval, by the Ministry of Community and Social Services and CMHC, the primary government bodies providing funding, to proceed with the project. The *North Yorkers for the Disabled Persons* group home became a reality, providing housing for 10 disabled young adults. North Yorkers for Disabled Persons was granted a lease for 40 years. In 1985 the first resident was admitted.



Members of All Souls' Church remained devoted to supporting the group home and have conducted many fund raising activities to purchase furnishings not covered by government grants. The By-Laws of the group home provide that the Incumbent of Church of the Incarnation and two members of the congregation would be voting members of the Board of Directors. The congregation maintains a welcoming attitude to residents from the group home. The group home uses church facilities for board meetings and educational classes. The lease expires in 2025.

Staffing

Incumbent: Position vacant. The Rev. Heather Gwynne-Timothy retired at the end of May 2019. We have an Honorary Assistant, Father Phil Cooper, who is currently on medical leave.

People's Warden: Earle Armstrong

Rector's Warden: Joan Boms

Organist: Karen Rymal

Office Administrator: Our new Office Administrator (hired in May 2019) works 20 hours per week Monday to Friday, from 9am to 1 pm. Her responsibilities include oversight of the office equipment and computer data, Sunday bulletins and Community News insert, newsletters, bookkeeping, the church website, Facebook page and other communication materials.

Contracts: Cleaning, Lawn Care and Snow Removal are all contracted out.

Our Congregation

The Five Marks of Mission of the Anglican Communion:

1. To proclaim the Good News of the Kingdom

Worship and Celebration of the Sacraments

At Church of the Incarnation we offer worship services each Sunday in the Sanctuary. The Book of Alternative Services is used exclusively:

'Said' Eucharist at 8:30 am (Book of Alternative Services) Typical attendance is 20 -25 people.

'Sung' Eucharist at 10:30 am (Book of Alternative Services) Typical attendance is 50-80 people.

The services are supported by parishioners as greeters, liturgical assistants, sides team members, servers, readers, chalice bearers and members of the Chancel Guild. About 35 parishioners are scheduled to support Sunday services on a rotational basis. Attendance numbers fluctuate at Christmas and Easter.



Special Services:

Services are held at local nursing and long-term care homes once a month by the Incumbent with a parishioner assisting.

World Day of Prayer:

The women of the parish participate in the ecumenical World Day of Prayer Service which is held annually on the first Friday of March. The other 6 participating churches from the Willowdale area are Anglican, Catholic, Hungarian Catholic, United and Presbyterian. It was our turn to host in 2019.

Lenten Services:

Ash Wednesday - Eucharist at 10:30 am and 7:00 pm, Imposition of ashes, average attendance 20-30.

Palm Sunday - services of Eucharist at 8:30 am and 10:30 am, average attendance 25 and 75 respectively.

Holy Week: Monday, Tuesday and Wednesday - Evening Prayer, average attendance 5;

Maundy Thursday - Eucharist at 7:00 pm, stripping of the altar, washing of feet; average attendance 30.

Good Friday – Readings and Music service, average attendance 65. Easter Vigil - Exultat is sung by a soloist, lighting of the new fire, often there is a baptism

Easter Sunday - services of Eucharist at 8:30 am and 10:30 am, attendance in 2019 was 25 and 148 respectively

Quiet Day

A morning of prayer, music and reflection is held on a Saturday in the fall and in the winter.

Pet Blessing This service is held on a Sunday afternoon in October.



Remembrance Day Service, on the Sunday before Remembrance Day. It includes readings by former members of the Canadian Armed Services or their relatives



Wolmer School Reunion is held in May. Former students from Jamaica join us in worship and provide music during the service and delicious food at Coffee Hour.

Jazz Vespers is held four times a year, on a late Sunday afternoon. A variety of musicians perform different styles of jazz. A Vespers service is interspersed with the music. A wine and cheese reception follows the service.



Twilight Taizé Service is held about 6 times a year, on a late Saturday afternoon at the Last Supper Altar. A flautist accompanies the singing of Taizé hymns. A Eucharist is also celebrated. This is a time for quiet reflection.

Christmas

On Christmas Eve, two services are held - a service for families at 6:30 pm, average attendance 50, another service at 9:00 pm. Average attendance is 125+.

On Christmas Day, there is Eucharist at 10:30 am, average attendance 25.

Music

Music is an important part of our weekly ministry. We are blessed to have as our Choirmaster and Director of Music, Karen Rymal, a mighty source of musical talent. The choir is a dedicated group of musicians who present an anthem weekly to the Glory of God as well as lead the congregation musically.



We have an 8 member choir that leads us in worship every Sunday, except during the summer months. Three members of the choir are paid leads-a soprano, mezzo-soprano and a tenor. On special occasions, guest musicians and choristers are invited to join the choir. All music is planned by the organist and incumbent to blend with and support the Lectionary readings and the church season. Special music is played at the appropriate time in the church calendar.

2. To teach, baptize and nurture new believers

Christian Education

The incumbent and honorary assistant at the Church of the Incarnation are knowledgeable clergy who provide excellent adult educational sessions. The incumbent has lead many Bible study sessions.

Special Advent and Lenten programmes are conducted each year. We have read and discussed books such as: *It's not necessarily so*, *Everything must change*, *The other side of chaos*, *The 7 Gifts of Waiting*, *Life's Great Questions*.

Adult and children's preparation classes for baptism and confirmation are provided. People are invited to join the baptism and confirmation classes to refresh and strengthen their own faith and to support the candidates. Several youth and adults were baptized and confirmed last year. The church library provides many resources to encourage parishioners to read and broaden their spiritual horizons. Whenever children are present at the 10:30 service, they are asked to participate in the service, either ringing the bells or carrying the chalice or ciborium to the altar before the Eucharist.

Youth Ministry



Messy Church

Messy Church is a ministry lovingly supported by the congregation. Children meet with the minister and volunteers once a month on a Saturday afternoon at 4:30 pm to hear a story about Jesus, do a craft, sing favorite children's hymns and eat pizza. Dedicated volunteers set up the tables and chairs, prepare the craft, put the children's contemporary hymns for viewing on the wall screen, order pizza and prepare treats for the children. There is no charge to the participants. About \$135 is set aside each month to fund Messy Church. The minister chooses and presents the story about Jesus on which the craft is based. About 5-7 children participate, along with their parents, grandparents or other members of the parish. The adults outnumber the children, perhaps because they enjoy being around children and hearing the stories about Jesus presented in a simpler way. It is a fun, casual, joyous time. The congregation always looks forward to the Christmas pageant that the children in their costumes put on in December.

Youth Group

Our youth group meets monthly on an evening or Saturday afternoon to play ping-pong, board games, eat pizza and have lively discussions with the incumbent. In the spring of 2019, they joined other parishes in our area for confirmation classes, culminating in confirmation at the cathedral. The youth group also joined the incumbent on excursions such as a visit to the Royal Ontario Museum.

Sunday School

Children accompanying their parents to the 10:30 am service are encouraged to join the Sunday School run by 2 volunteers using a children's bible study program. Children join their parents at the altar rail for communion, then finish a craft in the Sunday School room before again joining their parents downstairs for juice and cookies.



3. To respond to human need by loving service

As Primate Linda Nichols wrote in the September 2019 Anglican Journal, p 4 "We are called by our baptism to love of God and each other. St. Paul (1Cor.12) vividly describes our community as "the body of Christ in which we all have a place and a purpose" "Other passages call us to love in word and action so that the world will see something of God in our midst (1John 4; Romans 12:4-13"

We strive to breathe life into this mandate by our devotion to *Pastoral Care, Outreach and FaithWorks*.

Pastoral Care

The Church of the Incarnation has a strong and diverse pastoral care programme. Parishioners are quick to react when a need is identified. Our health and wellness ministry activities include visits to the sick, infirm and bereaved by clergy and lay visitors as well as to parishioners in hospitals, retirement residences and at home. Clergy, accompanied by a parishioner, make monthly visits to Extendicare at Bayview & Cummer, Canterbury Retirement Home, Baycrest, North York Seniors at Sheppard & Leslie. Holy Communion for the sick and shut-ins is provided as needed. Phone calls to members of the parish are made by our pastoral care team as required. Greeting cards are sent to the bereaved, former parishioners now in nursing homes or housebound.

Our clergy provide pastoral counseling, meeting with parishioners monthly in a *Support Group in Times of Transition/Bereavement* (for those experiencing a time of change or loss, who want to join a caring group to share experiences and to help support each other), and in a *Horizon Support Group* (a group for families and friends who care for a person with Mental Health Issues). Grief counseling and other spiritual help and guidance are also provided. Our "Tele-Ring", a team of volunteers, is used as a communication tool to telephone members of the congregation to notify them of events

such a death in the parish and funeral arrangements. Emails are sent to those members who prefer electronic communications.

Outreach

In keeping with the commandment of Jesus to love our neighbours as ourselves, we focus on the needs of our *Indigenous People*, the *residents of Flemingdon Park* and *children living in poverty*. We also support *All Saints Church, Sherbourne Street*, *Sleeping Children Around the World*, *Out of the Cold* and *needy persons* known to us.

FaithWorks

Using the funds from *Faithworks* and *Outreach*, we have contributed to the *water project at Pikangikum* and we support the *Birchstick School Pikangikum*. In June, 2019, we were ready to host the *Grade 8 class from the Birchstick School during their graduation trip to Toronto* and wanted to welcome them with a bbq, t-shirt painting, ping-pong games and a scavenger hunt. However, this graduation trip has been postponed until June 2020. We also made a donation to *AURA* and *Giving with Grace (Council of the North)*. The parish has been a strong supporter of *FaithWorks* for many years. In the past, our parish has been awarded a FaithWorks **Certificate of Achievement** for its outstanding level of support in the first 10 years of the annual campaign. In addition, speakers such as Rev. Alison Falby, are invited to talk to us about the various FaithWorks projects. We also have two fundraising lunches a year for Outreach, in addition to donations given by the congregation to this programme.

A Seniors' Ministry that addresses loneliness and isolation:

1. One of our most significant responses to seniors' isolation and loneliness is our senior's ministry. Ministry to seniors, both within our congregation and in the surrounding community, is a vital and growing part of "who we are" at Incarnation. Our focus is to provide a welcoming place of fellowship so that people feel connected and are loved and valued. Our monthly *Young-at-Heart Club* is well attended by parishioners and members of the community. We provide interesting and entertaining speakers as well as a nutritious lunch. Seniors enjoy special occasions such as the annual Christmas party, which starts with Eucharist, followed by a Christmas lunch and carol singing. The year ends in June with a potluck lunch.



2. Bridge and Euchre Club Another way to address seniors' loneliness and isolation is found in our Bridge and Euchre Club. We have a thriving and well-attended club that meets on Friday afternoons, 12 pm to 3:30 p.m. Players may bring a bag lunch at 12 noon to meet and socialize. Play starts at 1 p.m. This is a community event and all are welcome.

3. Men's Club

The Men's Club meets once a month, from October to May. It is an opportunity for the men of the parish and community to get together for social time and fellowship. Lunch is provided. Sometimes there is a speaker.

4. Rose Bennett Library, initiated by parishioner Maureen North, in memory of her mother, Rose Bennett, has proven to be extremely popular. Maureen maintains the library in a professional way with the help of parishioners. There is a great variety of books on religion, current fiction, non-fiction and best-sellers which have been donated to our library. Parishioners are free to borrow the books for a reasonable length of time. As well, members of the Incarnation Book Club will find some copies of the books currently being read by the club in the library, so there is no need to purchase them.

5. The Book Club meets four or five times a year. Maureen North, our librarian, chooses the books to be read and provides background for each book. At the meeting she often has a friendly test, contest or articles related to the theme of the book for us to view. A variety of books is discussed. The book club is free to join and everyone is welcome. In June we end the year with lunch and discussion of our favorite books for that year.

6. Seniors Fitness Classes

Gentle exercise classes are held one hour per week to improve the health and wellness of our seniors. The intent of the exercises is to improve the senior's strength, stability, balance, and the overall functioning of their body and joints. It is run by a qualified instructor and enjoyed by participants.

These fitness classes are growing due to members of the community attending.



7. The Hospitality Committee addresses the loneliness and lack of socialization and nutritious meals that many seniors experience by preparing meals for the many lunches and dinners held during the year, including lunches at Young-at-Heart, Roast Beef Lunch, Mens Club, Outreach Lunches and the Strawberry BBQ at the end of June.

4. To seek to transform unjust structures of society, to challenge violence of every kind and to pursue peace and reconciliation

1. ESL Café meets from 7:00pm to 8:30pm every Monday (except holidays) from September to mid-June. It is a wonderful way to fulfill Jesus's command to love our neighbours as ourselves. We welcome friends and neighbours to practise speaking English with our parish volunteers. Our weekly theme is based on Canadian traditions, holidays and what helps us as we live here in Canada. Tea, coffee and cookies are provided.



2. Sponsorship of a Syrian Refugee Family

Through AURA, we have sponsored and maintained contact with the Syrian Refugee family. The newly arrived daughter and her children are doing very well. Both children are making friends and enjoying school very much. The daughter has joined her father in a Level 1 LINC course. The son is currently enrolled in a Union sponsored Tiling course, plus works on Saturdays with his previous employer. His wife is doing high school courses, while his mother stays at home to look after their 5 month old son. The daughter and her children have just moved into their own apartment. We hope they will be able to continue to afford to live there.

3. The Lansing Food Bank is supported by members of the parish, who either leave non-perishable food in our food bank bin or donate money. Seniors coming to our Young-at-Heart Club also bring food with them for the food bank.

4. Discretionary Fund - Like many parishes, the rector of the Incarnation has funds at his/her disposal to provide compassionate, emergency financial support to needy members of the congregation and the community. The Discretionary Fund is funded by direct contributions from individual parishioners.

5. To strive to safeguard the integrity of creation and sustain and renew the life of the earth.

1. Incarnation Community Garden

Since the beginning of our Community Garden in 2013, our parishioners and community members have produced delicious herbs, organically grown vegetables and flowers in the raised beds laid in the shape of a cross. This garden, along with three benches, which have been added for the benefit of parishioners and community, adds much life to our property. We see families from the math school playing outside in the fresh air, waiting for their children to finish their classes. We also see our neighbours sitting on the benches, while their pets, play on the grass.

Our community garden is a great benefit both to the church and to our neighbours. We are happy to have this opportunity to reach out to the surrounding community and invite them into our space.

It must be noted that we have the only green space in our local area.



2. The Vimy Oak Tree

Growing in our front yard is an oak tree, planted in 2017. This tree is a descendant of oak trees that grew on Vimy Ridge over 100 years ago. It will be a lasting reminder to us of what so many gave, so that we might have this Canada



Boards, Committees and Groups

35 Volunteers participate on the various boards, committees and groups.

Advisory Board meets four times a year, to consider treasurer statements on parish finances, reports from the Incumbent and churchwardens, to receive reports from various committees and to review and discuss other issues concerning the administration and general well being of the parish.

Chancel Guild serves God by tending His altar and beautifying the church. Members prepare the sanctuary for Holy Communion, arrange flowers for Sunday, decorate the church for Easter, Thanksgiving and Christmas as well as care for the linens and vestments.

We have 4 teams of dedicated members who prepare and beautify the sanctuary each week. The Chancel Guild and the Altar Servers meet annually with the incumbent to discuss procedures and ensure that duties are performed with great faith and purpose.

Servers' Guild/Liturgical Assistants

This is comprised of 6 servers/acolytes/ crucifers who serve at the 10:30 a.m. service. A Lay Reader/ Liturgical Assistant assists at both services. A server acts as the Crucifer for the choir procession and recession and for the reading of the gospel. When available, we have a few young acolytes who participate in the service.



Greeters and Sides people

For the 10:30 am service a designated team of 3 or 4 volunteers stands in the Narthex to greet people in a friendly manner and welcome any newcomers or visitors. The team distributes Sunday service bulletins and helps people as required. Latecomers are guided to a seat. A team member acts as a Greeter who positions him or herself at the main entrance into the church to greet one and all. During the service, sides people take up the offering and direct communicants to the Altar rail to receive Communion.

Liturgical Assistants read the lessons, offer the Prayers of the People and help to administer the communion elements.

The Property Manager

Our People's Warden and deputy warden act as property managers who oversee the church property both inside and out. They keep the church building in excellent working order. The property manager ensures that any necessary rental agreements are signed and in order according to diocesan policy.

Present Reality and Future Vision

Our present reality is similar to that of many other churches - regardless of their denomination. Declining numbers due to ageing, health, mobility, and transportation problems, members who have passed on, moved away, a change in demographics around the church. The number of unchurched people in the area, recent immigrants all represent opportunities.

Church of the Incarnation has much to celebrate with over a half-century of worship and service both in Willowdale and the Diocese of Toronto. Seeking God's presence, be it in worship, home or community is paramount for our parishioners. Meaningful worship, strong preaching and excellent

choral ministry characterize our faith life. We have strong lay involvement in the running of the organizational aspects of the parish. We are open to both ecumenical initiatives and cultural diversity. Parish members care deeply about the Incarnation as a home of spiritual comfort and stability. Overall, our belief is that the parish is happy, healthy and functions well. However, we are aware that we have some important opportunities and challenges.



In fact, it is the neighbourhood around us which has radically changed and which now presents us with both opportunities and challenges. Our demographics indicate that our community has become very multicultural, especially with a population from Asian countries. We have tried and are still trying to do ministry in our changing neighbourhood. Most new residents are young professionals living in high-density multi-housing (townhouses and condominiums) to which we have no access. However, we are an aging congregation. How do we encourage those young, unchurched singles and couples to join us in worship and other activities at church, when we are an older, mainly retired congregation?

Our New Priest

Again, as Primate Linda Nichole wrote in the September 2019 edition of the Anglican Journal *"Our witness to the world demands that we build communities, rooted in Christ, where all are welcome and valued as we each and together respond to the gospel."*

Thus, we look for a new incumbent to build on existing ministries at the Incarnation; that is:

- to ensure that the pastoral needs of the congregation, which include a majority of senior citizens, are well taken care of.
- to continue adult Christian education programming, that satisfies an identified thirst within our congregation, and which is of interest to the community around us.
- to reach out to the young community growing around us, as well as to other "unchurched" individuals and families within our parish boundaries.
- to continue ministering to the youth in our parish

We seek a priest who:

- is willing to try new programmes and initiate a community vision in the area
- has ideas for new growth
- maintains a disciplined programme of prayer and personal devotion
- would help us investigate uploading weekly sermons to our webpage

We have a desire for growth. We are looking for a new incumbent that will help us discern what God is calling us to do in this community. We seek to do God's will, not our own. There is a wonderful opportunity to work with our committed staff and dedicated group of volunteers to help the parish become a place of relevancy.

We are no different than other parishes in Willowdale. Like them, our parish membership is aging; however, we are blessed to continue to have new members join us.



We end this parish profile with three related and intertwined ideas presented by Archbishop Mark MacDonald (page 4, Anglican Journal, September 2019). These 3 ideas represent the way in which the parishioners of the Incarnation see our role in the Anglican Communion:

"One: Community is an essential part of what it means to be human. We are not human without community.

Two: This community not only includes the rest of humanity-it also includes the rest of creation. We are not human without the rest of creation.

Three: The life of community is sustained by sharing. We are not human without sharing."

Appendix A

Our Natural Church Development Survey Results 2017

Natural Church Development Survey is a world-wide interdenominational survey that measures the health of a Church. We completed our survey in April and in May we met with our Diocesan consultant, to discuss the results of our Natural Church Development survey.

The survey was completed by 30 representatives from the parish who are very involved in the parish and who are members of small groups in the church. We did this survey in 2015 and this time we were to invite 20 people who had completed the survey last time as well as 10 new people.

The survey measures a Church's health according to eight characteristics: empowering leadership, gift-based ministry, passionate spirituality, effective structures, inspiring worship services, holistic small groups, need-oriented evangelism, and loving relationships.

Our overall score was very high. Every characteristic was ranked above average-even our lowest score. We are enthusiastic about our Church! The goal is to try to minimize the difference between your highest score and your lowest score. Just as a barrel of water can only hold water up to the level of the lowest stave of the barrel, a Church is healthy up to its lowest characteristic!

Our highest characteristic was "gift-based ministry" which means, "Are the tasks of ministry distributed according to the gifts of the members of our Church?" This means that parishioners are happy to do ministry in our Church. Our next highest score was "loving relationships" which means we love and care for one another. Another high score was "empowering leadership" which means our leaders equip us for ministry.

Our lowest score was "passionate spirituality". A lower score in "passionate spirituality" has practical consequences. It means we have a hard time talking about our faith, and we don't feel as confident praying.

Our NCD Committee met with our Diocesan consultant, to brainstorm strategies to improve our score. One practical suggestion is to look for opportunities to share our experience of God in our small groups and in sermon time.

If we share moments like this with each other, we will be more confident in sharing our faith with people that we don't know as well. We will also learn from each other's experience and start to see more occasions when God is acting in our lives.

Another practical suggestion was to practice thankfulness and each night record at least five things for which we are thankful. This will help us be more observant when God is touching our lives with grace, mercy and love. We are richly blessed to be part of such a wonderful community of faith.

Appendix B, page 1

Mission, Leadership, Growth and the Future

This Survey is an expression of parish concerns expressed at a May 2019 Special Vestry and is based on the last NCD Survey

1. The Parish has a confident and clear sense of its mission.
(70.6% has a clear understanding of our mission versus 5.9% do not; 23.5 % is undecided.)
2. No one has served in a key parish post for more than 4 of the past 7 years.
(70.2% feels our key positions are filled with officers for extended periods; 14.7% is satisfied with status quo; 15.1% is undecided.)
3. Key Leaders focus time and energy on operations that no one else will do.
(29.4% of parishioners is satisfied that our leaders' time is focused on our mission; 20.6% is not; 50% is undecided.)
4. The parish is growing.
(14.7% feels we are growing; 17.7% disagrees; 67.6% is undecided.)
5. The future of the parish is in doubt.
(50% is confident in our future; 5.9% has no confidence; 44.1% is undecided.)
6. Parish buildings are in good repair and no attention is needed.
(50% feels our buildings are in good repair; 0% disagrees; 50%% is undecided.)
7. Worship space feels dead even during worship.
(79.4 % indicate that we offer an energizing worship space; 8.8% does not agree; 8.8% is undecided)
8. Worship space is adaptable both for older as well as newer liturgical styles.
(55.9% feels our worship space is adaptable for other styles of worship; 11.7% disagrees; 32.3% is undecided..)
9. People report that they have difficulty finding our church.
(44.1% feels that church signage is good, presenting adequate visibility; 14.7% disagrees; 41.7% is undecided.)
10. People with disabilities find it easy to access our church for services.
(70.6% feels that our building is accessible for people with disabilities; 5.8% disagrees; 23.5% is undecided.)
11. More than adequate parking.
(Parking is not a problem as 94.1 agree that we have ample space; 2.9% disagrees; 2.9% is undecided.)
12. The majority of parishioners belong to and come as families.
(8.8% comes as families; 23.5% come on their own; 67.7% are undecided.)

Appendix B, page 2

13. Leadership and activities are mono-cultural.

(38.2% agrees that our leadership is multi-cultural; 11.8% disagrees; 51% is undecided.)

14. The parish offers a large variety of liturgical styles and experiences

(44.1% feels that we offer a large variety of liturgical styles and experiences; 11.8% disagrees; 44.1% is undecided.)

15. Children are welcome and participate freely in worship.

(85.3% confirm that children are welcome to join in our services; 5.9% disagrees; 8.8% is undecided.)

16. Parishioners are comfortable sharing their faith with others.

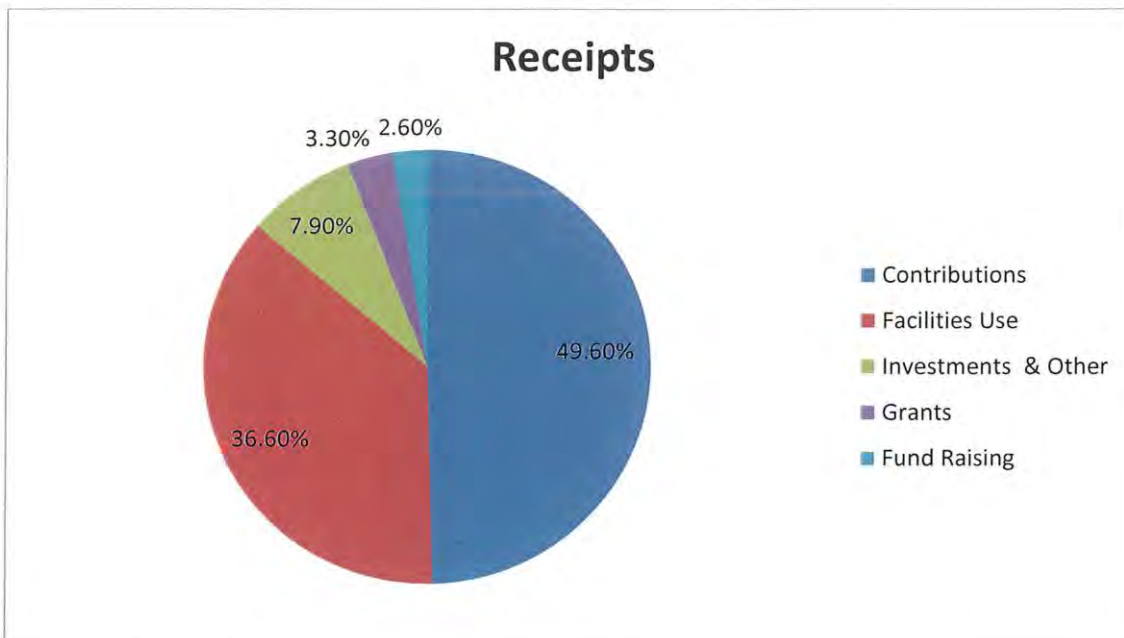
(50% feels confident in sharing; 8.8% is not comfortable; 41.25% is undecided.)

Appendix C, page 1

Financial Summary: The parish actively plans, executes and monitors its financial position through the capable hands of the Peoples Warden, treasurer and financial advisors within the parish and oversight and approval by the advisory board. Current position of the parish reflects a stable and sustainable position. Budgets for operations are planned to operate on a break even basis.

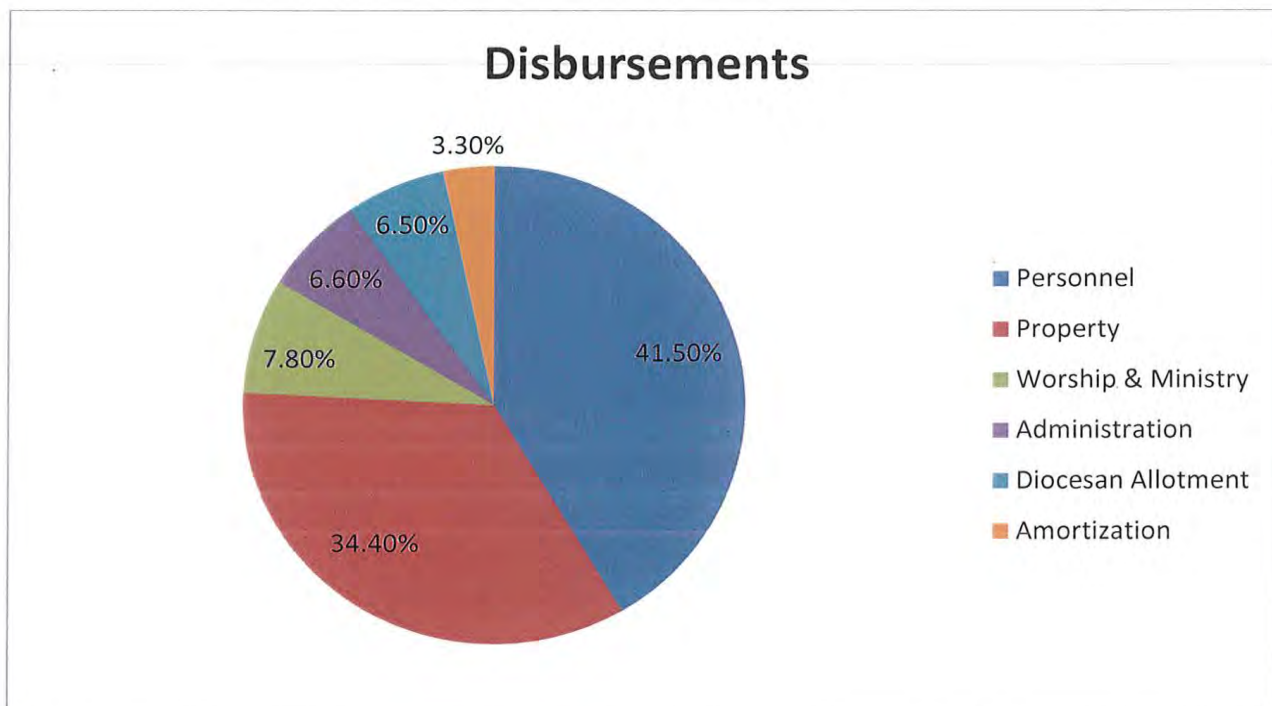
The graphs below reflect a three-year average of financial data for the parish from 2016 to 2018. As evidenced by the receipts chart, it can be seen that the majority of revenues are derived primarily from contributions and facilities use. These revenues are fairly consistent in nature from year to year.

Volatility is experienced only in the area of investment income from funds managed by the Diocese.



Appendix C, page 2

Disbursements chart reflects the reality that the bulk of the current costs of running the parish are represented by personnel and property costs. Property costs are in fact offset by facility use receipts. Over the past few years we have experienced significantly higher repair costs as we made improvements to our building. We expect going forward expenditures of this nature to be significantly lower.



The financial position of the parish is stable. The debt level shown is low and entirely current in the nature of day to day operations.

The financial information relating to the operations and financial position are available in the appendices found at the end of this report.

Appendix C, page 3

CHURCH OF THE INCARNATION

SUMMARY STATEMENT OF FINANCIAL POSITION

	As at	
	12/31/17	12/31/16
Totals	Totals	Totals

ASSETS

CURRENT ASSETS		
Cash	\$ 103,385	\$ 72,068
Investments	\$ 1,172,780	\$ 1,273,439
Other amounts receivable	\$ 18,866	\$ 12,781
Net Capital Assets	\$ 1,295,031	\$ 1,358,288
	\$ 114,738	\$ 124,731
Total Assets	\$ 1,409,769	\$ 1,483,019

LIABILITIES

CURRENT

Accounts payable and accr	\$ 4,513	\$ 3,149
Deferred rental income	\$ 14,534	\$ 3,519
TOTAL LIABILITIES	\$ 19,047	\$ 6,668

FUND BALANCES

Restricted	\$ 1,360,983	\$ 1,443,655
Housing Endowment Fund	\$ 29,738	\$ 28,720
Invested in capital assets	\$ 114,738	\$ 124,731
Unrestricted	\$ -114,737	\$ -120,755
TOTAL FUND BALANCES	\$ 1,390,722	\$ 1,476,351

TOTAL LIABILITIES AND FUND BALANCES	\$ 1,409,769	\$ 1,483,019
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SUMMARY OF FINANCIAL POSITION OF FUND

	As at	
	12/31/17	12/31/16
Totals	Totals	Totals

FUND BALANCES

Building and property	\$ 5,166	\$ 5,166
Memorial	\$ 6,521	\$ 48,086
Outreach	\$ 45,267	\$ 39,494
Programs and Ministry	\$ 1,321,053	\$ 1,324,123
Rectory	\$ 26,609	\$ 26,786
		\$ 47,436

Restricted Funds	\$ 1,404,616	\$ 1,443,655
Housing Endowment Fund	\$ 29,738	\$ 28,720
General Operating Fund	\$ -	\$ 3,976

Total Fund Balances	\$ 1,390,722	\$ 1,476,351
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Appendix C, page 4

CHURCH OF THE INCARNATION

Summary STATEMENT OFFINANCIAL POSITION

	Year ended 12/31/18			Year ended 12/31/17			Year ended 12/31/16		
	Restricted Funds	Housing Endowment Funds	General Operating Funds	Restricted Funds	Housing Endowment Funds	General Operating Fund	Restricted Funds	Housing Endowment Fund	General Operating Fund
Receipts									
Contributions	\$ 19,110		\$ 148,851	\$ 30,731		\$ 140,774	\$ 44,863		\$ 141,119
Facilities Use			\$ 108,500			\$ 108,545			\$ 100,854
Grants			\$ 6,800			\$ 6,800			\$ 15,156
Fund Raising			\$ 8,145			\$ 8,893			\$ 5,927
Investments & Other	-\$ 3,079	\$ 1,018	\$ 34,161	\$ 50,769	\$ 2,647	\$ 12,785	\$ 51,027	\$ 4,161	\$ 21,656
	<u>\$ 16,031</u>	<u>\$ 1,018</u>	<u>\$ 306,457</u>	<u>\$ 81,500</u>	<u>\$ 2,647</u>	<u>\$ 277,797</u>	<u>\$ 95,890</u>	<u>\$ 4,161</u>	<u>\$ 284,712</u>
Disbursements									
Personnel			\$ 160,871			\$ 138,421			\$ 130,477
Property			\$ 159,187	\$ 4,536		\$ 89,002			\$ 108,037
Diocesan Allotment			\$ 23,020			\$ 17,698			\$ 26,432
Worship & Ministry			\$ 28,781	\$ 38,946		\$ 26,314			\$ 25,496
Administration	\$ 1,838		\$ 25,445	\$ 9,819		\$ 19,384	\$ 27,577		\$ 23,857
Amortization			\$ 9,993			\$ 12,087			\$ 12,137
	<u>\$ 1,838</u>	<u>\$ -</u>	<u>\$ 407,297</u>	<u>\$ 53,301</u>	<u>\$ -</u>	<u>\$ 302,906</u>	<u>\$ 27,577</u>	<u>\$ -</u>	<u>\$ 326,436</u>
Excess/Deficiency	\$ 14,193	\$ 1,018	-\$ 100,840	\$ 28,199	\$ 2,647	-\$ 25,109	\$ 68,313	\$ 4,161	-\$ 41,724
Write down of Assets						-\$ 517			
Interfund Transfers	-\$ 53,232		\$ 53,232		-\$ 20,545	\$ 20,545			
Change in Fund Balances	<u>-\$ 39,039</u>	<u>\$ 1,018</u>	<u>-\$ 47,608</u>	<u>\$ 28,199</u>	<u>-\$ 17,898</u>	<u>-\$ 5,081</u>	<u>\$ 68,313</u>	<u>\$ 4,161</u>	<u>-\$ 41,724</u>
Fund Balances									
beginning of year	\$ 1,443,655	\$ 28,720	\$ 3,976	\$ 1,415,456	\$ 46,618	\$ 9,057	\$ 1,428,674	\$ 42,457	\$ 5,220
Fund Balances									
End of year	<u>\$ 1,404,616</u>	<u>\$ 29,738</u>	<u>-\$ 43,632</u>	<u>\$ 1,443,655</u>	<u>\$ 28,720</u>	<u>\$ 3,976</u>	<u>\$ 1,496,987</u>	<u>\$ 46,618</u>	<u>-\$ 36,504</u>