



ST. JAMES CATHEDRAL

PARISH PROFILE

NOVEMBER 2022



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

TABLE OF CONTENTS

MESSAGE FROM BISHOP ANDREW ASBIL

THE RECTOR/DEAN WE SEEK

SECTION 1: OUR PARISH

- 5 God's Mission
- 5 Historical Presence
- 8 In the life of the Diocese
- 9 Governance
- 10 Leadership

SECTION 2: OUR MINISTRIES

- 12 Worship and Liturgy
- 15 Lay Ministries
- 22 Broader Ministries

SECTION 3: OUR PEOPLE

- 23 Our Congregation

SECTION 4: OUR STEWARDSHIP & FINANCES

- 25 Stewardship
- 26 Financial Resources

SECTION 5: OUR FUTURE

- 31 Visioning and Discernment
- 32 Pandemic and transition
to freer gathering

LAND ACKNOWLEDGEMENT

This sacred land is the territory of several Indigenous Nations – the Wendat, the Haudenosaunee, and the Anishnaabe, with special recognition to the Mississaugas of the Credit First Nation. We also acknowledge that we are on the shores of Niigaanigichigami/Lake Ontario. This territory is governed by the Dish With One Spoon Wampum Belt Treaty, an agreement between the Haudenosaunee Confederacy and the Anishnaabe Confederacy to peaceably share and sustain the life of the Great Lakes. In the spirit of that Treaty, we seek to place at the centre of our gatherings the values of respectful reciprocity, diversity, peace, responsibility, and mutual aid.

MESSAGE FROM BISHOP ANDREW ASBIL



Dear Friends,

At the corner of Church Street and King Street, stands St. James Cathedral built on the foundations of previous parish homes, beginning with the diminutive wooden structure erected in 1807. Developed green space stretching around the structure provides a gathering place for the neighbourhood. The copper clad spire stands amongst the skyscrapers, commercial buildings and condo dwellings as a beacon of hope and spiritual presence. Open doors coax the young and the elderly, the rich and the poor, the broken and the whole to step inside to find peace.

The Cathedral is a still point in the heart of the city and of the diocese, a place of prayer and respite for the pilgrim and parishioner. The old building vibrates with worship that is rooted in the best of our Anglican traditions while daring to embrace contemporary expressions of liturgy and prayer. Teaching, faith formation, and preaching the Gospel of Jesus Christ are at the heart of the ministry of St. James. The transparent veil of the Cathedral Centre provides a window of welcome for a community that yearns to engage with faith in the public square and to serve the mission of God. It is a place that actively collaborates with neighbours and ecumenical partners to strengthen the fabric of our society.

The Diocese of Toronto and the Cathedral Church of St. James seek to appoint a new Dean and Rector who will deepen our faith, mission, and stewardship to guide us into the future. This profile opens the doors to the desires, hopes, and dreams of a community of faith. It describes the leadership attributes that we desire in our next leader. We hope that this document provides a helpful tool in this discernment process.

By building on our rich history of ministry, by meeting the deep needs of the community around us, we take the historical corner of Church and King and make it a present place of hope and love. We are excited about the possibilities of ministry in the future and we look with anticipation to the arrival of our next Dean and Rector.

Yours in Christ,

The Right Reverend Andrew J. Asbil
Bishop of Toronto

THE RECTOR AND DEAN WE SEEK

The Cathedral Church of St. James in central Toronto serves as the seat of the Bishop of Toronto and is the focal point for his ministry in the life of the Anglican Diocese of Toronto. St. James has a unique, hybrid identity as both a parish church and the diocesan Cathedral: The Dean of St. James is both its Rector and the Dean of Toronto.

The congregation of the Cathedral Church of St. James is seeking a new Rector and Dean with the gifts, skills, and commitment needed to lead and grow our faith community as we emerge from the pandemic. The new incumbent will also work with the Bishop of Toronto and the diocese to ensure the Cathedral plays a strong and positive role in the life of the church and the broader community.

We pray that the new Rector and Dean will:

- Centre, sustain, and renew a welcoming, inspiring environment that allows for an authentic experience of God for all;
- Be a bold voice in the city, championing communities of compassion, justice, and health;
- Respect Anglican traditions and promote change where needed;
- Ensure that we, as a congregation, connect meaningfully with people of all ages, races, traditions and backgrounds in our diverse, urban community;
- Be conscientious in pastoral ministry;
- Demonstrate excellence in thoughtful, scholarly, and insightful preaching;
- Strengthen the financial health of the Cathedral by growing congregational stewardship practices, overseeing and participating in revenue generation, and providing leadership in a forthcoming capital campaign;
- Foster new opportunities for the expression of faith through service and advocacy within city and diocese;
- Encourage and nurture our ministries and outreach programs as we live God's mission in our community;
- Demonstrate skill in communications of all kinds;
- Have strong organizational and managerial skills, including the ability to make difficult decisions when necessary;
- Assume the lead in actualizing our current Visioning Plan, Priorities for a Time of Transition: Vestry 2022 to Vestry 2025 (see below), and in looking beyond that time in terms of vision and strategic planning;
- Build upon our strong relationship with the diocese and the Bishop of Toronto;
- Develop St. James as a centre of learning in the diocese;
- Draw the parish more closely together as we implement Priorities for a Time of Transition; and
- Join the Cathedral, its people, and its community in a mutual and long-term commitment.

While there are challenges here, there are also opportunities for great joy.

Blessings,

The Parish Selection Committee of The Cathedral Church of St. James

SECTION 1: OUR PARISH

GOD'S MISSION

The Cathedral Church of St. James is a symbol of God's presence and love in the city.

It has a threefold mission:

- to provide a spiritual sanctuary, a space for prayerful contemplation, and a place of worship in the liturgical tradition of the Anglican Church;
- to offer hospitality, healing, hope, and opportunities for everyone to learn so that together we can build community in a troubled world; and
- to function as the seat of the diocese, a focal point for the Bishop in his or her ministry in the life of the Anglican Diocese of Toronto.

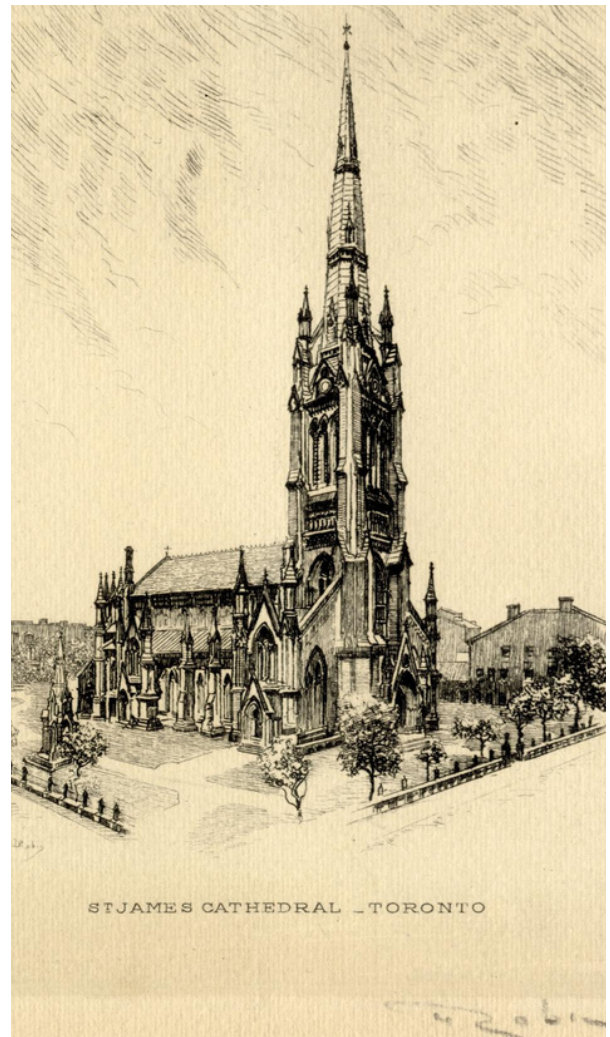
The Cathedral community aspires to achieve this mission while upholding our traditions and by embracing positive change. By balancing these objectives, we hope to strengthen our identity as a Christian community and create a warm, inviting environment where all feel welcome to worship, serve their neighbours, and experience God's grace.

HISTORICAL PRESENCE

St. James is the Cathedral Church of the Diocese of Toronto. The land on which the Cathedral sits has long been part of the traditional territories of the Wendat, Haudenosaunee, Anishnaabe, and the Mississaugas of New Credit. In later history, it has now also become the home of European settlers. We gather here with a sense of gratitude, peace, and humility.

The parish was established in 1797 with the arrival of the first resident Anglican priest in what is now Toronto. The Cathedral's present Gothic Revival building, the fifth building in our history, was first opened for services in 1853.

The Cathedral houses St. George's Chapel which serves as the chapel for the Royal Regiment of Canada and the west porch displays a memorial window to the Governor General's Horse Guards. The Royal Regiment of Canada traditionally attends the Cathedral's Remembrance Day service.



ST JAMES CATHEDRAL - TORONTO

St. James Cemetery, at Parliament and Wellesley Streets in the heart of Cabbagetown, is one of Toronto's oldest operating cemeteries.



It opened in 1844 and is blessed with beautiful grounds and the historic Chapel of St. James-the-Less, built in the High Victorian Gothic Revival style. It has been designated a National Historic Site. The cemetery operates a crematorium which was added in 1948 and is one of only two in the center of Toronto.

The cemetery has recently completed two major projects; one to restore a hillside, and the other to replace the two retorts in the crematorium.



The original parish house of the Cathedral was built in 1910.

In 2012, it was redesigned and rebuilt as a contemporary building clad in glass on two elevations offering views of the Cathedral and St. James Park. It is in the precincts of the Cathedral. Now known as the St. James Cathedral Centre, it houses offices, residences as well as meeting and event spaces.

There is a commercial kitchen used to prepare nutritional meals for the weekly Drop-In and other outreach initiatives. The Cathedral Centre is also used for meetings, and educational programming.



For several years, parts of the Cathedral Centre were regularly rented out for weddings, corporate meetings, conferences, films and social events, however, this was not possible when the pandemic restrictions came into force.



IN THE LIFE OF THE DIOCESE



As Toronto's Anglican Cathedral, St. James is highly engaged in Toronto civic life. It is a holy place within the city with significant historic roots and can be a welcoming focal point for large gatherings, thus increasing its role and profile. One of the priorities of the new Visioning Plan is to expand the presence of the Cathedral in the Diocese as a centre of learning, worship, and diocesan life.

As the seat of the Bishop of Toronto, the Cathedral hosts many diocesan liturgies, including the Ordination of Deacons, Diocesan Confirmation Services, and the Bishop's New Year's Levee as well as other special services.

It serves as the setting for civic occasions such as state funerals, weddings, and Royal visits. Gatherings have included the Invictus Games, multi-faith celebrations in addition to the memorial services for Her Majesty Queen Elizabeth II and the Most Reverend Desmond Tutu, as well as funerals for important municipal, provincial, and national figures.

The Cathedral maintains active relationships with the downtown business community, one example of which is the St. Lawrence Business Association, an institution well known to the thousands of individuals who live and work in the immediate area. Another is the Refugee Response Committee which was established as a joint Cathedral and community endeavour. These relationships are carefully fostered by the Rector and Dean, the clergy, and through our ministries.



GOVERNANCE

RECTOR and DEAN

The Rector of St. James Cathedral and Dean of Toronto is appointed by the Bishop of Toronto as his or her representative, and assumes the key leadership role for all spiritual, temporal, educational, and liturgical concerns of the Cathedral.

VESTRY

Canon 14 of the Canons of the Diocese of Toronto sets out the rules for membership and formation of the Vestry.



CONSTITUTION AND CANONS

CHURCHWARDENS

At each annual Vestry Meeting, the Incumbent appoints a Rector's Warden and a Deputy Rector's Warden, and the members of the Vestry elect a People's Warden and a Deputy People's Warden. The Rector's Warden and the People's Warden are known as Churchwardens.

THE CORPORATION

The Corporation of the Cathedral Church of St. James comprises the Rector and Dean, the People's Warden and the Rector's Warden and together, they are responsible for the temporal affairs of the Cathedral.

CATHEDRAL COUNCIL

The Cathedral Council is the main consultative body supporting the Corporation. Matters such as human resources, finance, property, stewardship, capital projects, and strategic planning are discussed by the Cathedral Council.

The Cathedral Council consists of the Rector and Dean, the Churchwardens, the Deputy Wardens, and parishioners who are either appointed by the Rector and Dean or elected at the annual Vestry Meeting.

LEADERSHIP

ABOUT THE CATHEDRAL CLERGY

St. James Cathedral currently has three clergy: an Interim Dean and Priest-In-Charge, a Sub-Dean and Vicar, and an Interim Associate Priest on a half-time basis.

We have one Pastoral Associate and 10 Honorary Assistants as well as 19 other clerics who regularly assist in leading Evensong and daily services throughout the week.

ABOUT THE CATHEDRAL STAFF

The information below will provide details about the reduction of staff employed by the cathedral since 2019. At the time of writing, St. James Cathedral (not including St. James Cemetery) has a full-time staff of 10 people plus seven part-time staff.

ADMINISTRATIVE ASSISTANT, THE RECTOR AND DEAN'S OFFICE:

The Administrative Assistant deals with all liturgy and service leaflets for regular, special, diocesan, wedding, and funeral services, manages all Cathedral donations and gifts, runs donor databases, and acts as the Rector and Dean's Executive Assistant.

MUSIC:

The Music Director/Organist, the Organ Scholar as well as volunteers and contracted choristers, and musicians make up the Music department.

The Music Department is always a hub of activity, with three music-based services each Sunday, regular organ recitals, and we have now resumed concerts and music events.

Music enhances worship each Sunday at the 11:00am Choral Eucharist and 4:30pm Choral Evensong, and one contracted chorister assists the volunteer choir at the 9:00am service.

OUTREACH:

The Outreach Manager co-ordinates the Friday Drop-In and FAITH+HUB program, which includes the Foot Care Clinic.

CHILDREN, YOUTH, AND FAMILIES:

Our clergy have responsibility for all children, youth, young adult, and family programming.

FINANCE:

The Executive Director works closely with the Corporation and Cathedral Council on all financial matters. This role also oversees the day-to-day operations of the Cathedral, including the cemetery, capital projects, budgeting, and payroll. The full-time bookkeeper is responsible for tracking the day-to-day financial transactions of the Cathedral.

COMMUNICATIONS:

The Communications Specialist handles all internal and external communications – from the design and writing of the weekly “E-Connections” bulletin, to event advertising, media relations, newsletters, our stewardship campaigns, and Vestry reports. The Communications Specialist also acts as the Cathedral’s Front Desk Administrator. The availability of the e-Communications newsletter through the website has been a vital tool, especially through the pandemic.

PROPERTY:

The Property Manager, whom we share with the Synod office, oversees the maintenance and upkeep of the Cathedral, Cathedral Centre, and diocesan offices. Three full-time and seven part-time Sextons tend to the fabric and running of the Cathedral, Cathedral Centre and diocesan offices.

ST. JAMES CEMETERY AND ST. JAMES-THE-LESS CHAPEL:

There are six staff members and a contracted Director of Operations.

CATHEDRAL CENTRE: RENTALS / EXTERNAL EVENTS

This department manages the planning and operation of all Cathedral and Cathedral Centre rentals and external events, working closely with clients and external vendors. With the lockdowns and restrictions on gathering during the pandemic, most of the business activity in this department ceased to exist so responsibility for this area has been assumed temporarily by the Property Manager. We are now starting to see a return of business in both the Cathedral and the Cathedral Center.

THE ARCHIVES AND MUSEUM:

These are operated by an Archivist employed by the Diocese of Toronto.

The Cathedral remains in a time of transition following the COVID-19 pandemic. As the Cathedral re-opens and more services are provided, the number of positions and employees will increase, as finances permit.

SECTION 2: OUR MINISTRIES

WORSHIP & LITURGY

The liturgy of the Cathedral is the ministry of all those who are baptized. Excellence in worship, in the Anglican liturgical tradition, is at the core of our practice, and we seek ways to welcome and connect whether it be through Sunday Eucharist celebrations, Evensong, or daily morning and midday prayer services. An increasing number of parishioners joined services online through the pandemic.

Prior to the pandemic, the Cathedral prided itself on being open and accessible every day of the year, offering 27 services per week. As it has everywhere in society, COVID-19 forced significant changes to the Cathedral, not least in limiting in-person worship and ministry work. As we rebuild and grow our faith community, we aim to embrace new opportunities, including hybrid work models and virtual meetings. Virtual services will remain part of our weekly liturgical commitment.

We look to our new Rector and Dean to guide us through the challenges that remain while reshaping our ministry through strong leadership and guidance as we implement our Visioning Plan over the next three years, and beyond.

SUNDAY SERVICES

8:00AM EUCHARIST:

This is a said service with no music or homily, using the 1962 Book of Common Prayer. It is best for anyone looking for a quiet, meditative worship experience. Length: approximately 30 minutes.

9:00AM SUNG EUCHARIST:

This Eucharist uses the contemporary rite in the Book of Alternative Services. It features a spare, elegant liturgy, and emphasizes the community aspect of the Anglican tradition.

It includes lay participation especially in the mostly volunteer St. James Singers, writing of the Prayers of the People, and the active steward's guild.

Godly Play, a children's program, is offered on the first and third Sundays of each month. Length: approximately 60 minutes.





11:00AM CHORAL EUCHARIST:

Our largest and most traditional service of Holy Eucharist is held at 11:00am. This service is typical of the English Cathedral style of worship and includes settings of music sung by a professional core of eight lead choristers supplemented by a number of volunteer singers. It balances historical Anglican ritual and a contemporary interpretation of faith. The liturgy is from the Book of Alternative Services 1962 Book of Common Prayer Language rite, except on the first Sunday of the month, when the contemporary rite is used. Godly Play, a children's program, is offered on the first and third Sundays of each month. The sacrament of healing ministry, put on hold during the pandemic, has now returned to this service.

Length: approximately 90 minutes.

1:30PM MANDARIN SERVICE:

The 1:30pm service has been a traditional Anglican Eucharist, conducted in Mandarin, following a rite published by the Anglican Church of Canada in simplified Chinese. This service is currently on hold as we are contemplating its future. Length: approximately 75 minutes.

4:30PM CHORAL EVENSONG:

This traditional service of choral music and prayer, rooted in the Anglican Cathedral tradition, has existed for nearly 500 years. Many continue to find it to be a spiritually transcendent and restorative worship experience. Length: approximately 45 minutes.

THE WEEK AT ST. JAMES CATHEDRAL (as we emerge from the Pandemic)

MONDAY

Liturgy:

Morning Prayer at 8:30am – Zoom/YouTube at the moment and Holy Eucharist at 12:15pm

Program:

Sermon discussion Zoom group at 10:00am

TUESDAY

Liturgy:

Morning Prayer at 8:30am – Zoom/YouTube at the moment and Holy Eucharist at 12:15pm

Program:

Organ recitals at 1:00pm online and in person.

WEDNESDAY

Liturgy:

Morning Prayer at 8:30am – Zoom/YouTube at the moment and Holy Eucharist at 12:15pm

Program:

Scripture Circle at 11:00am in person

THURSDAY

Liturgy:

Morning Prayer at 8:30am – Zoom/YouTube at the moment and Holy Eucharist at 12:15pm

FRIDAY

Liturgy:

Morning Prayer at 8:30am – Zoom/YouTube at the moment and Holy Eucharist at 12:15pm

Program:

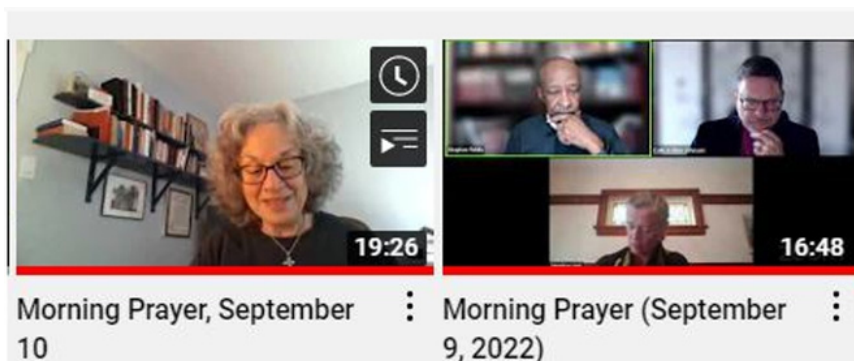
Drop-In for homeless and disadvantaged, 1:30-3:30pm

SATURDAY

Liturgy:

Pre-recorded Morning Prayer at 8:30am via YouTube

In addition to regular services, the Cathedral hosts a number of special liturgies. These include major holidays such as Holy Week, memorial services for the community, occasional funerals for the homeless and most recently, a service of prayer for Ukraine.



LAY MINISTRIES

The Cathedral has been blessed with parishioners, staff, and those from the broader community who generously support our many lay ministries. The pandemic and straitened financial resources have had a significant impact on our activities and the availability of volunteers, and yet, we are confident that, with God's grace, and the leadership of our new Rector and Dean, these ministries will be restored and reimagined as parishioners and community members return to active service.

A committee known as the Ministry Council has a mission to expand opportunities and improve communications across the various ministries of the Cathedral. While this work has been affected by the pandemic, it has been reactivated. Chaired by the Rector and Dean and with representation from all the ministries, this committee reports to the Cathedral Council.

PREPARING FOR WORSHIP

ALTAR GUILD:

The Altar Guild serves to help maintain the liturgical traditions of the cathedral and to keep the beauty of the altars at the Cathedral and at St. James-the-Less Chapel at St. James Cemetery.



The Guild's duties include maintaining the Sanctuary, Eucharistic vessels, and all textiles, polishing brass and silver, washing, dusting, ironing, and mending various altar linens, cleaning flower vases, and seeing to the correct placement of flowers on all the altars.

SERVERS AND SACRISTANS' GUILD:

The Sacristans and Servers are volunteers who ensure the smooth operation of all services. They also assist at more than four dozen special services each year, including special holidays, weekday, and seasonal liturgies, and serve at all diocesan liturgies presided over by the Bishop of Toronto.

The Sacristans set up sacred vessels, vestments, and books prior to each service and ensure the sanctuary, chancel, vestry, sacristy, and their contents are properly maintained. The Servers assist the clergy as crucifer, acolytes, epistle server, gospel server, thurifer, boat person, duty server, sub-deacon, and master of ceremonies.

A TIME FOR WORSHIP MUSIC:

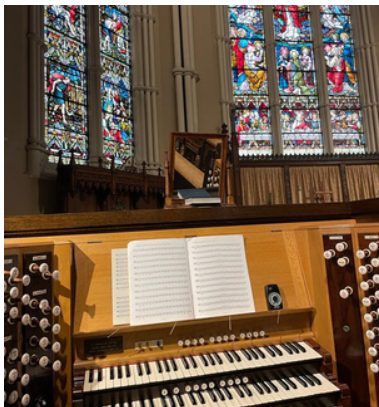
Music is vital to worship in the life of the Cathedral and the Diocese.

The Sunday 11:00am Eucharist and 4:30pm Evensong services feature a professional core of eight lead choristers supplemented by a number of volunteer singers, highlighting the rich Anglican musical heritage of the traditional cathedral.

Choral celebration at the 9:00am Eucharist features the St. James Singers, a volunteer choir and one professional, with a renewed musical direction that focuses on congregational participation.

The Tuesday organ recital series is both in-person and online, and, as funding permits, we hope to host concerts in the Cathedral as well as St. James Park.

The parish has been blessed with generous donations to support both an organ scholar as well as a new organ console, which we will receive in 2023.



THE ST. JAMES CATHEDRAL GUILD OF CHANGE RINGERS:

The Cathedral's Ringing Guild rings the Bells of Old York, North America's first full set of 12 change-ringing bells (the only ones in Canada and one of only two installations on the continent), before the 11:00am service on Sundays, beginning shortly after 10:00am.

Throughout the year, they often ring the bells to mark special occasions in the broader community. This year we give thanks for the 25th anniversary of the dedication of the Bells of Old York and the founding of the St. James Cathedral Guild of Change Ringers.



SIDESPERSIONS:

Sidespersons provide a welcoming ministry to parishioners and visitors at all Sunday services. Their main duties include greeting everyone, distributing orders of service, collecting the offering, giving guidance for Communion, answering questions and providing assistance and direction in the event of an emergency.

STEWARDS:

Stewards serve as Lay Communion Ministers, Intercessors, Readers, and Sidespersons at the Sunday 9:00am services to ensure parishioners and visitors experience a welcoming, caring, and inclusive community.



CHILDREN, YOUTH AND FAMILY:

We are rebuilding our Christian formation programs for those in all stages of their journey of faith with a focus on young families, and young adults in their 20s and 30s.

We hope to speak to the needs of young people in our neighbourhood and develop programming that is less formal and more family oriented. Children are welcome in every part of our life together.

Godly Play, our new children's liturgy curriculum, is currently offered on the first and third Sundays of the month at the 9:00am and 11:00am liturgies. Children's leaflets and crayons are available to children who wish to stay with their families during the service.



REACHING OUT TO THE COMMUNITY DROP-IN & OUTREACH PROGRAM



Parishioners and volunteers support and care for guests who attend the Friday afternoon Drop-In. The Drop-In offers nutritional dine-in and take-out lunches with special meals for major holidays. Supplementing the Cathedral's contributions, individuals, local businesses, and charities donate food and bottled water. A local healthcare facility is now coming to the Cathedral in a van to provide guests with access to nurses. In addition, FAITH + HUB (see below), with funding for a one-year pilot project from a local charity and foundation, now offers a foot clinic with a chiropodist at the Cathedral twice a week.

DOWNTOWN EAST FAITH + HUB

FAITH + HUB is a subsidiary of the Drop-In ministry which began in 2016 and comprises four Christian faith groups (Fontbonne Ministries, Metropolitan United Church, St. Michael's Basilica and St. James Cathedral) who work together to support vulnerable people in the community who have expressed a desire for personal growth and development.

EDUCATION & FAITH FORMATION

Educational programming continues in various forms, both in-person and online, and includes sermon discussions, the Snell Lectures, a Lenten series on Prayer in an Anxious Time; conversations called Surprised by the Spirit, an initiative of the Primate of the Anglican Church of Canada reflecting on changes brought on by the pandemic; a book group and series of events hosted by the Anti-Racism Working Group to raise awareness and deepen the conversation about race; Becoming the Story We Tell, designed by the Primate's Task force, draws upon our Canadian liturgical texts and sources to nurture discipleship. Launched this year, during Lent and Eastertide, this program will continue to be one of many platforms we will use to re-energize small discussion groups.

EDUCATION FOR MINISTRY (EFM)



Education for Ministry (EfM) forms part of our commitment to lay education. It is a four-year program, developed by the University of the South at Sewanee, Tennessee, which began at the Cathedral in 2014. While EfM is first and foremost a program for all baptized Christians, we also have members who are discerning a call to the diaconate. The participants meet for four hours every other Saturday morning from September through June. Throughout the pandemic, parishioners have attended seminars through Zoom.

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 work with the clergy to ensure credible information sources are available to community members via the Cathedral's website on issues related to social isolation, mental health, and domestic abuse. The Council continues to explore opportunities for health-related collaborations within and external to the Cathedral.

LAY PASTORAL VISITORS

The Lay Pastoral Visitors ministry serves parishioners who feel isolated and disconnected. In addition to regular telephone contact with parishioners, greeting cards and bi-weekly mailings are part of this ministry. In-person visits include clergy to share the Sacrament at home with those who are unable to attend services.

MANDARIN MINISTRY

For the past 10 years, this ministry has guided the spiritual journey of the Cathedral's Mandarin-speaking parishioners with the goal of building on the St. James family. Following the departure of its resident priest, we have been experiencing a period of transition and are now contemplating the future of this ministry.

ST. JAMES AND COMMUNITY REFUGEE COMMITTEE

Comprising parishioners and volunteers from the community, the committee sponsors the settlement of refugees referred by the Anglican United Refugee Association.

The typical one-year commitment to incoming refugees includes providing affordable accommodation, furniture, food, helping with access to government services including health coverage, dental expenses, registering children for school, ESL training, and identifying employment opportunities and associated training requirements.



The committee has sponsored several families to date and is now engaged in a pilot project with a not-for-profit that matches skilled refugees with employers.

Given the excellent skills committee members have acquired, they now also provide non-financial support to other sponsorship groups and have a strong presence on the newly created Diocesan Refugee Network.

In 2021, they inaugurated an annual walk-a-thon to fund future sponsorships.



SOCIAL JUSTICE AND ADVOCACY

This committee traditionally funded local, community-based organizations that support marginalized people. It virtually came to a halt during the pandemic due to financial constraints and its future is currently under review. At the present time, it is aligned to Faithworks, a charitable program of the Anglican Diocese of Toronto, serving the needs of people who are Indigenous; homeless; hungry; at-risk women, children, or youth; immigrants or refugees; or people struggling with HIV/AIDS. It is now accepting donations for those displaced by the invasion of Ukraine.

YORK GROUP



The York Group is welcoming parishioners to join them as they restructure and refocus their mandate to support charities that assist economically disadvantaged people within the broader community as well as outreach ministries of the Cathedral. Funding is provided through the generosity of a trust established by a late parishioner. This year, the York Group funded the Cathedral's Canada Day barbecue hosted by the Drop-In for vulnerable people in the community as well as our Patronal Festival barbecue and the International Day of Older Persons.

GARDENING COMMITTEE

This newly formed committee helps to beautify the Cathedral grounds and to enhance the setting of the Cathedral Centre, which is used for many ministries as well as being a commercial venue providing revenue for the Cathedral. The committee looks forward to expanding their efforts in the coming year and welcoming all who enjoy the satisfaction that comes from seeing their efforts take bloom.

BROADER MINISTRIES

ST. BARTHOLOMEW'S PARISH (ST. BART'S)

St. Bart's in Regent Park functions as a mission of the Diocese of Toronto.

The Cathedral provides administrative support, and the Dean is the Priest-in-Charge, supervising the Vicar and chairing their Vestry Meetings. The Vicar of St. Bart's serves as one of the associate priests at the Cathedral.

Since 1873, St. Bart's has ministered to the spiritual and physical needs of all who come to its doors. Despite the challenges presented by COVID-19, this parish has continued a full liturgical life with online services and in-person worship, when permitted, and it has experienced growth over this period.



Photo by St Bartholomew's Anglican Church, Regent Park

Its children's centre provides after-school care and nurturing for young children ages six to 12, and its outreach programs provide vital assistance to many in need. To learn more, visit www.stbartstoronto.ca

THE BISHOP SNELL FOUNDATION

This is a charitable foundation built on a bequest from the estate of Bishop George Boyd Snell. The income from the bequest provides funding to charitable organizations, including St. James Cathedral, for the promotion, advancement, and teaching of Christian education through traditional methods as well as through technological advances and innovation.



Since the Foundation was established 13 years ago, St. James has been fortunate to receive annual donations to deliver its ministry of Christian education. The Dean serves on several Bishop Snell Foundation Committees and the members of the Cathedral Corporation are ex-officio directors.

SECTION 3: OUR PEOPLE

OUR CONGREGATION



Some members have a family history of worship at St. James going back to the 19th century, but the parish body is very diverse. We have parishioners from the Caribbean, Africa, Europe, Asia, and elsewhere, whose presence testifies to the global reach of the Anglican communion. While the congregation is predominately Anglophone, we are also host to a small congregation that speaks and worships in Mandarin, however, we are reviewing the future of this service.

Through the quality and diversity of its liturgies, St. James draws members from the neighborhood, the wider city, and beyond. While many parishioners were raised as Anglicans, some come from other Christian traditions, and some are converts to Christianity. Many are progressive in their social views while others hold more traditional views. High church adherents predominate, while some have roots in other styles of worship.

The Cathedral has taken progressive stands on social issues in recent decades, including the two-year cycle of Truth and Reconciliation Programming, pastoral care to the occupy movement in St. James Park, and we are a proudly LGBTQ+ affirming community. Variations on the Pride flag are found both outside and inside the Cathedral, and each year we march with the Proud Anglicans in the Pride parade.



The Cathedral is pleased to be one of the Toronto parishes authorized by the Diocese to perform same-gender marriages.

St. James has 350 regular members who contribute financially towards our ministry. As a Cathedral, we regularly welcome many visitors, some of whom make financial gifts.

Our people and families come from a variety of circumstances. While we do have a small but growing number of children, as well as young adult members, the congregation is generally older, including many retirees. This stands in contrast to the surrounding neighbourhood and downtown Toronto, which has grown dramatically over the last 20 years in response to a growing economy and a demand for highly skilled employees.

The predominant demographic profile in the local community is a 25-44-year-old, employed, highly educated, mostly non-Christian or other faith-based individual. While within St. James, childless couples make up a majority of our parishioners, there has been growth in the number of young families with children. (See Environix Demographic Report contained in the index to: Priorities for a Time of Transition: Vestry 2022 to Vestry 2025).



We are aware of the wide variety of people who live in Toronto and who find themselves stepping into our church to visit our worship services. We know they are coming for a reason, and we seek to welcome them and find out how our community can serve them. At present we are finding ways to fill the gap in our programming for younger adults and young families with children.



SECTION 4: OUR STEWARDSHIP & FINANCE

STEWARDSHIP

In 2020, the Cathedral, under the direction of the Diocese of Toronto, introduced a program called Growing Healthy Stewards (GHS). It had been adopted with great success by many parishes in the Diocese over the past several years.

GHS is a year-round stewardship education program for parishes. Its coaches work with parishes to make them sustainable, hopeful, and positive. GHS is not an isolated event, but a process and it foreshadows a range of activities over time.



The concept in large part focuses on the parish being able to discover and deploy the valuable resources already available, and build on the time, talent, and treasure of members to create a vibrant and healthy parish.

St. James Cathedral exists today because of the generosity and stewardship of the members of its congregation both past and present. These gifts have enhanced the life of this spiritual landmark. The recent pandemic interrupted our weekly giving and our rental revenue; at the same time, infrastructure problems at St. James Cemetery meant a much-needed financial investment was necessary before revenues could again be realized. In effect, two significant revenue streams dried up, and exposed the extent to which congregational giving at the Cathedral was in decline. In fact, per capita giving lags behind other similar churches in the Diocese. In short, parishioners were not supporting St. James to the necessary degree, making the need for stewardship education urgent. We had to shift our focus from in-person collection to pre-authorized giving (PAG) to ensure that we were able to continue to meet our expenses. We inaugurated the GHS program to revitalize stewardship to stabilize and build our annual giving revenue, using a variety of tools including sermons, testimonies by parishioners and specific appeal letters at various points throughout the year.

Through the Joyful Giving initiatives of 2021 and 2022 – part of GHS that asks members of the congregation to indicate their intended offerings for the year – the parish benefited from small increases in giving and in people signing up for PAG.

The Stewardship Committee strives to highlight the significant financial needs and challenges of the Cathedral, including the deferred maintenance of our buildings and the reality of an aging congregation. The parish will look to the next Rector and Dean to work with us as a confident and accomplished fundraiser and to oversee a viable setting of financial priorities. It is important to continue this focus to support the mission and ministry of the Cathedral into the future.

FINANCIAL RESOURCES

The primary sources of revenue for St. James Cathedral are Stewardship Offerings, Cathedral Centre Event Rentals, St. James Cemetery, Investment income from trusts and endowments, Special purpose bequests, and Diocesan Grants.

Over the last few years, reduced revenues meant that budget surpluses were not possible. The impact of the pandemic exacerbated existing financial challenges. For several years, the Cathedral Centre provided significant revenue to support Cathedral ministries, however, that revenue stream was lost with the onset of the pandemic. The cemetery also provided financial support to the Cathedral. However, over the last few years, the retorts in the crematorium, which have been working since 1992, started to break down with a fair degree of regularity, and that income source diminished. In addition to reduced revenue, there was also major erosion of a hillside (Hillside H) at the cemetery, resulting in the disinterment of the cremated remains of over 500 persons.

The unique nature of the landscape at the cemetery and the historical nature of the property meant that the work to stabilize the hillside and protect cremated remains had to be completed by specialized contractors with significant cost implications. With a \$4.5M loan received on favorable terms from the Diocese, two major projects to rebuild the retorts in the crematorium and to stabilize Hillside H commenced in 2021. Both projects have been completed. Investment income and diocesan grants have remained stable, however, special-purpose bequests typically vary from year to year and are, therefore, not predictable.

In 2018, St. James Cathedral operated with a budget of about \$4.25M and closed the year with an operating deficit of roughly \$160K. In 2019, the budget was similar to 2018 (about \$4.2M) and the deficit was about \$600K. In preparing the 2020 budget, the Corporation concluded that existing realities were not sustainable for the long term, so we planned for a balanced budget of about \$2.7M. To make that possible, the Corporation decided to make significant reductions in expenditure. Thanks to greatly reduced outlays, the Cathedral ended 2020 with a much smaller deficit of just under \$100K, compared to 600K in 2019. This was the smallest deficit in almost a decade. In 2021, the Cathedral budget was set at \$2.4M and we ended the year with a surplus of approximately \$200K.

In planning for 2022, the Corporation recognized that the material reduction in expenses of 2020 and 2021 were not sustainable if the parish was to remain committed to its various ministries. A combination of factors contributed to achieving a healthier financial situation: renewed focus on stewardship and congregational giving, and staff working at a significantly higher capacity.

The 2022 budget was set at \$2.9M, with a projected deficit of \$165K. Based on the investments made in the cemetery, the parish will be on much sounder financial footing by 2024/25. When our retorts are functioning at 100% capacity, we are confident we will be able to rebuild our cemetery business, service loans from the diocese, set aside a fund for the future replacement of equipment, and create a reserve fund for the maintenance of our aging infrastructure.

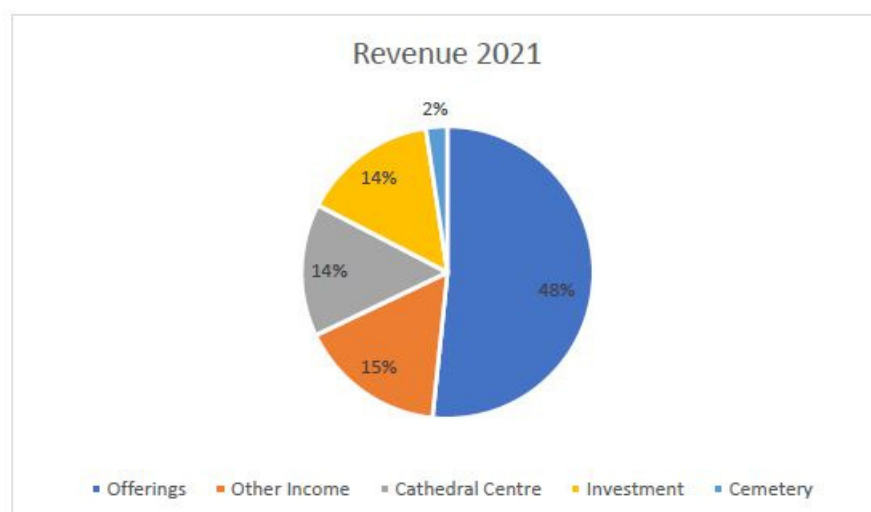
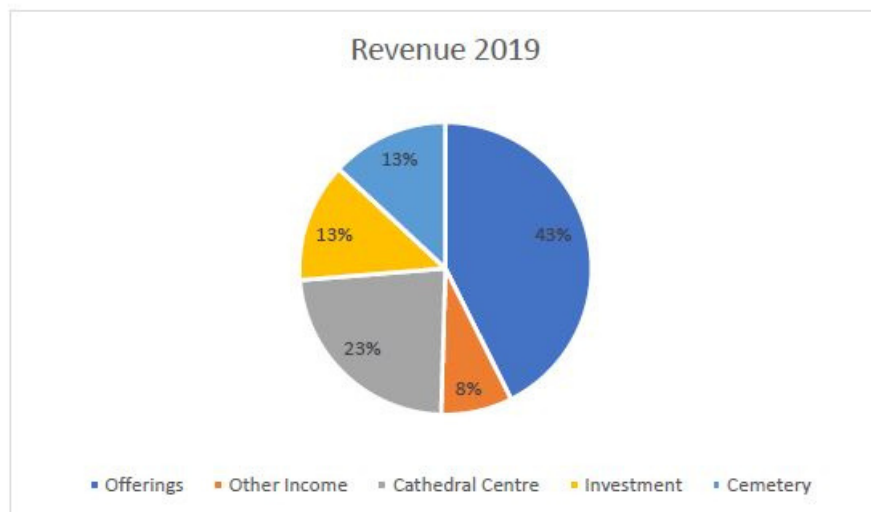
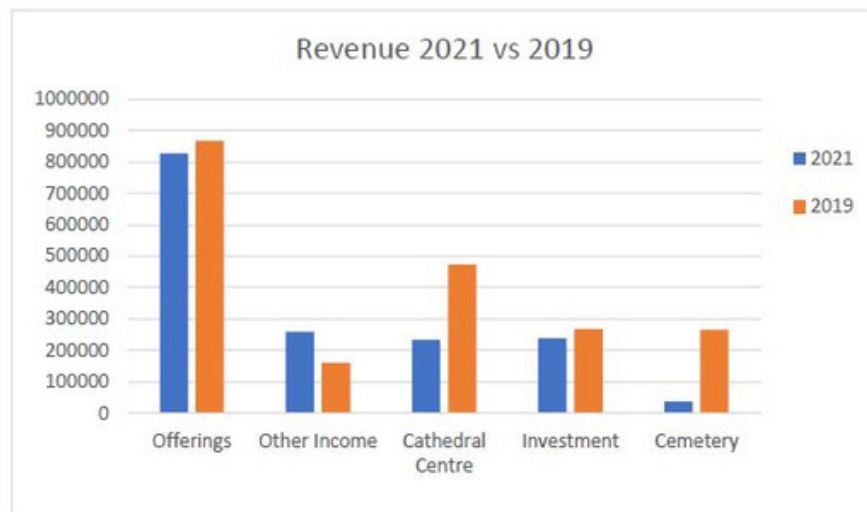
The long-term goal is to make the Cathedral self-sufficient and fund its expenses from stewardship offerings. The revenues from the Cathedral Centre events rentals and cemetery will go towards ensuring the parish's long-term financial stability.

We are seeking a Rector and Dean who will be an excellent custodian of resources and will work with the priorities we have identified, to ensure we are able to grow our footprint and expand the kingdom of God here on earth.

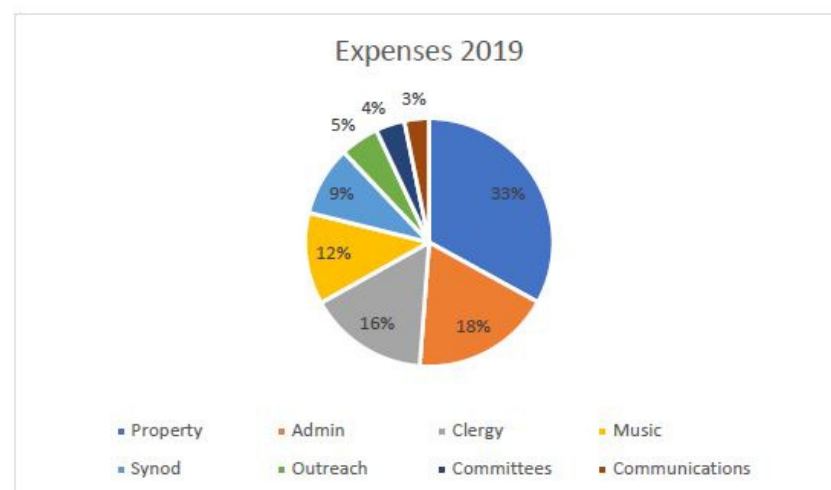
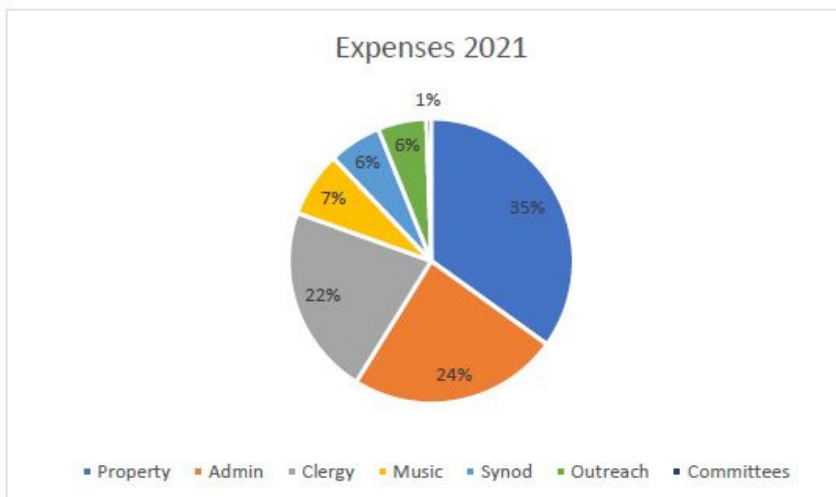
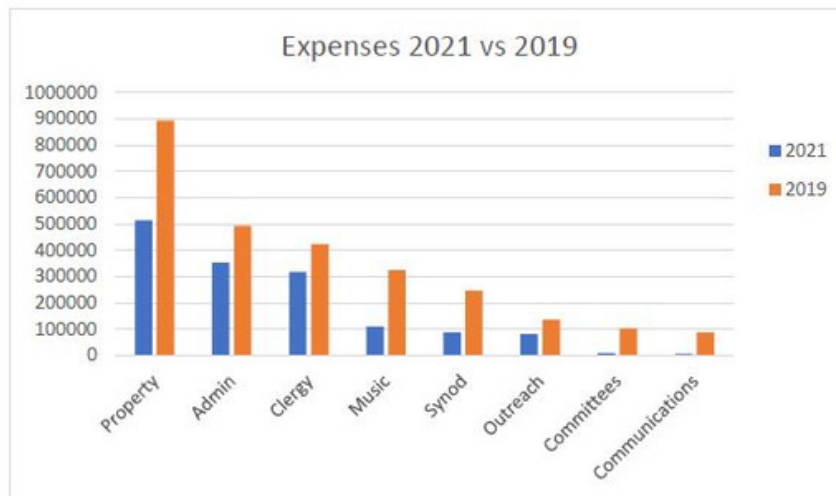
2022 BUDGET SUMMARY

	2019 ACTUAL	2020 ACTUAL	2021 ACTUAL	2022 BUDGET
CATHEDRAL				
Revenue	2,150,334	1,585,630	1,615,423	1,757,000
Expenses	3,014,610	1,842,993	1,499,225	2,034,360
	(864,276)	(257,363)	116,198	(277,360)
Pandemic Funding	-	229,435	63,263	4,950
Interest on Guarantees	(6,148)	(5,730)	(6,581)	(6,000)
Net Cathedral Surplus (Deficit)	(870,424)	(33,658)	172,880	(278,410)
CEMETERY				
Revenue	1,323,341	792,212	865,377	1,143,500
Expenses	1,056,873	921,001	824,697	949,300
	266,468	(128,789)	40,680	194,200
Pandemic Funding		71,389	27,908	
Interest on Project Loans			(24,164)	(81,240)
Net Cemetery Surplus (Deficit)	266,468	(57,400)	44,424	112,960
COMBINED CATHEDRAL & CEMETERY				
Net Surplus (Deficit)	(603,956)	(91,058)	217,304	(165,450)

REVENUE 2019 VS 2021



EXPENSES 2019 VS 2021



SECTION 5: OUR FUTURE



This profile references the challenges of the recent past, including the effect of the pandemic and financial challenges.

Certainly, these will influence our future, but St. James has already begun to determine new paths forward through a visioning process introduced by the Rector and Dean at Vestry 2020 (on the eve of the pandemic).

In some ways the pandemic released a new energy into the life of the parish. The resulting document, *Priorities for a Time of Transition: Vestry 2022 to Vestry 2025*, gives direction to that energy.

VISIONING AND DISCERNMENT



THE CATHEDRAL CHURCH OF ST JAMES PRIORITIES FOR A TIME OF TRANSITION Vestry 2022 to Vestry 2025

The sudden loss of income attributable to the cemetery problems and closure of the Cathedral Centre due to the pandemic was dramatic. But these challenges became guiding factors as the visioning committee, the Rector and Dean, wardens, and congregational development staff began their work.

Parish community sessions by Zoom to elicit our core values, an Environics Analytics Demographic Report of our parish and greater catchment area, meetings with the Bishop to understand the relationship of cathedral and diocese, a financial examination of our resources and liabilities, and reports from parish ministries began to form a picture of who we were and who we might become.

The parish reached out to other Christian communities including cathedrals and major churches across North America who had completed visioning exercises. The visioning committee created a three-year interim guiding document establishing core values, priorities, and actions that would support a community focused on an authentic experience of God through worship, opportunities for discipleship, and service to the community.

The Cathedral Council, with The Parish Visioning Committee, identified the most immediate five actions essential for our future:

- Embrace an outward looking approach to ministry that includes a clear communications strategy, intentional new members ministry, and small groups for fellowship and learning;
- Expand a presence in the diocese to become a centre of learning, worship, and diocesan life, not simply a stage for diocesan events;
- Amplify a public voice as a place that speaks to the human condition where people in the city and diocese can safely come with their questions, especially during difficult times;
- Develop a lay ministry that allows more lay leadership. This will involve gifts discernment, matching attributes to ministries, training, and ongoing support; and
- Continue to stress the need for increased congregational giving and focus on stewardship education as a priority.

A Priority Actions Implementation Team began to imagine ways to realize these priorities. It is early days, but some themes have already begun to emerge:

- Recognizing that communication will play a major role in realizing all priorities because of its critical role in building a trusting and effective community of participants;
- Moving to the centre of the diocese as a resource, as a voice and as a safe place for discussions of the public concerns of the day is critical to an outward looking presence;
- Acknowledging that the congregation will eventually be participants in all these actions, envisions a move away from top-down decision making; and
- Continuing to question and to probe, ``why we are here?`` will need to be a way of life.



PANDEMIC AND TRANSITION TO FREER GATHERING

As with most parishes at any time, we have immediate and largely conventional needs. Some examples include rebuilding a Sunday School, creating more programming focused on developing lay leadership and scriptural literacy, and continuing to stabilize the Cathedral's financial position through greater stewardship education. But other needs have developed, and more is required of the parish, diocese, and our new Rector and Dean.

Our world, our church, and we, ourselves, have all been affected by the isolation that the COVID-19 pandemic forced upon us. Intentional efforts at maintaining a sense of community through Zoom and other virtual platforms, as well as the profound shifts that virtual worship brought to our spiritual lives, will have lasting effects beyond our immediate future. But the emerging, driving sense of expectancy, the renewed need for connection with the city and the diocese in ways that benefit all, the joy of in-person community and worship are also powerful ways that God is calling us into the future.

Now is the time with God's help to discern, imagine, and trust in a new future for the Cathedral of St. James, its congregation and its work in God's world.

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Parish Selection Committee

David Crawford, Chair
Kate Uchendu, Rector's Warden
Joan Peters, People's Warden
Carol Kysela
David Hedley
Sandra Mowat
Christoph Pike
Paul Seddon

Susan Graham Walker (Liaison appointed by the Bishop of Toronto)

Bishop of Toronto

The Right Rev'd Andrew Asbil

Dean Emeritus

The Very Rev'd Duncan Abraham

Interim Dean & Priest in Charge

The Very Rev'd Dr. Peter Wall.

Honorary Assistants

The Most Rev'd Colin Johnson

The Rev'd Canon Beth Benson

The Rev'd David Bousfield

The Rev'd Dr. David Danner

The Rev'd Canon Edmund Der

The Rev'd Canon Douglas Graydon

The Ven. Thomas M. Greene

The Rev'd Canon John Hill

The Rev'd Canon Elizabeth Kilbourn-Mackie

The Rev'd Canon Kate Merriman

Sub-Dean & Vicar

The Rev'd Canon Dr. Stephen Fields

Vicar of St. Bartholomew, Regent Park

The Rev'd Walter Hannam

Interim Associate Priest

The Rev'd Canon Beth Benson

Pastoral Associates

The Rev'd David Bryan Hoopes OHC

Verger

Paul Seddon

Churchwardens

Kate Uchendu, Rector's Warden

Don Solomon, Deputy Rector's Warden

Joan Peters, People's Warden

David Gates, Deputy People's Warden