



PARISH PROFILE



Christ's Church Cathedral
HAMILTON, ONTARIO

A place of community, compassion, and hope
PREPARED JUNE 15, 2020

Contents

Introduction and Invitation | 4

1. Bishop's Invitation
2. Our Interim Litany for Christ's Church Cathedral
3. Our Season of Reflection

Our Next Dean and Rector | 8

1. Summary of Duties
2. General duties and responsibilities

Our Cathedral | 13

1. Our History and Location
2. Our Organization and Governance
3. Our Property
4. Cathedral Place

Our Worship and Ministries | 21

1. Our Worship, Liturgy, and Music
2. Our Parish Life: Organizations and Programmes
3. Our Outreach: Cathedral Organizations and our Wider Church and Community

Our Members | 29

1. Our Current Membership
2. Inclusion: Our Commitments and Aspirations

Our Finances and Stewardship | 33

1. Our Stewardship Program
2. Our Financial Stewardship: Organizations
3. Our Finances

Our Future | 38

1. Our New Diocesan Mission Action Plan
2. Our Strengths, Opportunities, and Challenges
3. Crossroads: An Opportunity
4. Our Fearless Future

Appendices | 43

1. Organization Chart, Diocese of Niagara
2. Organization Chart, Christ's Church Cathedral
3. Property Diagram
4. Programmes and Organizations
5. Our Partners: Wider Church and Community

6. Diocese of Niagara Mission Action Plan
7. Vestry Report 2019
8. Vestry Report 2018
9. Our Sacred Story Continues—Narrative Budget

Bishop's Invitation



The Right Reverend Susan J.A. Bell
12th Bishop of Niagara

Dear Inquirer,

If you are reading this profile you have at least contemplated an application to be our next Rector and Dean and so there are things you should know. Christ's Church Cathedral (and the apostrophe is deeply intentional) is the much-loved cathedral church of our diocese. She is a beauty among cathedrals: light and bright with the buoyant hope of generations of faithful disciples. It is no coincidence that the great east window depicts the feast of the Ascension – showing us that Christ's one holy catholic and apostolic Church begins with the witness of the gathered community of the followers of Jesus in this place.

Both the origins of the city and our diocese are woven within the tapestry of its missional witness to the community it

has served for more than a century. Indeed, James Street North forms the foundation of the see city with the cathedral at the very heart of its history. And in our own times, Christ's Church Cathedral has been part of the leading edge of the regeneration of the city around it.

The cathedral is, and always has been important to the community: it is a house of prayer - praying always for the renewal of faith in the midst of a vibrant area that is itself experiencing renewal; a place of compassion and hope that reaches out to the marginalized in the midst of the complexity of regeneration, providing rest and sustenance; a place of artistic beauty which has become a hub of the burgeoning artistic community.

In addition to the local mission of Christ's Church, the cathedral is physically attached to the diocesan offices which says something important about her relationship with the Diocese of Niagara: she is the spiritual home of our diocese.

The person who will serve as our next Rector and Dean will be committed to listening for the leading of the Holy Spirit as they seek to build the kingdom of God both locally

in the geographic parish of the cathedral as well as being a key leader for our diocese. An exciting journey is ahead for the congregation of Christ's Church Cathedral. God is at work stirring up possibilities for connection with our city again and we are poised for growth and vibrancy.

So, if you feel called to come and walk with us; if you want to join God's mission here on James Street North, I invite you to keep reading. We're excited to begin this journey and look forward to meeting you.

I pray God's blessing on your discernment.

+Susan

Our Interim Litany for Christ's Church Cathedral

During our season of reflection and discernment, we prayed the following prayer together, both in our private devotions and in our public worship. This prayer is woven throughout this document.

Beloved God,

Our Father in Heaven,

Your bountiful providence has graced us with a long and rich past;

Hallowed be your name.

Your holiness calls us into a future shaped by justice and love;

Your kingdom come.

Your faithful companionship in the present is our comfort, challenge and guide;

Your will be done on earth as it is in heaven.

Feed us with your presence now;

Give us today our daily bread.

Change us by and for your love;

Forgive us our sins as we forgive those who sin against us.

Embolden us as your servants in the world;

Save us from the time of trial, and deliver us from evil.

Inspire us with a vision for Christ's mission and ministry;

For the kingdom, the power and the glory are yours, now and forever.

Amen.

Our Season of Reflection

To reflect on various key themes and inform the Parish Profile, parishioners participated in a lively Season of Reflection in January and February 2020. This included:

1. five theme-based interactive sessions that were facilitated after Sunday morning services: spiritual formation and discipleship, personal and common worship, missional ministry, social justice, and children, youth, and family ministry;
2. a survey of parishioners (adapted from the Alban Institute) to ascertain and rank their expectations of 30 distinct (direct and shared) roles of the next Rector and Dean; and
3. an open invitation for parishioner input through a special email address.
4. guest preachers on contemporary Christian themes that are core to the Cathedral's ministries and the new Diocesan vision (Mission Action Plan). The MAP was approved during our discernment process in February.

The annual Vestry meeting was held in mid-February and provided an additional focus for examining our progress and imagining the future Cathedral.

Our conversations have been rich and engaging. We welcomed the small-group discussions about our ministries and mission in a rapidly changing society and neighbourhood. We have been energized by our successes and faithfulness in the past and inspired to dream a new and shared future. We believe that our ever more outward-facing ministries and mission exemplify the path to which God calls us—in the words of our new Diocesan plan, “called to life, compelled to love” - in an increasingly secular and consumerist environment. We have Good News to celebrate and to share.

These conversations also confirm our alignment with the spirit and thrust of the new Diocesan Mission Action Plan (MAP). We trust that we have captured the content, tone, and commitment of our discernment season in this Cathedral Profile. We invite you to take a look at our story!



OUR NEXT DEAN AND RECTOR

KNOWING THAT GOD CALLS US TO BE CHURCH in new ways, the people of Christ's Church Cathedral have engaged in a prayerful process of discernment. We have reflected and engaged in discussions around our history, our community, our strengths and blessings, and our hopes and challenges for the next stage of our community life together. If your own spiritual journey is calling you to consider the role of our Dean and Rector, the following is our summary of the responsibilities and qualifications

for the leader we seek.

The Dean of Niagara and Rector of Christ's Church Cathedral reports to the Bishop of Niagara. The Dean holds an important position within the Diocese, the Anglican Church of Canada, the Anglican Communion worldwide, and Hamilton and its surrounding communities.

As Rector, our ideal candidate will demonstrate the ability to lead, nourish, and inspire our Cathedral congregation in the way of Jesus. This individual will demonstrate an understanding of missional ministry opportunities in and beyond the Jamesville neighbourhood of Hamilton. Our new Rector must be able to foster inclusivity and hospitality. With demonstrated entrepreneurial skills, this person will be committed to the growth and development of our parish and ministries, including new ministries; the strengthening of faith formation in adults and families, and responses to the unique needs of our broader community. Our new Rector will have the proven stewardship insight, theology, and skillset required to lead sustainability and growth of the Cathedral.

As Dean, our ideal candidate will demonstrate the ability to provide excellence in leadership as an integral member of the Senior Administrative Leadership Team of the Diocese. The person will work collaboratively on strategic and operational matters while focusing on the Mission Action Plan of the Diocese with a vision of "Called to Life - Compelled to Love."

Summary of Duties

Our new Dean and Rector will:

- Demonstrate evidence of a faith rooted in Jesus as expressed in the richness and fullness of the Anglican tradition, including a deep understanding of spirituality, as evidenced by personal prayer, the reading and study of Scripture, and devotion to the liturgy and sacraments.
- Inspire others to deepen and grow their own faith through leadership in faith formation, encouraging individuals, families, and groups to engage with ancient and contemporary approaches to prayer, Scripture, and worship.
- Support and enhance the Cathedral's rich history of excellence in preaching, Eucharistic-focused liturgy, music, and art.

- Lead the parish in developing missional approaches to understanding and addressing the needs of the wider community.
- Help grow the parish through entrepreneurial pursuit of new relationships, opportunities, and invitations to participate in the life, ministries, and mission of the church.
- Encourage the congregation, individually and collectively, to commit to social justice action as an expression of their faith in Jesus.
- Speak openly, directly, and passionately about stewardship as a spiritual discipline, as evidence of discipleship, and as a congregational imperative.
- Promote engagement with the diocesan vision and uphold diocesan policies.
- Submit to the canons and constitutions of the Diocese of Niagara, Ecclesiastical Province of Ontario, and General Synod of the Anglican Church of Canada.

General duties and responsibilities

As a spiritual leader, the Dean and Rector will:

- Provide leadership in the Cathedral's liturgy, preaching, pastoral care, music, education, and administration.
- Develop, facilitate, and encourage both lay and ordained colleagues in their ministry to parishioners and the unchurched and de-churched in our community.
- Facilitate faith formation for adults and families.
- Lead common worship and administer sacraments in duly authorized forms embracing our current liturgical practices while encouraging and facilitating our movement towards new and innovative ways of expressing our love of God.
- Welcome and create spaces of diversity and inclusion, which includes supporting same sex marriage; affirming the full participation of LGBTQIA/2S+ persons in the life and ministry of the church; and embracing and working toward truth and reconciliation.
- Engage in continuing education, personal spiritual and professional development.
- Take responsibility and/or perform other duties as assigned and delegated by the

Bishop and/or the Bishop's designate.

As a recognized leader in the Diocese of Niagara and the Hamilton community, the Dean and Rector will:

- Demonstrate commitment to the Diocese's Mission Action Plan and help the Cathedral to embody this new vision.
- Assist the church to discern and pursue its part in God's mission of justice, peace and love in the world (including sharing the gospel of Jesus in word and action, social service, community development, environmental and social justice action, and advocacy).
- Represent the Church in public life across the Diocese and community in order to grow partnerships with faith-based and secular institutions.
- Connect with other religious and civic leaders.
- Support and encourage lay people in similar outreach activities.
- Strengthen the growth of the congregation through relationships and opportunities to attract children, youth and families.

As a manager, the Dean and Rector will:

- Ensure that the Cathedral's operations are properly managed, including staff, finance, compliance and the care of the facility.
- Recruit, direct and evaluate a multifunctional staff and volunteer team, fostering individual learning and a healthy workplace culture.
- Assume leadership in the councils of the church (e.g., "Vestry, Cathedral Corporation, Cathedral Council, Synod," etc.).
- Jointly (with other office-holders) oversee the administration of the church's ministries and management of its ministry resources and compliance with laws and policies.
- Serve as a member of the Niagara Diocese's senior leadership team and the Corporation of Christ's Church Cathedral.
- Lead the mission and outreach of the Cathedral, including the presentation and interpretation of its heritage and engagement of lay people in this work.

- Talk passionately, openly, and directly about spiritual foundations of stewardship (time, talent, money).

Qualifications:

- Ordained Anglican Priest in good standing or Rostered Evangelical Lutheran Church minister with five years of experience leading a medium to large size parish.
- Missionally oriented with an entrepreneurial skillset.
- Strong leadership skills with an ability to create and execute action plans for growth.
- Demonstrated passion for faith formation in adults, youth and children.
- Demonstrated skill in financial stewardship and fundraising.
- Highly developed interpersonal skills; friendly, humble, personable, approachable and visible. A sense of humour and active listening skills.
- Excellent verbal and written communication skills; including the ability to deliver energizing, challenging, and prophetic homilies.
- Proficiency in navigating new and emerging social media and technologies to support the work of the church.
- Highly developed negotiating and conflict resolution skills.
- A collaborative leadership style, comfortable in shared ministry with laity and committed to maximize lay participation.
- A passion for social, economic, and environmental justice.



*“Beloved God, your bountiful providence has graced us
with a long and rich past.”*

INTERIM PRAYER, CHRIST'S CHURCH CATHEDRAL

OUR CATHEDRAL

Our History and Location

Community, Compassion, and Hope since 1835

WE HAVE BEEN WORSHIPPING GOD in the heart of Hamilton, Ontario for a long time. Since 1835, the Cathedral has been a centre of Christian prayer and worship, learning, music and the arts. It has also been a place of civic celebration and mourning.

The Cathedral began when the city's population was



Photo: Alexander (Sandy) Darling

only 1,500. The current building resides on lands occupied by the Haudenosaunee and Anishinaabe nations at the time of the “Dish with One Spoon” wampum agreement, and dates from 1855. The west end was completed in 1875 and the chancel was extended to the east in 1926. It was constructed in stages, involving several architects, as funds were raised, on one of two sites offered by business rivals. In 1871, a stone school house was built

beside the church to accommodate a growing Sunday School. Having begun within the Diocese of Quebec, the Cathedral became the seat of the Bishop of Niagara in 1876.

Our Neighbourhood

We are, in the words of the Diocese’s new Mission Action Plan (MAP), “called to life and compelled to love” in a rapidly changing part of Hamilton, on James Street North, part of the Jamesville neighbourhood. This area has long been home to immigrants. Following the second world war, the neighbourhood saw an influx of Italian and Portuguese families. Today shops catering to residents from Viet Nam and China are set along Barton Street and many immigrants from Africa live in the nearby apartment towers. The Jamesville neighbourhood has a high poverty rate. It is home to an emergency shelter for men and is close to two other shelters. For many years, the Cathedral existed as an island quite separate from its surroundings. This has changed in recent years, as the church has sought to place more of an emphasis on openness and accessibility. Bishopsgate invites visitors, and our doors are kept open during services.

Diverse international shops, shelters and a high poverty rate exist alongside an increasing number of high-end restaurants, a craft brewery and specialty shops which signal that the neighbourhood is rapidly gentrifying. This has created tensions between long-time residents and developers.

Our City

Located at the western end of Lake Ontario, Hamilton now has a population of 535,000. The city has a long history as an industrial centre and is closely associated

with the steel industry. Along with many Canadian cities, Hamilton saw decline in its manufacturing sector through the 1990s. The sector's declining fortunes combined with suburbanization to create significant challenges for Hamilton's downtown and east end neighbourhoods. In 2016, Hamilton's poverty rate was 17%, which is higher than the provincial average.

The Cathedral is situated in Ward Two in the City of Hamilton. A snapshot of the demographic makeup of this Ward is available [here](#).

Hamilton has been experiencing a renaissance over the past decade. While manufacturing still represents an important source of employment, retail, education, and healthcare represent the largest employment sectors. Hamilton's unemployment rate is among the lowest in the province. Over a billion dollars in construction permits have been issued in each of the past eight years. Hamilton's downtown has also seen big changes, with the development of many new condo units and an influx of new restaurants, specialty shops dotting James Street North, and a very successful annual weekend music festival called Super Crawl. The renaissance has been fueled by many factors, including an influx of newcomers from Toronto in search of more affordable housing.

Hamilton is also a significant regional centre for health care, research, and professional education. Hamilton's teaching hospitals offer advanced medical treatments and employ some of the country's top health care professionals. Hamilton is home to research-intensive McMaster University (ranked 4th in Canada), Redeemer University College, and Mohawk College.

Hamilton's historic wealth also produced beautiful architecture and neighbourhoods. The Durand neighbourhood contains many beautiful century homes built by industrial pioneers. Locke Street and Ottawa Street in Hamilton, plus the adjacent communities of Dundas and Westdale, are vibrant shopping districts in walkable neighbourhoods. Hamilton offers superb access to outdoor activities. The famous Bruce Trail runs along the Niagara Escarpment separating Hamilton's "lower city" from the "mountain." The Royal Botanical Gardens and the Dundas Valley Conservation Area are two wonderful natural areas where one can hike, bike and bird watch. Lake Ontario's shoreline includes beautiful walking and biking trails in the city.

Our Organization and Governance

Dean and Rector

Appointed by the Bishop of Niagara, the Dean and Rector is responsible for the care and development of the Cathedral parish congregation. As a senior priest in the Diocese, the Dean shares the oversight of the diocesan ministry and missions with the Bishop and other senior colleagues.

Corporation and Treasurer

The Corporation includes the Dean, other stipendiary Clergy, Treasurer, and the four Wardens. Wardens are responsible for all aspects of parish life, and for ensuring adequate financial support. They are elected annually by Vestry, and no distinction is made among Rector's, People's, full, or deputy wardens. Reporting to the Corporation, the Treasurer is responsible for financial matters and records and for preparation of the annual budget.

Pastoral Team

The current Pastoral Team includes four stipendiary priests (Dean and Rector, a part-time Assistant Priest, a part-time Pastoral Assistant, a part-time Pastoral Associate), and seven Honorary Assistants.

Lay Staff

Those who assist the Dean and clergy in Cathedral leadership and operations are: Parish Administrator and Executive Assistant to the Dean (.85FT); Director of Music Ministries (PT), Assistant Organist (PT), Choir co-leads (PT), Church School Coordinator (PT) (currently vacant), Makers' Market Coordinator (PT), and Verger (PT).

Vestry

The annual Vestry meeting consists of clergy and all financially supporting members of the Cathedral parish. It approves financial statements for the previous year and the budget for the forthcoming year, elects Wardens, Cathedral Council, and committees, receives reports on key Cathedral matters, and sets a broad course for the coming year.

Cathedral Council

Council advises the Dean and Wardens on topics of congregational interest and assists in organizing congregational programs and activities. It includes the Wardens, Treasurer,

Lay Delegates (and alternates) to Synod, Liturgical Team leaders, committee chairs, Contact (newsletter) editor, Archivist, and clergy. It meets four times a year, most recently in Town Hall format.

Chapter of Canons

This is an honorary fellowship of lay and clergy canons whose ministry has been seen to be exemplary in the life of the diocese. They are called to have “always in their prayers and hearts the well-being of the mother church of the diocese in all its ministry and witness.” The Chapter is gathered periodically and invited to take up various forms of active support and involvement on behalf of the Cathedral.

FOR ORGANIZATION CHARTS (CATHEDRAL AND DIOCESE) SEE APPENDICES 1 AND 2 ON PAGES 44 AND 45.

Our Property

The property is composed of the Cathedral proper and an adjoining building that houses the Diocesan and Cathedral offices. The adjoining building also provides two shared meeting rooms, and a large hall with an attached kitchen which is used for a



variety of diocesan and parish functions, as well as events and organizations such as Out of the Cold and Jamesville Children’s Centre. In addition, space in the lower half of the adjoining building and in the Cathedral basement underneath the main altar area is rented to, and occupied by, Jamesville Children’s Centre. Office space is also provided in both the basement of the Cathedral and the adjoining building to the Hamilton Children’s Choir (a separate not-for-profit organization). Also in the basement of the Cathedral is a Columbarium which was built in 1992,

housing niche space for those who have chosen cremation, along with a chapel. Niches are still available for purchase. (The Columbarium is a separate legal entity, with its own by-laws and Board, although all the members of the Board are Cathedral parishioners).

The Cathedral, the façade of the “school house” (the part of the adjoining building that fronts onto James St North), and the iron fence along the front of the Cathedral and the adjoining building, are all designated heritage structures under the Ontario Heritage Act.

The approximate dimensions of the Cathedral are:

- Nave: Length 100 feet, Height 52 feet, Width 72 feet.
- Chancel: Length 48 feet, Height 50 feet and Width 35 feet.
- Total length of the Cathedral (including ambulatory): 154 feet.

The stone Cathedral building is an architectural jewel in Decorated Gothic Revival, particularly exemplified in the chancel arch and the clerestory and roof. All of the



windows are stained glass. It is home to significant historic works of devotion: extraordinarily rich stained glass, a magnificent memorial reredos of Caen limestone, stunning wood carvings, and custom heraldry cushions and kneelers crafted by parishioners. (Follow links for detailed descriptions on our Web site.) Rather than pews (except for the chancel area), the Cathedral

provides individual seating in comfortable new upholstered chairs. This allows for the reconfiguration of the worship or performance space throughout the liturgical year. A self-guided “pilgrimage” is accessible to visitors through QR codes on signs. A lift is available for anyone needing help with the stairs to the Nave.

The Steve Varey Reading Room, created by a memorial donation, is a comfortable reading space with a small collection of popular works on Christian history and spirituality and contemporary issues for loan.

Photo: Alexander (Sandy) Darling

The organ, which was originally installed in 1925 with refurbishment over the years, is a Casavant Freres.

The property in front of both the Cathedral and the adjoining building is known as Bishopsgate, a plaza and green space where all who are heavy laden, or even just curious passers-by, are welcome for rest and contemplation on benches beside its beautiful volunteer-supported gardens and fountain. We host worship services, receptions, and events in Bishopsgate from time to time.

(SEE APPENDIX 3: PROPERTY DIAGRAM ON PAGE 46.)

Cathedral Place

In the early 1990s, the Synod offices moved to Christ's Church Cathedral and this marked the beginning of a unique relationship between the Cathedral and the Diocese. The joint entity that was formed as a result of both organizations occupying the space together is referred to as "Cathedral Place". Cathedral Place is managed through a joint management committee currently known as the Cathedral Place Property Management Committee. This committee is composed of two members elected by the Cathedral Vestry, two members appointed by Synod Council and one additional member appointed by the Bishop to act as the Chair. The Archdeacon of Niagara and the Dean of Niagara are ex-officio members of the committee. The Cathedral Place Property Manager acts as a consultant to the committee.

The committee's mandate:

1. Monitor and review the annual property budget for Cathedral Place.
2. Develop and monitor long-range plans for major repairs and maintenance.
3. Prioritize and determine what repairs or capital improvements will actually be completed in any given budget year.
4. Ensure that all repairs or other property work to historically designated property (Cathedral and the wall of the school house) is consistent with the guidelines and regulations concerning heritage buildings, including engaging with the Local Architecture Conservancy Advisory Committee for Hamilton and the Ontario Heritage Ministry.

All costs associated with the physical operation and maintenance of Cathedral Place, including the maintenance staff costs, are paid for by the Diocese. The Cathedral pays a yearly set occupancy fee to the Diocese and other than the costs associated with the maintenance and repair of the organ, all Cathedral related property expenses are paid through this Cathedral Place arrangement.

Major capital repairs directly associated with the Cathedral itself are the responsibility of the Cathedral Place Property Committee, but the Cathedral congregation will often make direct donations for these causes. Those funds are then provided to the Cathedral Place Property Committee for that particular repair or enhancement (such as stained-glass windows, repairs to the chancel, painting, carpeting, etc.)

All lease and license agreements for the use of Cathedral Place space and the Cathedral proper are the responsibility of the diocese, in consultation with the Cathedral Place Property Committee.

The last Decennial inspection was conducted in the fall of 2015. The Cathedral Place Property Committee is responsible for responding to, and addressing any items raised within the report. The inspections are carried out by the Bishop's Decennial Inspection Committee. The primary purpose of the inspection is to review the current building conditions to ensure that there is no building code or other regulatory non-compliance of the buildings and properties. The inspectors also note critical repairs that require urgent attention and maintenance measures that need to be taken to prevent serious problems from developing.



Photo: Alexander (Sandy) Darling



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Your faithful companionship in the present is our comfort,
challenge, and guide. Feed us with your presence now.”*

INTERIM PRAYER, CHRIST'S CHURCH CATHEDRAL

OUR WORSHIP AND MINISTRIES

Our Worship, Liturgy, and Music

WE LOVE OUR STRONG TRADITION of excellence in liturgy, preaching, music, and curiosity in exploring our faith. Parishioners and guests join together in both traditional and more contemporary Anglican services at the Cathedral throughout the liturgical calendar. With deep roots in our Anglican identity and spirituality, we

also seek to make our services broadly inviting, thought-provoking, and transformative to a broader community of newcomers and visitors—the unchurched, the de-churched, and the many who have come to find a home at the Cathedral from other denominations.

Sunday services include a Said Eucharist at 8:30 am (BAS) and a larger Choral Eucharist, with the Cathedral Choir at 10:30 am. At this service the BAS and other liturgical rites—for example, Lutheran or Episcopal—are used, promoting congregational involvement and connecting us to our global Christian community. Participants range in age from toddlers to the very elderly. Sanctus bells are used at all Eucharistic services and incense is added on Holy Days. Sound and scent allow us to engage all our senses in worship. During the summer, only one Sunday service only is held at 9:30 am.



Photo: Alexander (Sandy) Darling

Weekday worship includes said Eucharists on Tuesday mornings at 7:30 am and Monday, Wednesday and Thursdays at 12:15 pm. A Litany of Reconciliation is led in Bishopsgate on Fridays at noon by clergy or laity. Centering Prayer is held on Thursday mornings at 7:30 am, led by lay and community members.

Average attendance	2019
Sunday	110
Weekdays	7
Centering Prayer	8
Easter	588
Christmas	404

There were three baptisms, six weddings and eight funerals in 2019.

As a Cathedral, we are honoured to play a central role in the life of the Diocese. We proudly host ordinations, confirmations, Order of Niagara, and other diocesan services, where we engage a Diocesan Servers' Guild. The Diocesan Liturgical Officer plays a key role in the planning of such services. We welcome parishioners from across the Diocese to their Cathedral home throughout the year with open arms. As the “mother Church” of the Diocese of Niagara, we promote liturgical and hospitality excellence.

Our Music

Parishioners and visitors alike treasure the Cathedral's music - enhancing worship through the singing of text and the playing of instruments and inviting everyone to an encounter with the transformative. The music sung and experienced here connects pastorally with the cathedral community. Its voice is, ultimately, inclusive and images love for all and in all. Under the direction of the Director of Music Ministries and the Assistant Conductor, our excellent Choir sings at the 10:30 am Sunday Choral Eucharist. They also provide music at Diocesan services (Ordinations,



Confirmations, Order of Niagara, etc.) and holidays throughout the church year. The Choir's repertoire includes both traditional and contemporary music. Our music is enhanced by the exceptional acoustics of the building. The Cathedral choir is a mixed choir (SATB) of 16-20 members, four of whom are paid section leads. Our Director and choir members are an integral part of our church community, serving as members of Liturgical teams and carrying out other ministries. In addition, the Cathedral conveys through its music a sense of God's presence to the world outside its gates.

Our Liturgical Teams

Our Liturgical Teams are unique to Christ's Church Cathedral. They are further expressions of our commitment to lay ministry. Each of the four teams (Saints Bede, Andrew, Veronica and Thomas) is led by two parishioners, and virtually every parishioner is a member. On a rotating schedule, these teams provide the greeters, lectors, intercessor, sidespersons, oblation bearers, communion ministers, and coffee hour hosts every Sunday morning. Our teams also assist with Diocesan and community services. Servers are led by a lay co-ordinator of the Servers' Guild.

Liturgical teams have been successful at the Cathedral for over ten years. Our strong participation of lay members in liturgy is rooted in our belief in the priesthood of all believers. Our team approach promotes high parishioner engagement and lay leadership development. It strengthens our sense of community, our love of sacrament, and our shared purpose. Team leaders meet regularly with the Dean for planning, training, and problem solving. New arrivals are quickly welcomed to teams as valued members of a vibrant and diverse Cathedral community.



“Hamilton’s Cathedral”

Our Cathedral also plays a prominent role in the Jamesville and downtown community and across the region. Every Tuesday, we open our doors to our neighbours who are experiencing homelessness and other forms of housing or employment precarity. We provide a light breakfast and a space for conversation, community, and belonging. Many of these community members have come to call it “our Cathedral”. Each month we open our doors to welcome visitors during the Friday evening “Art Crawl”. This monthly festival celebrates the renaissance of James Street North as an artistic and cultural hub. We know the Cathedral is a work of art itself and are thrilled to welcome local artists to display their works here. Local musicians are invited to perform in the Nave. Our volunteers welcome and guide visitors and invite them to return. In September, Art Crawl morphs into Supercrawl—a weekend long celebration of the arts attended by hundreds of thousands from Hamilton and beyond. We are open all weekend, welcoming ten thousand or more visitors. Throughout the weekend, Cathedral and visiting musicians perform and our Choir leads Taizé services.

Over the years, we have been blessed to host a variety of civic and national events, such as the funeral of Corp. Nathan Cirillo. Each year we host Hamilton’s AIDS Vigil on World AIDS Day. As home to the only AIDS altar in a Canadian Cathedral, we are honoured to partner with Hamilton’s vibrant LGBTQIA/2S+ community. During Lent, we are open for Cathedral Café—short contemplative services and group reflections with coffee on Sunday afternoons. Explicitly and implicitly, we do our best to exercise

moral leadership in a changing civic environment. We aspire to keep strengthening our visibility and impact in justice-making, in the name of God, for the well-being of all people and all of God's creation.



Photo: Alexander (Sandy) Darling

Our Parish Life: Organizations and Programmes

Our ministries engage the time, talents, and treasure of all. They are described in Appendices 4 (pages 47-66) and 5 (page 67-69) and in our appended Narrative Budget—our sacred story of ministries and resources (pages 167-175). Specific groups include:

PARISH COORDINATING AND OUTREACH COMMITTEE—overall coordination of events and programs, both internal and partnership-based

ALTAR GUILD—preparing the altar and the surrounding space

ARCHIVIST—maintaining and sharing our story

BRASS MONKEYS—cleaners of brass, silver, and woodwork

CHOIR—see Our Worship, Liturgy and Music section

CHRISTIAN EDUCATION AND DISCUSSION PROGRAMS (VARIOUS)—Education and discussion programs have been offered ad hoc, e.g., Via Media, Compassion, Living the Questions, Cathedral Café.

FINANCIAL STEWARDSHIP—see Our Finances and Stewardship section

FLORAL SECRETARY—manages floral memorials

LAY WEEDERS—planting and caring for the gardens at Cathedral Place

LITURGICAL TEAM LEADERS—see Our Worship, Liturgy and Music section

MEMBERS AT LARGE—see Cathedral Council under Our Organization and Governance

NEWSLETTER COORDINATOR—Contact (quarterly)—seasonal features, opinion pieces, photos, parishioner profiles, updates, and parish calendar (print and digital distribution)

PASTORAL CARE—see Our Organization and Governance

PRAYER CHAIN—responding to requests for prayer

SERVERS—assisting clergy in liturgical services

VESTRY CLERK—keeps records of Vestry and Cathedral Council meetings

WORSHIP SERVICES—see Our Worship, Liturgy and Music section

Our Outreach: Cathedral Organizations and our Wider Church and Community

Knowing that God’s mission extends well into the world, we are committed to work with partners in the 82-parish Diocese of Niagara, the wider Anglican Communion, and in Hamilton and beyond. Some partners are faith-based; others, not. We have also given birth to several organizations that have since evolved into thriving, independent organizations. We seek new ways to engage with our neighbours and partners in the work of discipleship, missional ministry, and justice-making.



ST. MATTHEW’S HOUSE—Supports Hamiltonians in need, including children, seniors, and those struggling with homelessness and precarious housing. We contribute funds, food, Christmas gifts, and board leadership.

SALVATION ARMY MEAL TICKET PROGRAM—We buy and distribute meal tickets every Tuesday morning, opening our doors for food, coffee, pastoral support, and comfortable space to rest and talk in the Cathedral itself, hosted by our volunteers.

CENTERING PRAYER—A weekly opportunity for both parishioners and community members to gather for an hour of instruction, reflection, and contemplative prayer.

CATHEDRAL CAFÉ

ART CRAWL/SUPER CRAWL

MAKERS’ MARKET—Founded by the Cathedral in 2007, a juried outdoor market for local artisans during Art Crawl, hosted in Bishopsgate and inside the sanctuary.

JAMESVILLE CHILDREN’S CENTRE—Founded by the Cathedral thirty years ago and still located at Cathedral Place, it is now an independent day care. Several parishioners are current or past Board members. The Centre anticipates moving after mid-2021.

LAY WEEDERS AND BISHOPSGATE—With funds donated by a generous parishioner, Bishopsgate’s central fountain, benches, and garden make a welcoming space to gather or rest in front of Cathedral Place. Our volunteer “Lay Weeders” team maintains its beauty.



TOUR GUIDES—Parishioners serve as tour guides during events such as the annual Open Doors cultural celebration of distinguished buildings.

THE AIDS NETWORK—We host the annual vigil on World AIDS Day and maintaining an AIDS altar and votive candles in our nave. Some members serve on the Network’s board.

FAMILY YOGA—This weekly program offered by a parishioner for all ages and abilities.

FUNDS AND FOUNDATIONS—Cathedral parishioners support the Primate’s World Relief and Development Fund, Anglican Foundation of Canada, and Bishop’s Company (Diocese of Niagara).

OUT OF THE COLD—Hot dinners for people in need at various Hamilton locations, including Saturday nights at the Cathedral.

NARCOTICS AND ALCOHOLICS ANONYMOUS—We offer meeting space to those struggling with addiction who are often unwelcome elsewhere.

PRAYER SHAWL MINISTRY—Lovingly knitted prayer shawls, and hats and mittens for Meal Ticket guests and others.

ADVANCING LOCAL JUSTICE INITIATIVES—We host meetings of local justice groups such as the Hamilton Roundtable for Poverty Reduction.

AROUND THE BAY ROAD RACE—Clergy and parishioners provide water and blessings to the thousands of runners passing the Cathedral in this annual event.

In addition, the Cathedral parish has founded the now-independent **HAMILTON CHILDREN’S CHOIR** and the **HAMILTON ASSOCIATION FOR RESIDENTIAL RECREATION AND REDEVELOPMENT PROGRAMS** (HARRRP - now Sherman Boys and Girls Club).

(FOR DETAILS, SEE APPENDIX 5: WIDER CHURCH AND COMMUNITY)



“Change us by and for your love.”

INTERIM PRAYER, CHRIST’S CHURCH CATHEDRAL

OUR MEMBERS

Our Current Membership

WHILE STILL PERCEIVED as a wealthy parish by some in the Diocese and the City, Christ’s Church Cathedral is no longer a bastion of Hamilton’s establishment families. Our current parish count is 295. The Cathedral’s Sunday attendance has been gradually increasing, from 77 in 2014 to 110 in 2019. Confirmations, baptisms and weddings are, however, markedly less frequent. The congregation is much more ethnically, culturally, and economically

diverse than ever before. Many parishioners drive 20—30 minutes to attend services. It is currently a destination rather than a neighbourhood church, though nearby condos under construction pose opportunities for change. At times of low growth or financial struggle in our long history, some believed the Cathedral was simply in the “wrong place”. Recent growth of our outward facing ministries and partnerships, the awed visitor response and missional opportunities of Art Crawl, and the renewed energy that has come from breaking old barriers of exclusion in the Anglican Church have assured us of this: the Cathedral is where it should be. We’re called to keep blooming where God has planted us!

Demographically, we are a disproportionately aging congregation, in relation to our city and neighbourhood. We are not mainly “lifers”: during one of our Season of Reflection events, we saw that half of those who attended our first session had joined our congregation since 2005. An increasing proportion are not cradle Anglicans, but self-described exiles from many more theologically-conservative traditions. They have largely come by personal connection or invitation. Several commented on their love of the Cathedral’s diversity and inclusiveness and its championing of social justice. Many belong to sexual minorities. Members are particularly inspired by, and proud of, the Cathedral’s bold historic advocacy for equal marriage in the Anglican Church. They stay because they find community, warmth, engaging roles for laity in the services, and great music. We aspire to a more concerted program of Christian formation for children and youth than we currently provide, to stronger ministry with (and not simply for) children and youth, and to enhanced education and faith formation programs in general.

Membership Statistics (Diocesan records):

	2019	2018	2017	2016	2015	2014
Members	295	307	306	317	335	354
Identifiable donors	122	133	131	132	142	144
Sunday attendance	110	121	119	119	109	77

Inclusion: Our Commitments and Aspirations

Our commitment to strong lay ministry in both liturgy and daily action is a hallmark of the Cathedral. Jesus’ ministry of breaking down barriers, challenging tradition, and

sharing abundance is echoed here. Being a place of community, compassion and hope demands full inclusion and participation from all, including those from communities that have been marginalized by society. Jesus' ministry to those deemed outcasts and sinners by the religious authorities of his time is foundational to our ministry to and with those of diverse socio-economic circumstances. We welcome many who have suffered the disdain or rejection of other churches.

The Cathedral has a particularly long history of support for full inclusion of LGBTQIA2S+ in the Diocese and the national church. As laypeople, we wrote to urge the House of Bishops to exercise stronger leadership for change in the Marriage Canon. We supported the decision of our Bishop to proceed with the blessing of same-sex unions after the 2016 General Synod. The Cathedral is home to the only AIDS Altar in a Canadian Cathedral and hosts Hamilton's annual AIDS Vigil. Moreover, the active participation by self-identified members of the LGBTQIA2S+ community in church leadership, stewardship,



Photo: Alexander (Sandy) Darling

worship and outreach is exceptionally strong.

Our commitment to the socially marginalized of our community continues to grow. Tuesday morning friends drop in to our Sunday morning services. As affordable housing becomes ever scarcer in Hamilton, we aspire to strengthen both our direct ministries (Meal Ticket program, Out of the Cold, St. Matthew's House) and our public advocacy for justice. We will look to our new Dean and Rector to help to reinforce our knowledge, capacity, and skill to welcome, support, and advocate.

Our Sunday morning "Blanket Exercise" with the Ven. Valerie Kerr, Archdeacon for Truth, Reconciliation, and Indigenous Ministry, was a powerful experience. Each Sunday we renew our acknowledgement of the land on which the Cathedral sits and commit to living gently on this land. Our Friday Litany of Reconciliation is a foundational practice. We aspire to more fully connect with our Indigenous community and take a greater part in reconciliation.

Our aspirations are in enthusiastic alignment with the Diocese's Mission Action Plan.



“Embolden us as your servants in the world.”

INTERIM PRAYER, CHRIST’S CHURCH CATHEDRAL

OUR FINANCES AND STEWARDSHIP

Our Stewardship Program

The Cathedral has had a comprehensive stewardship program for several years. Our evidence-based approach to stewardship entails an integrated, strategic, intentional, year-round program, rooted in Scripture and discipleship. It includes active, continuous leadership from the senior team in the parish, both lay and clergy, and strategic, frank, and regular communication, preaching, and prayer.

Led from the Corporation level, stewardship has been a standing item on Corporation meeting agendas. Predicated on a theology of giving and the abundance of God's generosity to us, it encompasses time, talent, and treasure: stewardship of all resources and environments entrusted to us. It is explained in brochures in pews for members, visitors, and newcomers.

Our stewardship program has kept this aspect of our discipleship prominent. Ten to twelve weeks of bulletin inserts (distributed online and in weekly service bulletins) highlight individual ministries, their resource requirements, their impacts, and their place in our discipleship. As Vestry approaches, an illustrated Narrative Budget—the ongoing sacred story of our parish - is prepared, summarizing the stories of the Cathedral's ministries and expressing them in financial terms. This sets the stage for the budget presentation and the invitation to pledge resources for the next year. Proportional giving, PAG (pre-authorized giving), and gift planning are encouraged.

The results are especially striking when many churches are experiencing decline. According to Cathedral and Diocesan statistics for 2018, identified Cathedral givers contribute at nearly twice the Diocesan average (\$2,171 vs \$1,137—or 91% more). This continues despite the deaths of several major givers in the past fifteen years and the reality that the Cathedral is no longer, if it ever was, a community of the wealthy.

Moreover, a recent detailed calculation shows an annual contribution of over 7,600 volunteer hours to the Cathedral's ministries in 2018, equivalent to nearly four full-time years of labour.

The Dean and Rector has been an active leader in this program, in the pulpit and beyond. The Cathedral tradition is that the Dean has remained involved in stewardship progress during the year and personally signed the official charitable donation letters sent to identified givers. Leadership of the stewardship program, formerly held by a Warden, is currently under review.

Congregational growth and development will remain a high priority in the coming years in order for the Cathedral to be able to retire the long-term debt and to rely less on internal income generation from our various funds. The new Dean and Rector will be instrumental in assisting with this challenge and this new growth. It will be essential to increase the size of the parish in order to increase our financial resources.

Our Financial Stewardship: Organizations

AUDIT COMMITTEE—Reviews financial records for compliance with accepted principles.

CAPTAIN OF COUNTERS—Leads team of volunteers counting, recording, and depositing donations.

COLUMBARIUM BOARD—Manages Columbarium affairs. See Property section.

CATHEDRAL PLACE PROPERTY MANAGEMENT COMMITTEE—See Property section.

JAMESVILLE CHILDREN’S CENTRE BOARD—Cathedral representatives serves on this Board.

CONTRIBUTIONS/PAG SECRETARY—Oversees donations received through pre-authorized giving.

ENDOWMENT COMMITTEE—Sets investment policies and approves disbursements for the Morris Endowment.

STEWARDSHIP—See Our Stewardship Program section.

(SEE APPENDIX 4: PROGRAMMES AND ORGANIZATIONS, PAGES 47-66.)

Our Finances

The financial statements for years ended 2018 and 2019 are in the Vestry reports (appended) along with the approved budget for 2020. In 2018, we had an operating deficit of \$2,626; in 2019, a modest operating surplus in 2019 of \$7,690, due to lower than forecast expenditures. The Cathedral began 2020 with an overall operating surplus of \$50,136.

However, the Cathedral has a long-term liability to the Diocese of \$134,039 which was the result of operating deficits that were accumulated many years ago. Due to the generosity of the Diocese, no interest to date has been assessed and there is currently no repayment schedule. The Cathedral recognizes our duty to reduce this debt in our long-range financial plans.

All of the Cathedral’s investments as shown in the financial statements and budget require that the principal (original donation) amounts be preserved. Only accumulated income and capital gains may be drawn from the funds. The funds on deposit with the Synod are detailed in the 2019 Financial Statements and show the original capital amounts

that must be preserved, along with the accrued capital and income to December 31, 2019. Income from both the general funds on deposit with the Synod and the Morris Endowment fund is drawn with care to ensure capacity to support these levels of withdrawals in future years.

The majority of the funds are on deposit with the Diocese and as such are governed by the Diocesan investment policy. The Diocese uses Russell Investments as their portfolio manager and most of the funds are deposited to Russell's Environmental, Social & Governance Global Equity Pool (about 45% of its investment portfolio). This fund includes the following objectives (among others): 1) Reduce carbon footprint by at least 50% (compared to the non-ESG fund); 2) Reduce exposure to stranded assets (fossil fuel reserves) by at least 50% 3) Eliminate exposure to companies with more than 20% of revenue from coal-related activities and 4) invest in companies expected to positively contribute to the transition to renewable ('green') energy sources. The Morris Endowment fund is managed directly by the Cathedral Endowment Committee through RBC Dominion Securities. The original capital donation of \$212,000 must be maintained and the Cathedral may withdraw excess capital and income for property related expenses.



Photo: Alexander (Sandy) Darling

The last fund of note is our Preserve to Serve endowment. These funds are primarily the result of a major past capital campaign, although donations are still encouraged. The funds are held and invested by the Anglican Church Ministries Foundation (Niagara), a foundation set up by the Diocese of Niagara. By agreement with the Anglican Church Ministries Foundation (Niagara), if there is sufficient capital accrual and income in the fund as at September 30th in any given year, the Cathedral may draw 5% of this accumulation in the following year, provided the original capital is not encroached.

The Cathedral relies heavily on Preserve to Serve funds to finance its normal operating budget. The balance in this fund as at September 30, 2019 (its yearly valuation date) was \$1,643,660 and the original capital amount (which must be protected) was \$1,292,234.

(PLEASE SEE APPENDICES 7 AND 8: 2019 AND 2018 VESTRY REPORTS, PAGES 71-118 AND 119-165.)



“Inspire us with a vision for Christ’s mission and ministry.”

INTERIM PRAYER, CHRIST’S CHURCH CATHEDRAL

OUR FUTURE

Our New Diocesan Mission Action Plan

“**C**ALLED to Life—Compelled to Love”. This is the vision of the new Mission Action Plan (MAP) of the Diocese of Niagara, released in February 2020 during our Cathedral’s Season of Reflection. It is the culmination of a year-long discernment process, with the contributions of Synod members and over 400 people from across the Diocese. It is rooted in a powerful Mission Statement:

“Ignited by the irresistible love of Jesus and renewed by the Holy Spirit, we partner with God to deepen faith, share stories, and care for God’s world.”

Our new MAP weaves together three objectives, each with implementation strategies:

- Create and implement opportunities to ignite and strengthen faith.
- Reimagine diocesan culture and adapt our structures to enable ministry.
- Prioritize social justice action with an emphasis on environmental justice.

The Mission Action Plan has been created deliberately to be a living document. Though each objective has a menu of strategies to be activated, the plan is not highly prescriptive. It allows plenty of space for creativity, innovation, and prayerfulness. One of the ideas is a new school for missional ministry, a training program for lay and clergy to enhance their leadership and missional ministry skills. Such an initiative is well aligned with the Cathedral’s outward-facing activities, its aspirations for the future, and its practical opportunities, and could well be appropriate to its leadership role in the Diocese. Another idea is an updated and expanded mandate for the former Greening Niagara Committee to more fully engage environmental stewardship.

Though the MAP is still new, it is an exciting and timely plan as our Cathedral imagines a future with refreshed structures, staffing, and resources. We are clear: we must grow in numbers, knowledge, and skills to embrace our opportunities for ministry. As we join in the Mission Action Plan Prayer, we smile at the future.

“Let the whole world see us living and lifting up the fullness of your love.

Make new those things that have grown old;

And bring wholeness to that which cries out for restoration.”

(Excerpt - Mission Action Plan Prayer)

(SEE APPENDIX 7: DIOCESE OF NIAGARY MISSION ACTION PLAN, PAGE 70.)

Our Strengths, Opportunities, and Challenges

We’re eager to share our lively, diverse, hospitable, spirit-filled, curious, beautiful, and gritty community story with you! Here are some of the strengths you’ll find here. We believe they are foundational to growth in our understandings and ministries:

- A strong but un-stuffy attachment to Anglican tradition and its “big tent” of liturgical and theological richness.
- A passion for social justice rooted in Scripture.
- A highly engaged laity who assume leadership roles in service, liturgy, and outreach.
- A tradition of lay-led initiatives such as Centering Prayer.
- Opportunities for leadership and personal development within liturgical teams.
- A strong clergy tradition in preaching, liturgy, and community relationship development.
- A skilled, experienced and trusted support staff team.
- A well-developed stewardship education and communication plan with solid results.
- An energizing Diocesan plan for the future with exciting implications for the Cathedral.
- A distinguished choir and music ministry with experienced, committed, and creative leadership.
- A neighbourhood and city with ready-made opportunities for encounters with the unchurched and de-churched (Art Crawl, Toronto expats) .
- A beautiful historic building and garden/green refuge.
- A diverse and dynamic neighbourhood in a city with an amazing natural setting.
- A substantial and positive reputation among the public and the Christian community for justice-making, community involvement, and LGBTQIA/2S+ inclusion.
- An understanding of the cultural and other change surrounding us.
- A willingness to explore risks and reconsider old patterns, though needing direction.
- A renewed and clearer relationship within Cathedral Place.
- Last but not least, fabulous cooks, bakers, and foodies who love Christian beverages!

Our new Dean and Rector will also be called upon to exercise and facilitate leadership in some challenges:

- Growing our missional ministry skill base to connect with the unchurched and de-churched.

- Shepherding a full transition from a long-term Dean and Rector—time and relationship building.
- A strategy for growth in Cathedral’s membership base to enhance our ministry capacity.
- Addressing a backlog of repairs and maintenance of an ageing building.
- Building on our understanding of stewardship and planned giving to take the Cathedral to the next level of ministry and retire the debt.
- A rebalancing of current and endowment revenue to replace draws on endowments with more joyful, generous giving.
- A need to engage newer and younger members in leadership roles.
- Facilitation of ministry with and for families and children.
- Increased opportunities for social and spiritual fellowship among aging parishioners.
- Growing our diversity to better reflect our city and neighbourhood.
- Strengthening our education offerings, directly and through lay leadership.

Crossroads: An Opportunity

When the Cathedral and the Diocese came together under one building to form Cathedral Place, a formal legal document defining the relationship was prepared, but was never finalized. As the Cathedral worked with the Bishop to prepare for the leadership transition, Bishop Susan Bell, with the agreement of the Cathedral Corporation, engaged Archbishop Colin Johnson to conduct an in-depth review of the arrangement with particular emphasis on governance. Archbishop Johnson looked at all aspects of the relationship and subsequently provided Bishop Bell with a report that included recommendations on a more formal definition of the relationship, changes or clarifications as to governance, and other issues of concern that had arisen over the years.

As noted in the Property section, the Cathedral pays a flat yearly Occupancy Fee to the Diocese. The Cathedral also makes a contribution towards the diocesan mission and ministry (DM&M) assessment that is not based on the regular formula used in parishes, as approved by Synod. The Archbishop recommended that all parties work together to a) more formally document the relationship especially in terms of governance and

financial commitments, b) create a realistic action plan to address the Cathedral's long-term debt while ensuring the Cathedral's on-going sustainability, vitality and growth and c) regularize and document the criteria used to establish both the Occupancy Fee and the Diocesan Assessment.

To this end, under the leadership of Bishop Susan and Archdeacon Bill Mous and the Cathedral Corporation, these issues are currently being reviewed and addressed. A new canon governing the Cathedral is also in the process of being developed. Our new Dean and Rector will be integral to realizing the opportunity presented by the renewed relationship between the Cathedral and the Diocese.

Our Fearless Future

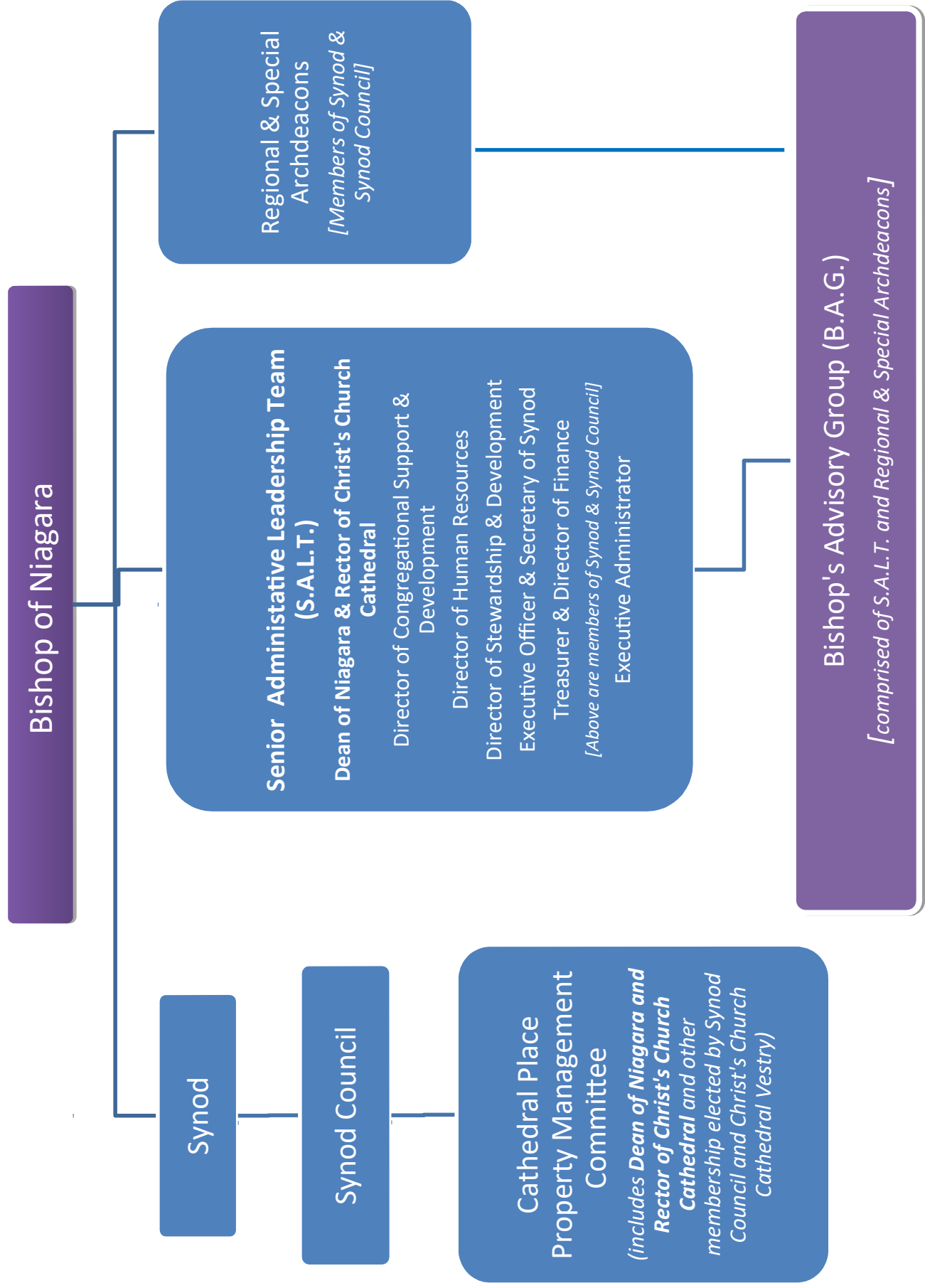
We are eager to raise our game! We know we're not just another "non-governmental organization with a steeple", nor a relic of an entitled past in this post-Christian era. While honouring our treasured buildings and traditions, and continuing to take care of ourselves and each other, we are confident that God is doing a new thing here. We acknowledge and respect the dynamic tension in which we find ourselves - between the Cathedral as "destination church" and the neighbourhood ministries to which we are called, between maintaining an institutional church that we love and embracing the "missional ministry" to which God has been calling us more conspicuously over the past few years. We know it is our job to identify where God is already at work and get right into it, understanding that while experiments feel risky, we are not to fear. We seek a leader to help us engage our gifts and bring new gifts to new expressions of this Christian ministry in our time and place.

Are you that new leader? We'd love to get to know you.

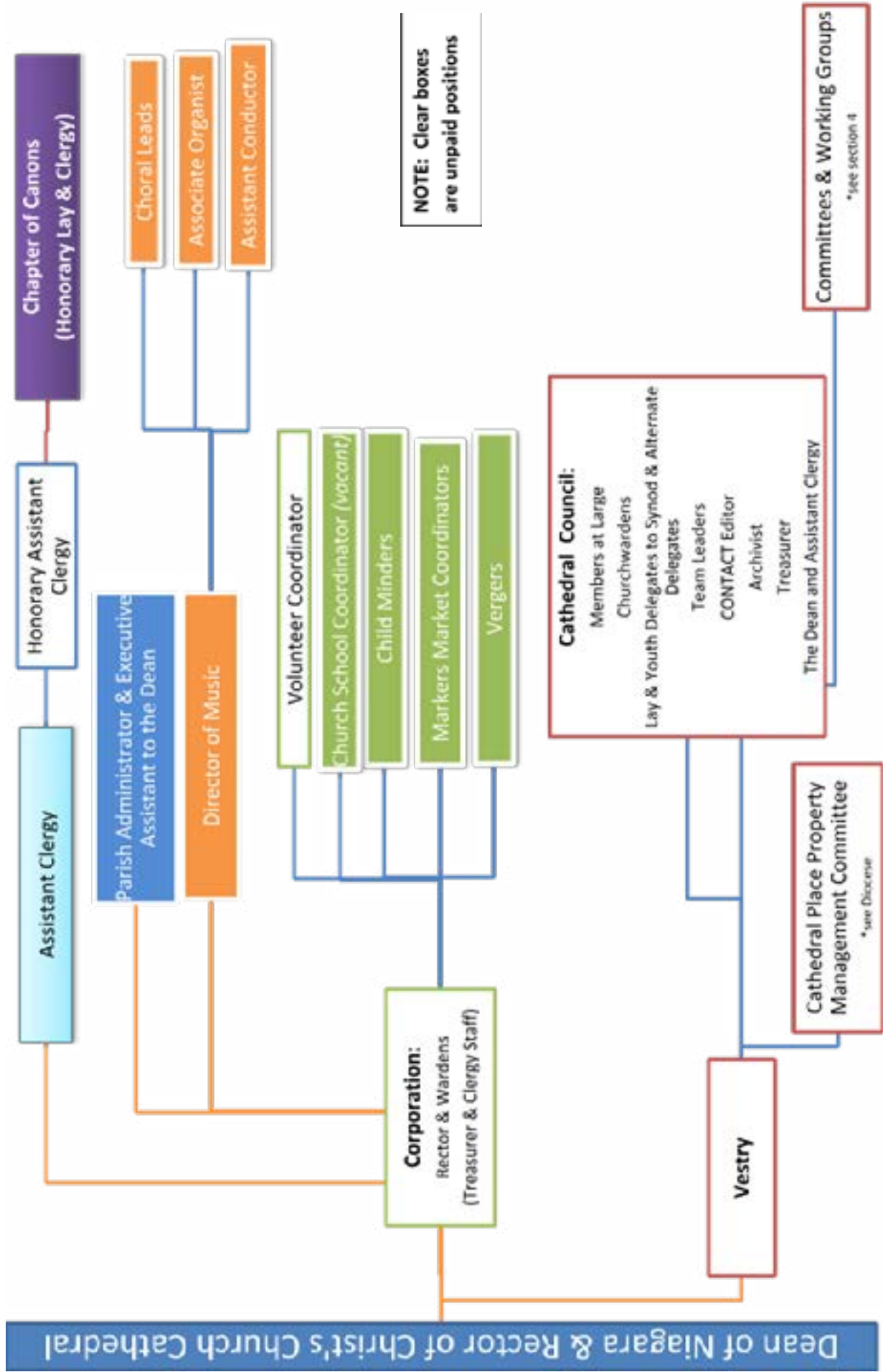
Appendices

1. Organization Chart, Diocese of Niagara | **44**
2. Organization Chart, Christ's Church Cathedral | **45**
3. Property Diagram | **46**
4. Programmes and Organizations | **47**
5. Our Partners: Wider Church and Community | **67**
6. Diocese of Niagara Mission Action Plan | **70**
7. Vestry Report 2019 | **71**
8. Vestry Report 2018 | **119**
9. Our Sacred Story Continues—Narrative Budget | **166**

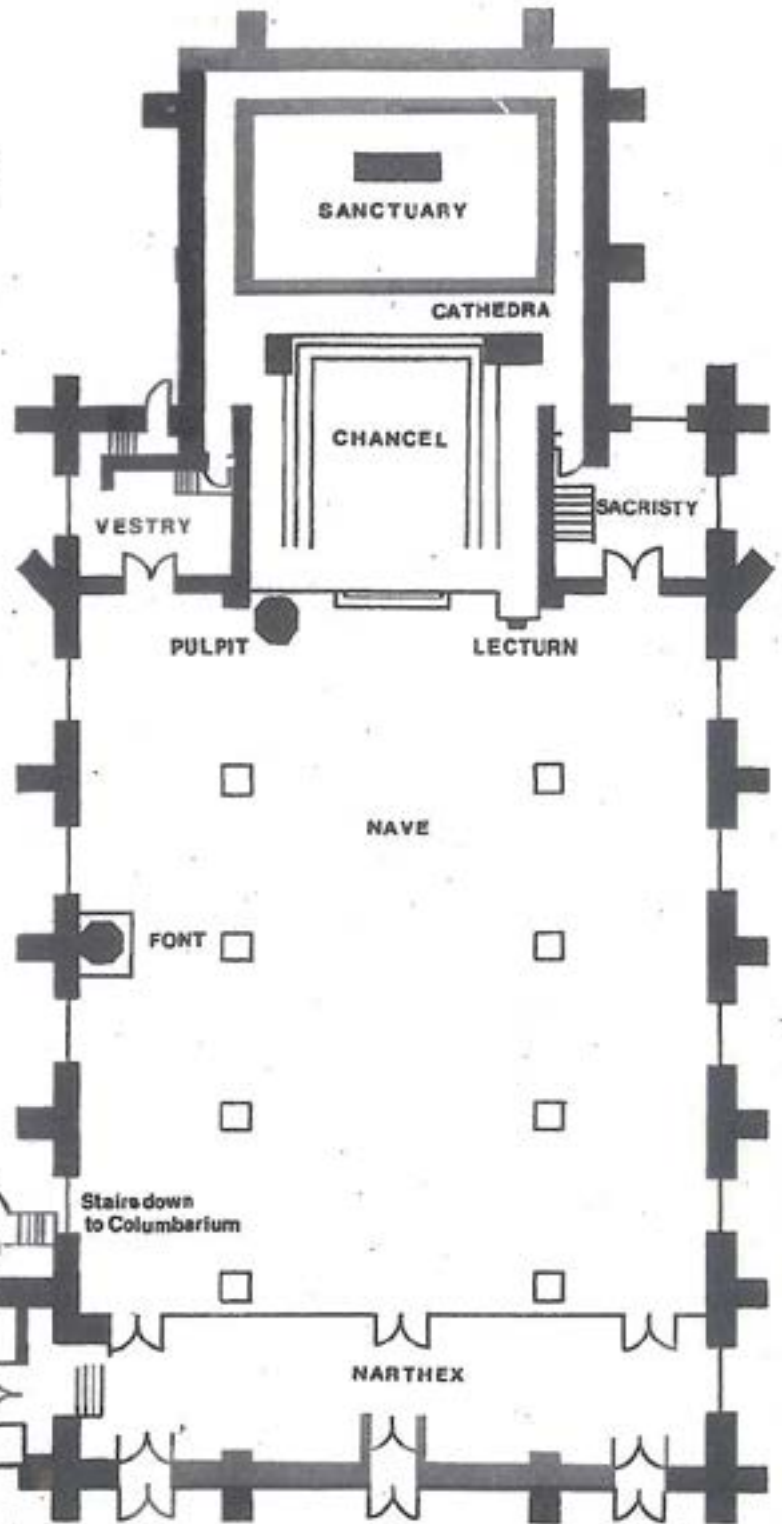
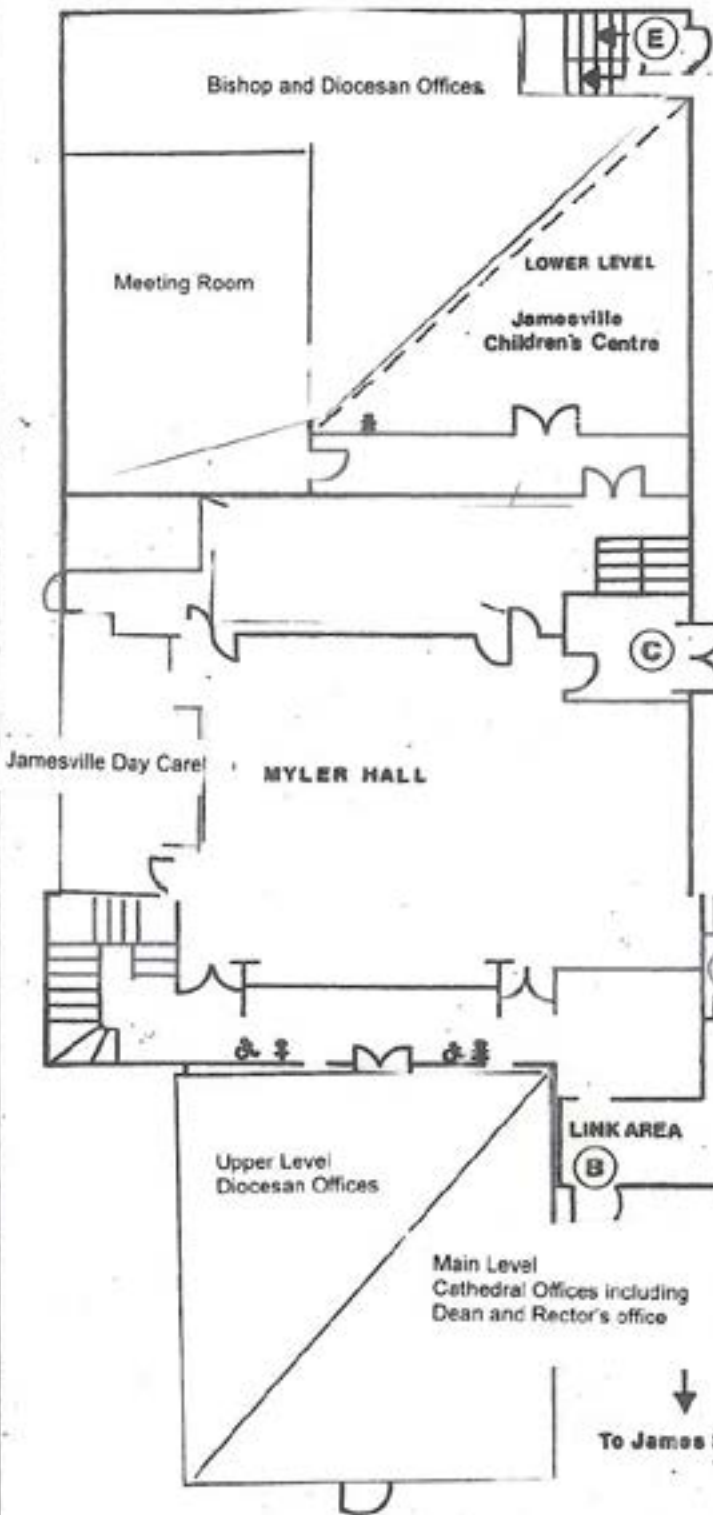
Section 3: Organizational Structure (A)
Diocese of Niagara



Section 3: Organizational Structure (B)
 Dean of Niagara & Rector of Christ's Church Cathedral



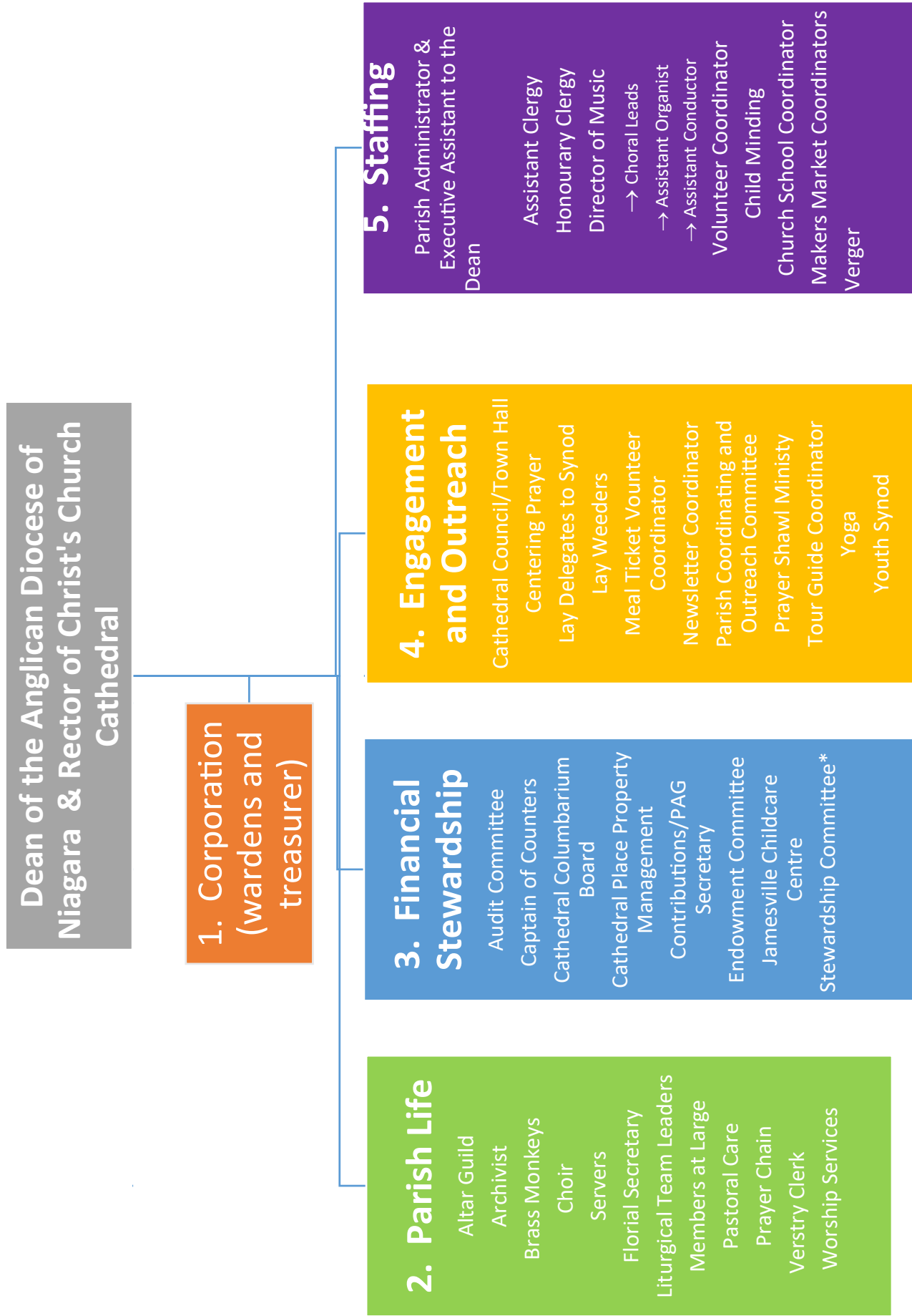
↑
To Hughson St.



*Welcome to
Christ's Church Cathedral*

↓
To James St. N.

Section 4: Programmes and Organizations



Section 4: Programmes and Organizations

Overview of Volunteer¹ Leadership roles and Paid positions:

Functional Responsibility	Role/Volunteer Position	Duties
<p>1. Cathedral Corporation</p>	<p>The Dean</p>	<p><i>See job description</i></p>
	<p>Assistant Clergy</p>	<p><i>Refer Section 3: Organization Structure</i></p>
	<p>Treasurer</p>	<ul style="list-style-type: none"> ● Reporting to the Corporation, this is an officer who is charged with the receipt, care and disbursement of financial matters. ● Maintains financial records of the Cathedral ● Completes disbursements ● Provides regular updates on the status of accounts ● Prepares and presents annual Budget and files annual reports
	<p>Wardens One-year term, renewable; no maximum</p>	<ul style="list-style-type: none"> ● Work together with the Dean, Clergy and congregation and are responsible for all aspects of parish life. ● Work with and supports the Dean while respecting confidence. ● Available to the members of the congregation for information, complaints or suggestions. ● Ensure adequate financial support is provided for the church and that financial and physical concerns of the parish are managed efficiently ● Assist in the development of the annual budget which is presented at vestry ● Write articles for CONTACT <p>Warden on Duty:</p> <ul style="list-style-type: none"> ● Acts as representative of the Corporation at services and functions ● Responds to requests for assistance from staff, verger, team leaders and greeters for information ● Circulates through the link from time to time keeping aware of any security issues ● Deals with emergencies ● Secures collection ● Reviews and signs of cheques prepared by the treasurer

¹ Full descriptions of volunteer duties and responsibilities are available in Cathedral office.

A Place of Community, Compassion and Hope

Section 4: Programmes and Organizations

Functional Responsibility	Role/Volunteer Position	Duties
<p style="text-align: center;">2. Parish Life</p>	<p>Altar Guild President Appointed</p>	<ul style="list-style-type: none"> • Schedules members of altar guild teams • Coordinates Training • Recruits members of the congregation to the altar guild • Organizes and chairs regular meetings • Manages inventory for liturgical services (candles, linen, bread, wine) <p>Altar Guild Members are responsible to prepare the altar for all services according to the Altar Guild Manual.</p>
	<p>Archivist Appointed</p>	<ul style="list-style-type: none"> • Manages the historical records of the Cathedral • Collects, organizes, preserves, maintains control over, and provides access to records and archives determined to have long-term value • Includes both printed material and pictures • Writes articles for CONTACT
	<p>Brass Monkeys Appointed</p>	<ul style="list-style-type: none"> • Cleans brass and silver • Dusts the woodwork
	<p>Choir</p>	<p><i>Refer Section 2: Worship</i></p>
	<p>Coordinators of Servers appointed</p>	<ul style="list-style-type: none"> • Schedule servers for each liturgical and special service • Communicate with servers on duties • Coordinate training • Recruit members of the congregation to the server role <p>Servers are responsible for being attendant to an officiating cleric in the performance of a liturgical service.</p>
	<p>Floral Secretary appointed</p>	<ul style="list-style-type: none"> • Manages flower memorials through communication with individuals and families • Orders arrangements • Promotes flower memorials • Works closely with the Altar Guild

Section 4: Programmes and Organizations

Functional Responsibility	Role/Volunteer Position	Duties
	<p>Liturgical Team Leader appointed</p>	<ul style="list-style-type: none"> ● Schedules members of team for roles at each liturgical and special service ● Communicate with team regarding duties and procedures ● Coordinates training ● Recruits members of the congregation to the liturgical teams ● Meets with the Dean and other Liturgical Team leaders to plan events <p>Liturgical Team Members perform duties of greeter, lay welcoming, readers, intercessor, communion minister and hospitality</p>
	<p>Members at Large one-year term, renewable; no maximum</p>	<ul style="list-style-type: none"> ● Attends the Cathedral Council meetings ● Provides input and guidance on topics of interest to the congregation ● Plays an active role in promoting and advising on stewardship ● Attends other meetings with the corporation as required
	<p>Pastoral Care</p>	<ul style="list-style-type: none"> ● Provided by Dean, Clergy and Honourary Clergy to the Congregation and Community
	<p>Prayer Chain</p>	<ul style="list-style-type: none"> ● Rapid, prayerful response system to any person seeking support for a personal need. ● Anonymity of the prayer seeker and situation is maintained ● One main lead volunteer is contacted with the request. This volunteer then shares the first name of the individual requiring support with the other prayer chain members
	<p>Vestry Clerk One-year term, renewable; no maximum</p>	<ul style="list-style-type: none"> ● Serves as secretary of the parish vestry ● Records and prepares minutes of the vestry and Cathedral Council meetings
	<p>Worship Services</p>	<p><i>Refer Section 2: Worship</i></p>

Section 4: Programmes and Organizations

Functional Responsibility	Role/Volunteer Position	Duties
Financial Stewardship	<p>Audit Committee at discretion of Corporation, no term.</p>	<ul style="list-style-type: none"> • Reviews the Cathedral’s financial records to ensure compliancy with generally accepted accounting principles.
	<p>Captain of Counters Appointed</p>	<ul style="list-style-type: none"> • Responsible for the opening, sorting and counting of all weekly collections donations according to established procedures • Ensures the logging of weekly financial donations received via cash or cheque • Ensures the preparation of weekly bank deposits • Ensures safety and security of the collection counters, the staff and the Cathedral • Schedules counters to assist with the weekly collection <p>Counters: assist with the counting of donations</p>
	<p>Cathedral Columbarium Board Five-year term, renewable, no maximum <i>ex officio</i> The Dean</p>	<ul style="list-style-type: none"> • Manages columbarium affairs which is separate from the Christ’s Church Cathedral Corporation • Sells niches • Signs contracts • Orders and installs name plates • Maintains financial records
	<p>Cathedral Place Property Management Committee The Dean, Diocesan Executive Officer, Two appointed by Cathedral Parish Vestry; Two by Synod Council (SC). SC uses a two-year term; Cathedral has not defined a term; all renewable. Property Manager is non voting member</p>	<ul style="list-style-type: none"> • Oversees and sets policy for Cathedral Place property. • Members attend approximately one or more meetings per year. • Reports to Synod annually on the status of the Cathedral Place property • Gives advice to the Property Manager who oversees the annual budget, both in its development and fulfilling priorities • Assists in long range planning for maintenance and repairs <p><i>*undergoing a review</i></p> <p><i>Refer Section 6: Property</i></p>

Section 4: Programmes and Organizations

Functional Responsibility	Role/Volunteer Position	Duties
	<p>Cathedral Representatives to the Jamesville Children's Centre Board two-year term, renewable, no maximum</p>	<ul style="list-style-type: none"> • Represents Cathedral on Jamesville Children's Centre Board • Attends approximately 10 meetings per year
	<p>Contributions/PAG Secretary Appointed</p>	<ul style="list-style-type: none"> • Manages and records all donations received through automatic bank deposit • Prepares reports for the Treasure and Stewardship Chair • Maintains individual giving/donation records • Issues financial statements quarterly • Prepares income tax receipts for charitable giving <p><i>Input is managed by a team</i></p>
	<p>Endowment Committee five-year term, renewable 5 members <u>ex officio</u> The Dean Warden</p>	<ul style="list-style-type: none"> • Oversees the Morris Fund • Sets and follows investment policies • Monitors invested funds and maintain the financial constraints imposed by donors • Attends four meetings annually, usually lasting one hour each • Approves transactions to be carried out by RBC Dominion Securities • Approves disbursements of income in accordance with Vestry's requirements • Encourages donations

Section 4: Programmes and Organizations

Functional Responsibility	Role/Volunteer Position	Duties
<p style="text-align: center;">4. Engagement and Outreach</p>	<p>Cathedral Council/Town hall (meets 4 x per year) one-year term, renewable; no maximum</p>	<ul style="list-style-type: none"> • An advisory group, not decision making • Meets at least quarterly to consider if the Church is fulfilling purpose • Consults and advises the Dean and Churchwardens • Assists in organizing the congregation • Adheres to the values and the initiatives on the diocesan vision (renewal and mission) and Mission Action Plan. • Commits to assisting with stewardship; regularly and positively speaks and advises on Christian stewardship. <p>Includes the following members:</p> <ul style="list-style-type: none"> • Members at Large <ul style="list-style-type: none"> o Provides input and guidance on topics of interest to the congregation • Churchwardens • Treasurer • Lay Delegates to Synod • Alternate Delegate • Team Leaders • CONTACT Editors • Archivist • The Dean • Cathedral Clergy
	<p>Centering Prayer</p>	<ul style="list-style-type: none"> • Brief teaching, prayer and reflections • Hosted weekly
	<p>Lay Delegates to Synod Two-year term, renewable, no maximum</p>	<ul style="list-style-type: none"> • Prepares for and attends Synod of the Diocese of Niagara, at least annually (November 7, 2020) • Represents Christ’s Church Cathedral • Votes on motions, contributes to ad hoc working groups • Contributes to motions prepared by participants which are informed by their experiences and issues

Revised March 2, 2020

A Place of Community, Compassion and Hope

Section 4: Programmes and Organizations

Functional Responsibility	Role/Volunteer Position	Duties
y	Lay Delegate to Synod – Youth (age 16-25)	<ul style="list-style-type: none"> Commits to and shares actions in their parish and Diocese.
	Lay Weeders Coordinator appointed	<p><i>Same as above</i></p> <ul style="list-style-type: none"> Attends Youth Synod meetings (as applicable to the Youth Delegate)
	Meal Ticket Volunteer Coordinator Appointed	<ul style="list-style-type: none"> Plans for the care of the Bishops Gates Garden to create a welcoming and beautiful entry to the Cathedral and community space Engages and schedules Lay Weeders Planting bulbs and annuals, adding soil, trimming and pruning, removing leaves <p>Lay Weeders: Gardening and care of Bishops Gate and planters on Cathedral Place grounds</p>
	Newsletter Coordinator (CONTACT) Appointed	<ul style="list-style-type: none"> Manages the Tuesday morning outreach program Organizes and schedules volunteers Purchases light refreshments Purchases or collects donations for individuals that access the program <p>Volunteers:</p> <ul style="list-style-type: none"> Talks with individual Issues meal tickets Serves refreshments Acts as an ambassador of the Cathedral
	Parish Coordinating & Outreach Committee	<ul style="list-style-type: none"> Edits and prepares content for the quarterly newsletters Coordinates articles Interviews parishioners Coordinates publishing and distribution in digital and hard copy
	Prayer Shawl Ministry	<ul style="list-style-type: none"> Coordinates the calendar for non-liturgical parish activities e.g. Meal Ticket program, social activities, Art Crawl-tours, Makers Market, etc. Receives and reviews proposals Works closely with Cathedral Place staff and Corporation Communicates information about events <p>Knitting group which gathers weekly to share time and skills to support knitting for:</p> <ul style="list-style-type: none"> Prayer shawls that are distributed to those that need comfort Mittens, scarves and hats for outreach ministry

Revised March 2, 2020

A Place of Community, Compassion and Hope

Section 4: Programmes and Organizations

Functional Responsibility	Role/Volunteer Position	Duties
		<ul style="list-style-type: none"> o Personal projects • All welcome
	<p>Tour Guide Coordinator Appointed</p>	<ul style="list-style-type: none"> • Prepare for tours of the Cathedral during Art Crawl, Super Crawl, Doors Open and other • Suggests other services to be present • Prepares information sheets on historical and current facts about the Cathedral • Coordinates tour guides <p>Tour Guides:</p> <ul style="list-style-type: none"> • Provides individual and group tours during Art Crawl, Super Crawl, Doors Open and other • Answers questions regarding the Cathedral • Acts as an ambassador
	<p>Yoga</p>	<ul style="list-style-type: none"> • Parishioner led weekly yoga class • All welcome
	<p>Youth Synod (age 13-21)</p>	<ul style="list-style-type: none"> • Delegate to annual Youth Synod (May 2020) • Represents Christ's Church Cathedral • contributes to working groups • Contributes to motions prepared by participants which are informed by their experiences and issues • Commits to and shares actions in their parish and Diocese

Revised March 2, 2020

Section 4: Programmes and Organizations

Functional Responsibility	Role/Volunteer Position	Duties	
5. Staffing and Paid Positions			
		Parish Administrator & Executive Assistant to the Dean	<i>Refer Section 3: Organization Structure</i>
		Assistant Clergy	<i>Refer Section 3: Organization Structure</i>
		Honorary Clergy	<i>Refer Section 3: Organization Structure</i>
		Director of Music	<i>Refer Section 3: Organization Structure</i>
		Choral Leads-Choir	Reporting to Director of Music <i>Refer Section 2: Worship</i>
		Assistant Organist	<ul style="list-style-type: none"> Reporting to Director of Music
		Assistant Conductors	<ul style="list-style-type: none"> Reporting to Director of Music
		Volunteer Coordinator Appointed	<ul style="list-style-type: none"> Collect information on competencies and skills for each position Ensure police record checks are completed and kept up to date for applicable positions Keep detailed records of volunteers' information and assignments Ensure the purpose of the position and the Cathedral is clearly communicated
		Church School Coordinator Appointed	<p><i>Vacant</i></p> <p><i>*Undergoing revitalization and development</i></p>
		Child Minding <i>Under direct supervision of The Dean, the clergy and designated Warden</i>	<ul style="list-style-type: none"> Responsible to provide a safe and caring environment for young children (<5 yrs. of age) during the Sunday morning choral Eucharist Prepares age-appropriate activities Purchase supplies as required
		Makers Market Coordinators	<ul style="list-style-type: none"> Manages activities and scheduling of Makers Market Responsible for advertisement and communication Negotiates contracts
		Verger	<ul style="list-style-type: none"> Responsible on Sundays for opening/closing of Cathedral

Section 4: Programmes and Organizations

Functional Responsibility	Role/Volunteer Position	Duties
Y		<ul style="list-style-type: none"> • Ensures that the Cathedral is set up for services • Operates the accessible lift • Cleans and removes any hazards and provides a safe and secure environment for all worshipers • Notifies Clergy, Wardens and/or Team Leads of concerns

Section 4: Programmes and Organizations

Overview of Volunteer¹ Leadership roles and Paid positions:

Functional Responsibility	Role/Volunteer Position	Duties
<p>1. Cathedral Corporation</p>	<p>The Dean</p>	<p><i>See job description</i></p>
	<p>Assistant Clergy</p>	<p><i>Refer Section 3: Organization Structure</i></p>
	<p>Treasurer</p>	<ul style="list-style-type: none"> ● Reporting to the Corporation, this is an officer who is charged with the receipt, care and disbursement of financial matters. ● Maintains financial records of the Cathedral ● Completes disbursements ● Provides regular updates on the status of accounts ● Prepares and presents annual Budget and files annual reports
	<p>Wardens One-year term, renewable; no maximum</p>	<ul style="list-style-type: none"> ● Work together with the Dean, Clergy and congregation and are responsible for all aspects of parish life. ● Work with and supports the Dean while respecting confidence. ● Available to the members of the congregation for information, complaints or suggestions. ● Ensure adequate financial support is provided for the church and that financial and physical concerns of the parish are managed efficiently ● Assist in the development of the annual budget which is presented at vestry ● Write articles for CONTACT <p>Warden on Duty:</p> <ul style="list-style-type: none"> ● Acts as representative of the Corporation at services and functions ● Responds to requests for assistance from staff, verger, team leaders and greeters for information ● Circulates through the link from time to time keeping aware of any security issues ● Deals with emergencies ● Secures collection ● Reviews and signs of cheques prepared by the treasurer

¹ Full descriptions of volunteer duties and responsibilities are available in Cathedral office.

Section 4: Programmes and Organizations

Functional Responsibility	Role/Volunteer Position	Duties
<p style="text-align: center;">2. Parish Life</p>	<p>Altar Guild President Appointed</p>	<ul style="list-style-type: none"> • Schedules members of altar guild teams • Coordinates Training • Recruits members of the congregation to the altar guild • Organizes and chairs regular meetings • Manages inventory for liturgical services (candles, linen, bread, wine) <p>Altar Guild Members are responsible to prepare the altar for all services according to the Altar Guild Manual.</p>
	<p>Archivist Appointed</p>	<ul style="list-style-type: none"> • Manages the historical records of the Cathedral • Collects, organizes, preserves, maintains control over, and provides access to records and archives determined to have long-term value • Includes both printed material and pictures • Writes articles for CONTACT
	<p>Brass Monkeys Appointed</p>	<ul style="list-style-type: none"> • Cleans brass and silver • Dusts the woodwork
	<p>Choir</p>	<p><i>Refer Section 2: Worship</i></p>
	<p>Coordinators of Servers appointed</p>	<ul style="list-style-type: none"> • Schedule servers for each liturgical and special service • Communicate with servers on duties • Coordinate training • Recruit members of the congregation to the server role <p>Servers are responsible for being attendant to an officiating cleric in the performance of a liturgical service.</p>
	<p>Floral Secretary appointed</p>	<ul style="list-style-type: none"> • Manages flower memorials through communication with individuals and families • Orders arrangements • Promotes flower memorials • Works closely with the Altar Guild

Section 4: Programmes and Organizations

Functional Responsibility	Role/Volunteer Position	Duties
	<p>Liturgical Team Leader appointed</p>	<ul style="list-style-type: none"> ● Schedules members of team for roles at each liturgical and special service ● Communicate with team regarding duties and procedures ● Coordinates training ● Recruits members of the congregation to the liturgical teams ● Meets with the Dean and other Liturgical Team leaders to plan events <p>Liturgical Team Members perform duties of greeter, lay welcoming, readers, intercessor, communion minister and hospitality</p>
	<p>Members at Large one-year term, renewable; no maximum</p>	<ul style="list-style-type: none"> ● Attends the Cathedral Council meetings ● Provides input and guidance on topics of interest to the congregation ● Plays an active role in promoting and advising on stewardship ● Attends other meetings with the corporation as required
	<p>Pastoral Care</p>	<ul style="list-style-type: none"> ● Provided by Dean, Clergy and Honourary Clergy to the Congregation and Community
	<p>Prayer Chain</p>	<ul style="list-style-type: none"> ● Rapid, prayerful response system to any person seeking support for a personal need. ● Anonymity of the prayer seeker and situation is maintained ● One main lead volunteer is contacted with the request. This volunteer then shares the first name of the individual requiring support with the other prayer chain members
	<p>Vestry Clerk One-year term, renewable; no maximum</p>	<ul style="list-style-type: none"> ● Serves as secretary of the parish vestry ● Records and prepares minutes of the vestry and Cathedral Council meetings
	<p>Worship Services</p>	<p><i>Refer Section 2: Worship</i></p>

Section 4: Programmes and Organizations

Functional Responsibility	Role/Volunteer Position	Duties
Financial Stewardship	<p>Audit Committee at discretion of Corporation, no term.</p>	<ul style="list-style-type: none"> Reviews the Cathedral’s financial records to ensure compliancy with generally accepted accounting principles.
	<p>Captain of Counters Appointed</p>	<ul style="list-style-type: none"> Responsible for the opening, sorting and counting of all weekly collections donations according to established procedures Ensures the logging of weekly financial donations received via cash or cheque Ensures the preparation of weekly bank deposits Ensures safety and security of the collection counters, the staff and the Cathedral Schedules counters to assist with the weekly collection <p>Counters: assist with the counting of donations</p>
	<p>Cathedral Columbarium Board Five-year term, renewable, no maximum <i>ex officio</i> The Dean</p>	<ul style="list-style-type: none"> Manages columbarium affairs which is separate from the Christ’s Church Cathedral Corporation Sells niches Signs contracts Orders and installs name plates Maintains financial records
	<p>Cathedral Place Property Management Committee The Dean, Diocesan Executive Officer, Two appointed by Cathedral Parish Vestry; Two by Synod Council (SC). SC uses a two-year term; Cathedral has not defined a term; all renewable. Property Manager is non voting member</p>	<ul style="list-style-type: none"> Oversees and sets policy for Cathedral Place property. Members attend approximately one or more meetings per year. Reports to Synod annually on the status of the Cathedral Place property Gives advice to the Property Manager who oversees the annual budget, both in its development and fulfilling priorities Assists in long range planning for maintenance and repairs <p><i>*undergoing a review</i></p> <p><i>Refer Section 6: Property</i></p>

Section 4: Programmes and Organizations

Functional Responsibility	Role/Volunteer Position	Duties
	<p>Cathedral Representatives to the Jamesville Children’s Centre Board two-year term, renewable, no maximum</p>	<ul style="list-style-type: none"> • Represents Cathedral on Jamesville Children’s Centre Board • Attends approximately 10 meetings per year
	<p>Contributions/PAG Secretary Appointed</p>	<ul style="list-style-type: none"> • Manages and records all donations received through automatic bank deposit • Prepares reports for the Treasure and Stewardship Chair • Maintains individual giving/donation records • Issues financial statements quarterly • Prepares income tax receipts for charitable giving <p><i>Input is managed by a team</i></p>
	<p>Endowment Committee five-year term, renewable 5 members <u>ex officio</u> The Dean Warden</p>	<ul style="list-style-type: none"> • Oversees the Morris Fund • Sets and follows investment policies • Monitors invested funds and maintain the financial constraints imposed by donors • Attends four meetings annually, usually lasting one hour each • Approves transactions to be carried out by RBC Dominion Securities • Approves disbursements of income in accordance with Vestry’s requirements • Encourages donations

Section 4: Programmes and Organizations

Functional Responsibility	Role/Volunteer Position	Duties
<p style="text-align: center;">4. Engagement and Outreach</p>	<p>Cathedral Council/Town hall (meets 4 x per year) one-year term, renewable; no maximum</p>	<ul style="list-style-type: none"> • An advisory group, not decision making • Meets at least quarterly to consider if the Church is fulfilling purpose • Consults and advises the Dean and Churchwardens • Assists in organizing the congregation • Adheres to the values and the initiatives on the diocesan vision (renewal and mission) and Mission Action Plan. • Commits to assisting with stewardship; regularly and positively speaks and advises on Christian stewardship. <p>Includes the following members:</p> <ul style="list-style-type: none"> • Members at Large <ul style="list-style-type: none"> ◦ Provides input and guidance on topics of interest to the congregation • Churchwardens • Treasurer • Lay Delegates to Synod • Alternate Delegate • Team Leaders • CONTACT Editors • Archivist • The Dean • Cathedral Clergy
	<p>Centering Prayer</p>	<ul style="list-style-type: none"> • Brief teaching, prayer and reflections • Hosted weekly
	<p>Lay Delegates to Synod Two-year term, renewable, no maximum</p>	<ul style="list-style-type: none"> • Prepares for and attends Synod of the Diocese of Niagara, at least annually (November 7, 2020) • Represents Christ’s Church Cathedral • Votes on motions, contributes to ad hoc working groups • Contributes to motions prepared by participants which are informed by their experiences and issues

A Place of Community, Compassion and Hope

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Functional Responsibility	Role/Volunteer Position	Duties
y	Lay Delegate to Synod – Youth (age 16-25)	<ul style="list-style-type: none"> Commits to and shares actions in their parish and Diocese.
	Lay Weeders Coordinator appointed	<p><i>Same as above</i></p> <ul style="list-style-type: none"> Attends Youth Synod meetings (as applicable to the Youth Delegate) Plans for the care of the Bishops Gates Garden to create a welcoming and beautiful entry to the Cathedral and community space Engages and schedules Lay Weeders Planting bulbs and annuals, adding soil, trimming and pruning, removing leaves <p>Lay Weeders: Gardening and care of Bishops Gate and planters on Cathedral Place grounds</p>
	Meal Ticket Volunteer Coordinator Appointed	<ul style="list-style-type: none"> Manages the Tuesday morning outreach program Organizes and schedules volunteers Purchases light refreshments Purchases or collects donations for individuals that access the program <p>Volunteers:</p> <ul style="list-style-type: none"> Talks with individual Issues meal tickets Serves refreshments Acts as an ambassador of the Cathedral
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	Parish Coordinating & Outreach Committee At discretion of Vestry; no term	<ul style="list-style-type: none"> Coordinates the calendar for non-liturgical parish activities e.g. Meal Ticket program, social activities, Art Crawl-tours, Makers Market, etc. Receives and reviews proposals Works closely with Cathedral Place staff and Corporation Communicates information about events
	Prayer Shawl Ministry	<ul style="list-style-type: none"> Knitting group which gathers weekly to share time and skills to support knitting for: <ul style="list-style-type: none"> Prayer shawls that are distributed to those that need comfort Mittens, scarves and hats for outreach ministry

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Functional Responsibility	Role/Volunteer Position	Duties
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	<p>Yoga</p>	<ul style="list-style-type: none"> • Parishioner led weekly yoga class • All welcome
	<p>Youth Synod (age 13-21)</p>	<ul style="list-style-type: none"> • Delegate to annual Youth Synod (May 2020) • Represents Christ's Church Cathedral • contributes to working groups • Contributes to motions prepared by participants which are informed by their experiences and issues • Commits to and shares actions in their parish and Diocese

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Section 4: Programmes and Organizations

Functional Responsibility	Role/Volunteer Position	Duties
<p style="text-align: center;">5. Staffing and Paid Positions</p>		
	<p>Parish Administrator & Executive Assistant to the Dean</p>	<p><i>Refer Section 3: Organization Structure</i></p>
	<p>Assistant Clergy</p>	<p><i>Refer Section 3: Organization Structure</i></p>
	<p>Honorary Clergy</p>	<p><i>Refer Section 3: Organization Structure</i></p>
	<p>Director of Music</p>	<p><i>Refer Section 3: Organization Structure</i></p>
	<p>Choral Leads-Choir</p>	<p>Reporting to Director of Music <i>Refer Section 2: Worship</i></p>
	<p>Assistant Organist</p>	<ul style="list-style-type: none"> Reporting to Director of Music
	<p>Assistant Conductors</p>	<ul style="list-style-type: none"> Reporting to Director of Music
	<p>Volunteer Coordinator Appointed</p>	<ul style="list-style-type: none"> Collect information on competencies and skills for each position Ensure police record checks are completed and kept up to date for applicable positions Keep detailed records of volunteers' information and assignments Ensure the purpose of the position and the Cathedral is clearly communicated
	<p>Church School Coordinator Appointed</p>	<p><i>Vacant</i> <i>*Undergoing revitalization and development</i></p>
<p>Child Minding <i>Under direct supervision of The Dean, the clergy and designated Warden</i></p>	<ul style="list-style-type: none"> Responsible to provide a safe and caring environment for young children (<5 yrs. of age) during the Sunday morning choral Eucharist Prepares age-appropriate activities Purchase supplies as required 	
<p>Makers Market Coordinators</p>	<ul style="list-style-type: none"> Manages activities and scheduling of Makers Market Responsible for advertisement and communication Negotiates contracts 	
<p>Verger</p>	<ul style="list-style-type: none"> Responsible on Sundays for opening/closing of Cathedral 	

Our Partners: Wider Church and Community

The parish of Christ's Church Cathedral recognizes that God's mission transcends the work of any single congregation. We also recognize that God is at work both inside and outside of the church. We take seriously our commitment to our partners in the Diocese of Niagara, in the wider Anglican Communion, and in the City of Hamilton and beyond, whether faith-based or not. Our parish has a variety of active partnerships in the church and in the community. We have also given birth to several organizations that have since evolved into thriving, independent organizations in their own right. In the future, we hope to continue much of our present work and explore new ways of engaging with our neighbours in the work of discipleship, mission, and justice-making. It is also important to note that Christ's Church Cathedral is the Mother Church of the Diocese of Niagara, which contains over 80 parishes.

ST. MATTHEW'S HOUSE—The history of our partnership with St. Matthew's House dates back to its inception in 1964, and several parishioners of Christ's Church Cathedral are active board members. St. Matthew's House provides a wide variety of programs and support to Hamiltonians in need, including children, seniors, and those struggling with homelessness and precarious housing. Parishioners actively support the work of St. Matthew's House through weekly donations of money and non-perishable food items and Christmas gifts. Several Cathedral parishioners are current or past Board members.

SALVATION ARMY MEAL TICKET PROGRAM—The Salvation Army offers a meal to community members in need throughout the year. Our parish purchases tickets to these meals and distributes them on Tuesday mornings. In addition to offering tickets on these mornings, we open our doors and give coffee and a light breakfast to anyone who asks. These Tuesday mornings provide a safe and comfortable space for people to rest, eat, and engage in conversation with one another. We often take this opportunity to distribute hygiene products and winter garments to those who want them. There is also pastoral support offered on these mornings to those who need it.

CENTERING PRAYER—We offer a weekly opportunity for both parishioners and community members to gather for an hour of reflection, discussion, and centering prayer. Currently, roughly half of the attendees are not parishioners at Christ's Church Cathedral.

CATHEDRAL CAFÉ—Cathedral Café sponsors a number of events and series on topics related to theology, the arts, and culture. Past Cathedral Café programs have taken the form of lectures, book studies, and musical performances. These events also typically include an opportunity for worship and conversation over coffee and tea. Cathedral Café is open to parishioners, but also to the wider diocesan and Hamilton community.

ART CRAWL/SUPER CRAWL—Art Crawl is a monthly event hosted by our neighborhood's

arts community. On these nights, local artisans and vendors have outdoor stands, galleries open their doors to the public, and local musicians provide entertainment. Every September, our neighbourhood hosts Super Crawl, one of the largest celebrations in the City of Hamilton. For Super Crawl, James St. N is closed to auto traffic, and tens of thousands of people enjoy the festivities. In addition to the normal the Art Crawl program, Super Crawl attracts major musical performances, local food trucks, and outdoor art pieces. During both Art Crawl and Super Crawl, the Cathedral opens its door to the community to enjoy the history and architecture of our space. Visitors are greeted by volunteers from the parish who are able to answer questions and give tours. The Cathedral also hosts local artists to display and discuss their work, provides organ and choir performances, and offers a contemplative Taizé service for visitors.

MAKERS' MARKET—The Makers' Market was founded by Christ's Church Cathedral in 2007. It is a juried outdoor market for local artisans during Art Crawl from May till September and a two-day holiday market in December. It is a community outreach program that was founded to encourage local creative arts businesses. Makers' Market is hosted in the outdoor garden and sanctuary of Christ's Church Cathedral.

JAMESVILLE CHILDREN'S CENTRE—About thirty years ago, Christ's Church Cathedral founded the Jamesville Children's Centre to meet a need in our community. Presently, the children's centre is an independent organization, but still meets at Cathedral Place. Cathedral parishioners provide Christmas gifts for the children. Several parishioners are current or past Board members. The Centre anticipates moving to a newly constructed school after August 2021 (pending Province of Ontario decisions).

BISHOPSGATE GARDEN—The funds to create and maintain this greenspace in front of the cathedral were donated by a generous parishioner. It includes a central fountain, benches, and various kinds of plants and flowers. Volunteers from the congregation work actively to keep this space beautiful. For many years, Bishopsgate was one of the only greenspaces in our neighbourhood. It remains a place where community members come to rest, reflect, and have conversations.

TOUR GUIDES—Members of our congregation often serve as tour guides whenever we open our doors to the wider Hamilton community. The Cathedral participates in the annual Open Doors cultural celebration of distinguished buildings.

THE AIDS NETWORK—We partner with the AIDS Network by hosting an annual ecumenical vigil on World AIDS Day and by maintaining an altar and votive candles dedicated to those effected by HIV/AIDS in our nave. Members of our congregation are also active board members.

FAMILY YOGA—This weekly program is run by one of our parishioners. It is geared toward

people of all ages and abilities, and promotes physical, mental, and emotional health.

FUNDS AND FOUNDATIONS—The Cathedral parish provides monetary support to the following Anglican funds and foundations: Primate’s World Relief and Development Fund, Anglican Foundation of Canada, and Bishop’s Company (Diocese of Niagara).

OUT OF THE COLD—This organization provides hot, nutritious meals for people in need six days a week at ten locations across Hamilton during the late fall and winter. The Cathedral parish supports the work of this ministry both by hosting one the meals each week.

NARCOTICS AND ALCOHOLICS ANONYMOUS—By offering our space to these groups, Christ’s Church Cathedral demonstrates its concern for those in our community who are struggling with addiction.

KNITTING GROUP—The Prayer Shawl Ministry provides hand-knitted prayer shawls as desired, in addition to hats and mittens for Tuesday Morning guests and others in need.

ADVANCING LOCAL JUSTICE INITIATIVES—The Cathedral hosts meetings of local justice advocacy and working groups such as the Hamilton Roundtable for Poverty Reduction, a multi-agency collaborative.

AROUND THE BAY ROAD RACE—The route of this popular annual 30 Km race, run on a Sunday morning, goes by the Cathedral. Clergy and parishioners provide water and blessings to the thousands of runners. Cathedral teams also participate in the race itself.

The Cathedral parish gave birth to and nourished the following now-independent organizations. These organization reflect our commitment to the arts and to justice-work.

THE HAMILTON CHILDREN’S CHOIR

HAMILTON ASSOCIATION FOR RESIDENTIAL RECREATION AND REDEVELOPMENT PROGRAMS
(now Sherman Boys and Girls Club)

Vision:
Called to Life - Compelled to Love

Mission Statement:
**Ignited by the irresistible love of Jesus and renewed by the Holy Spirit,
 we partner with God to deepen faith, share stories and care for God’s world.**

Objective and Strategies		To Be Initiated By
1	<p>Create and implement opportunities to ignite and strengthen faith</p> <p><u>Strategies</u></p> <p>A. Nourish and support clergy, parishioners (current and de-churched) and staff in their longing to know Christ. Listen, learn and then act to understand what is required to provide nourishment and support.</p> <p>B. Share the Good News of Christ’s life changing love for all.</p>	<p>Canon Christyn Perkons Rev. Canon Dr. Dawn Davis</p>
2	<p>Reimagine diocesan culture and adapt our structures to enable ministry</p> <p><u>Strategies</u></p> <p>A. Invite interested people to gather in incubator groups to pray, discern and propose innovative recommendations around common topics.</p> <p>B. Examine personnel, governance, financial and vocational policies and structures of the diocese with the intention of freeing us for God’s mission.</p> <p>C. Review internal and external communication practices and implement more effective communication strategies.</p>	<p>Rev. Canon Bill Mous Canon Christyn Perkons</p>
3	<p>Prioritize Social Justice action with an emphasis on Environmental Justice</p> <p>The Gospel calls us to work to change unjust structures and help the marginalized and the poor. This includes all forms of injustice including climate crisis, racism, mental health discrimination, human rights, homelessness, human trafficking and poverty. Knowledge and skills will move us to impactful advocacy.</p> <p><u>Strategies</u></p> <p>A. Deepen our understanding of local and global social justice needs.</p> <p>B. Provide response strategies, training and resources to enable parishes to take appropriate action on issues.</p> <p>C. Actively engage in reconciliation work in response to the TRC recommendations.</p>	<p>Deirdre Pike Venerable Val Kerr Greening Niagara</p>

A photograph of Christ's Church Cathedral in Hamilton, Ontario, Canada. The cathedral is a Gothic Revival style building constructed from dark grey stone. It features a prominent central tower with a tall, slender spire topped with a cross. To the left and right of the central tower are smaller, similar spires. The facade is characterized by large, pointed Gothic arches, including a large central window with intricate tracery. The building is set against a clear blue sky with a few wispy white clouds. In the foreground, there are green trees and a black wrought-iron fence.

252 James St. N.
Hamilton, ON L8R 2L3
www.cathedralhamilton.ca

CHRIST'S CHURCH CATHEDRAL
ANNUAL VESTRY REPORT
2019

A place of community, compassion and hope.

CHRIST'S CHURCH CATHEDRAL - 2019 VESTRY MINUTES
Sunday, 24 February 2019 (Epiphany 7)
Chair of Vestry – The Very Reverend Peter Wall

Call to Order

Dean Peter Wall called the meeting to order at 11:11 and reminded all to sign the Vestry book if they had not already done so.

Agenda Check

The Dean advised that the order of the agenda was going to change slightly to accommodate the commitments of some of the presenters, but all items would be included.

- Item 9 The Special Report from the Jamesville Child Centre was going to be moved to after after item 5
- Bishop Susan Bell will be joining part of the meeting around noon to discuss item 11 The Future and the Parochial Committee; this is a significant departure from the bishop's busy calendar but she was committed to being with us

Appointment of Vestry Clerk

Motion: That Mary Anne Grant be appointed Vestry Clerk.

Moved: John Bradley
Seconded: Trudi Down
CARRIED

Adoption of Agenda

Motion: That the agenda, as printed and distributed, be adopted, with the understanding that the order may be amended by the Chair.

Moved: Anne -Louise Watts
Seconded: Kerry Lubrick
CARRIED

Minutes of 2019 Vestry

The Dean commented that the images chosen for the cover of the Vestry Report tell a story, our story; he offered kudos to Alison Meredith for this design and for all of the work formatting the entire document.

The Dean advised that last year there were 2 vestries; one in January to appoint our delegates to synod and report the information for the March 3 Electoral Synod, and the annual meeting in February.

Motion: That the minutes of the (2) 2018 Vestry meetings be adopted as printed and circulated.

Moved: Fred Hall
Seconded: Dan Tatarnic
CARRIED

Reports of Cathedral Groups and Activities

Dean Peter Wall encouraged all to read the annual reports; the story tells what we do, who we are, how well we do things, what we hope for. The booklet includes reports from the clergy, the corporation, Michael Bloss, various committees as well as the financial statements.

Questions

- Kymme Sum noted that there were 2 reports missing from the booklet, that of the prayer chain started last year and any report on the 4 teams
- Peter advised that anyone is welcome to submit a report when the call is put out. Also said 'hats off' to Kymme and associates for overseeing the prayer chain
- Peter commented that the teams are so ever present we often forget about them; he named the leaders and stated we all deeply appreciate what they do and what the teams do; everyone in the parish is on a team thank you all, we are the envy of other parishes when visitors come and see all accomplished. The Bede team leadership is currently in transition.

Special Report from Jamesville Child Care Centre

John Bradley reported recent news that there will be significant changes for the Centre in 2019. The Jamesville Child Care Centre started as an outreach program of the Parish 30 years ago with 3 children. Currently there are

over 140 children enrolled in the program here and at Bennetto School for before and after school care. The number of subsidized spaces has decreased in recent years. Any financial support the centre received in the early years has been reinvested and covers the costs of maintenance and upgrades including the roof, the choir room, etc recently. The board was approached by the HWDSB about the possibility of relocating to a purpose built space at Bennetto on a preferred basis; such an opportunity would usually go out to tender for proposals. Currently at Cathedral Place the child care centre is on many levels; in the past those with accessibility issues have had to be turned away. Also this new model would be equipped for infant care (6 months and up) which the current facilities do not accommodate. The board's original plan was to opt for continuing to offer programs at both spaces; after reflection and prayerful consideration they decided to move all programs to Bennetto as of Sept 2019.

An organization that was founded by the parish is now ready to stand on its own like the Hamilton Children's Choir and HARRRP that we also gave birth to. The centre hopes to continue to share celebrations like the Hallowe'en parade and Christmas Party with the Cathedral community.

This move means new opportunities and space for other projects, we are not sure what might be next and there will be challenges as we use our resources in new and creative ways. The Jamesville Child Care Centre is not saying good bye, it is more like see you down the road; the board wants to stay connected.

Dean Peter Wall added that this has been in the conversation stage for awhile; the board just decided its intention in the last 10 days; synod staff was notified as soon as possible. We will miss the kids and their presence amongst us, like HARRRP which started out in a hall here, was nourished and sent out. Jamesville will maintain the name and the Cathedral will maintain a presence on the board.

This does present a financial challenge and the opportunity to rethink the use of space. What can we do with it is a gift; we need to look very carefully at the implications, what use Cathedral Place may have for this space, not just our congregation. There will be time to mark the daycare's presence here and thank the staff in the coming days. This is sad but not bad; challenging but good; the result of all the work done over may years. Peter thinks of people like Margaret Grinstead tending to the daycare in the early years, all the meetings, drafting bylaws, etc.; and like Jack Dougherty who played a strong part in the history.

Peter thanked John Bradley for telling the story so well. The Cathedral Place Property Management committee will meet in March to begin to discuss this opportunity.

Questions

- Kim Johnston asked the amount of rent paid by the centre; last year was about \$43,000 which goes into the property budget of Cathedral Place
- Jeni Darling added that she is so excited; as someone involved at the beginning of the centre to see how people nurtured this ministry, thinks of Cathy Pye and Bob Best and others

Financial Report for 2018

J. Lefebvre highlighted some of the information included in the annual report booklet

- advised that the Balance Sheet on page 7 is a snapshot of that specific date. It does not balance there is a section totalling about \$900000 missing in the printed report.
- page 8 – shows a healthy bank account; liabilities recorded are either money that we owe or funds that we are holding ie. for the Makers' Market; shows a surplus of \$42000
- page 9 shows that we did not meet the target in givings, had wanted 2% increase; we ended alright because expenses were lower than anticipated; J. does not expect this to be the norm
- special offerings listed include a grant from the diocese of \$18000 for our pastoral associates and a donation from the Martin Foundation, usually we receive \$2000 each year.
- drew what we expected to from the Morris fund and Preserve to Serve
- drew \$4000 less from our holdings with synod; we had some recoveries on PST which covered the cost of cleaning the swell organ
- drew additional funds from Bishopsgate; had enough capital to do this towards the repairing the irrigation system unexpectedly, and repairing the fountain
- spent \$15000 extra to help pay for chancel work including painting and lighting
- page 10 the salaries slightly underspent, cost of The Dean's conference lower than anticipated, and we didn't hire a summer student in 2018
- music underspent, but we anticipate this will normalize in 2019

- we are going into the new year with a cushion
- investment funds such as Clifford and Morris are healthy, the market is starting to recover
- page 12 memorial fund
- page 13 all funds listed are protected, the capital at cost cannot be encroached upon, we can use the accrued appreciation, can use appreciation accrued
- pointed out a new fund for organ maintenance was opened by Barbara Howard, who has committed to donating annually until it reaches \$100000
- also pointed out the auditor note on page 17

Questions

- Dean Peter Wall noted that on page 12 the date should be December 31, 2018
- Jenny Street thanked J. for all of this work, met with a round of applause.
- Peter said there are very few constants in the congregation and staff of the Cathedral, but J. has always been the treasurer since arrived

Motion: That the financial statements of 2018, as printed and circulated, be adopted

Moved: George Down

Seconded: John Bradley

CARRIED

2019 Budget

- J. Lefebvre referred to page 19 of the booklet
- corporation is suggesting a 2% increase in givings based on last year's actual figures
- anticipates spendings to be normalized
- value of funds is based on historical trends
- we can maintain a draw from the Morris fund \$25000 for a few years
- we can draw from Preserve to Serve, subject to markets
- we received a bequest in 2018
- if the market does not change, we can continue to draw from funds as listed
- page 20 expenditures: a 2% wage increase for clergy, and licensed lay workers was recommended by Synod as well as a 2% increase in housing allowance; a 2% wage increase also recommended for staff
- Bishopsgate and Cathedral Place expenses will normalize; we pay a fixed amount to Synod each month and in turn, Cathedral Place looks after all Cathedral maintenance and property expenses
- to determine the rate, the diocese looked at what other parishes usually pay as % of their budget for heat, hydro, maintenance costs
- page 22 shows a deficit of \$14000 projected for 2109, but right now have accumulated surplus
- also shows conservative projected budget for 2020; if there is no increase in revenues, but a 2% increase in expenses, we will be eating away at the savings safety net
- also have a \$36000 line of credit, which we did not use at all in 2018

Peter's comments

- any undesignated donation of \$5000 or more was automatically allocated to Preserve to Serve, the fund has its own bylaws, supports ministry here, an amount is taken annually for this
- final disposition of the Paul Baron fund included \$11000
- recognized the work of Sandy Darling and others
- encouraged people to look at the narrative budget; it tells our story, Jim Newman created this very important document and this has been used as a model in the diocese; thanks to Jim for all of the distilling of figures and all the work he does.
- there was concern at Corporation about proposing a deficit budget, a concern about increased giving request of 2%
- a yes vote at this meeting means that we are all going to support this budget

Questions

- Michael Bloss asked for clarification that the Director of Music salary was included in the salaries line
- Sandy Darling mentioned that Preserve to Serve is set up with a draw of 5% every year as was customary at the time; over the past 10 years, many comparative institutions have lowered the amount of a standard draw, gradually each year able to draw less; the only way to increase the fund is through bequests
- Sandy also noted that in narrative budget, energy put into ministry to diocese, these outreach ministries are

not listed at the back of the document, but are reflected in the reports at beginning, should be recognized as part of our outreach

- J. stated that we do get a significant reduction in the diocesan assessment annually to reflect hosting diocesan services, the work, hospitality, ministry involved; he will endeavour to get this into the narrative budget; we are well supported by the bishop and staff; our assessment would be double without this relationship

Motion: That the Cathedral Operating Budget for 2019, as printed and circulated, be adopted.

Moved: J. Lefebvre

Seconded: John Ellis

CARRIED

The Future – Parochial Committee, etc

- Peter announced his retirement 2 weeks ago and cherishes all of the notes, emails and kind words from people since
- Bishop Bell has asked Peter to consider coming back to work in the office after some time away
- Peter is confident that the Cathedral will sail on with the skill and dedication of the congregation
- There is a process for vacancies in a parish which involves the bishop and corporation, gathering advice from members of the parish, and in this case, consultations will be done in a different way because we are the diocesan Cathedral, Peter introduced the bishop
- Bishop Bell stated that we have a tremendous treasure in Peter; it will be very difficult to replace him, we will be looking for someone to build on all the things this congregation and Peter have done together
- Bishop Bell will be extremely attentive in this process as The Dean is also a bishop's right hand person; she will have a great stake in the next person, and is so delighted Peter will come back and work in the diocese, with his knowledge of people here
- Bishop Bell hopes that in the time of transition, which can sometimes be anxious, we will be able to rest in time through the process, she will not rush but will wait for the right person
- the Cathedral has been in transition for a couple of years now and this is just one more
- Peter advised he will be meeting with Bishop Bell to discuss what is next in terms of succession planning, how to prepare the office, files, etc. for the next person, in a productive, helpful way.
- the parochial committee is a canonic process involving the wardens, synod delegates and the bishop has authority to appoint additional people if advisable
- the above offices are about to be filled with slate of nominations, there will be a Priest-in-Charge appointed for the time of this process

Nominating Committee Report

- Kerry Lubrick and Janina Vanderpost acted as the Nominating Committee
- Kerry directed people to page 44 , which states that 7500 hours of volunteer time were reported by Jim Newman
- Kerry recognized Jenny Street for her work in overseeing the process to outline all volunteer job descriptions; thanked volunteers for sharing treasures, time, skill, leadership; thanked Jim Newman who is resigning as warden, and chair of the stewardship committee, he has left a legacy and documents to continue; thanked synod delegates; Judy Robertson stepping down from Endowment committee, Paul Racher stepping down from Jamesville Child Care Centre board, Barb Jepson stepping down from the Property Management committee; Kerry stated that there is lots of work to do if anyone would like to join a committee, talk to one of the wardens
- Kerry acknowledged all the new people standing for positions
- Sandy Darling stated that the nomination report suggests that the Chair of the Endowment committee is elected by vestry, but in fact, the committee elects its own chair, this was to be deleted from the slate
- Willow Braun-Jackson asked what the role of Youth Delegate to synod was; Peter advised they attend synod, youth synod and sit on the parochial committee
- Peter added a thank you to Jim Newman, his personal rock, friend and neighbour, who will continue to work in different ways and made a presentation to Jim

Motion: That the report of the Nominating Committee for 2019, as printed and circulated, be adopted.

Moved: Kerry Lubrick

Seconded: Helen Wright

CARRIED

Cathedral Place Revitalization Report

Dean Peter Wall advised that the diocese is in consultation with Terry Charters, chair of the new Bishop's Advisory Committee on Property Renewal. We are waiting for a meeting with a provincial representative to sort out matters of the cemetery, and then we need to deal with the city regarding purchasing the parking lot south of our lot. Peter hopes that by September 30th we will have accomplished something in this process; if not it will not be for want of trying on anyone's part.

The move of the daycare provides another opportunity to look at the development issue comprehensively and holistically; how those who work here use the space, aging systems in the schoolhouse, etc. Bishop Susan, synod staff and Terry Charters are talking a lot about this with Peter.

Terry Charters is a lay canon, attends St. Michael's, has just retired from Stelco and is the former chair of the Decennial Inspections committee; currently Terry is working with about 8 parishes looking at sales or development projects.

OTHER BUSINESS

Signing Officers

Motion: That the signing offices for 2019 be: The Dean, The Churchwardens, The Treasurer with the signatures of any 2 (two) signing officers required on all cheques.

Moved: Jeni Darling

Seconded: Tony Andrew

CARRIED

Approval of actions

Motion: That all actions, contracts, covenants and undertakings carried out by and entered into by Corporation in 2018 be approved.

Moved: Sister Heather

Seconded: John Watts

CARRIED

The Dean's Comments

Peter stated that this mark's his last vestry as Chair, his 21st; he is ending his time here with a mixed bag of emotions. It is hard to contemplate what the future is going to look like and he will look forward to working with Bishop Susan around the diocese in a new role and he will continue on with some of the national church work.

Peter said that this is the right thing for the Cathedral, himself and the church; there will be lots of opportunities to celebrate in the days ahead. He went on to say that it is the congregation who make the church, carry out the mission, support it, pray, sing, and lead; it has been an enormous privilege to be able to light some of those sparks and get out of the way. He thinks of all the people who could be sitting here but are not, they have gone on, some downstairs in the Columbarium. He concluded that it has been an enormous privilege to be at 21 vestries and to have been entrusted as Dean.

John Ellis thanked Peter for all that he does, stating that Peter has always strived to make us better parishioners, better Christians; John thanked Anne as well. They will be deeply missed but deep inside we know it is time for Peter to do something different. John advised that he would be interested in becoming more involved with the PWRDF outreach ministry and is willing to work with the Corporation to highlight this important issue. Thanking John for this offer, Peter advised that our congregation is generous with PWRDF givings, and the leadership he has seen over 21 years is invigorating.

Bishop Ralph Spence stated that one of the things he did well as Bishop was to bring Peter to the Cathedral; the 4 photos on the cover of the Vestry report are a reflection of what Peter had done here, and beyond these 4 walls to touch the lives of thousand. He recalled thinking that if by God's grace we get him here, we will be different, more active. Bishop Ralph offered thanks to God for the spirit, and insight of what ministry can be; for Peter, Anne, and the children, and their ministry here thanks be to God.

Peter thanked Bishop Ralph on behalf of the family advising that the children consider this their home and stating that Anne has done a lot in this place, his ministry has depended a lot on Anne who was in the choir, the altar guild and has given a lot of work, time, and love to the Cathedral. "we are both heavily in your debt, thank you so much for the opportunities."

John Watts announced that 3 members of the congregation currently sit on the board of St. Matthew's House and that due to the generosity of the congregation, it is no longer possible for 1 person to bring the food donations to the altar during the service. He had made an announcement that there was a need for halal food and a couple of weeks later the basket was packed full, we are generous and thoughtful in what is donated. John added that in the Spectator there was an article about 10 years since code red being identified; the life expectancy has gone up with one exception, it has decreased in the area north of Barton St. where the poverty gap has widened and we have a government set on widening it further, our generosity is going to be challenged. John asked for volunteers to help unload 10000 pounds of donated food from Ancaster to 441 Barton St. E. Peter thanked John and said this is precisely why we are generous, why we care.

Peter asked Sharyn Hall, Dan Tatarnic and Bishop Ralph to stand; stating that they take care of him, they are his friends, they support him, are generous, kind, loving, faithful, prayerful and smart. He is blessed, and we are all really lucky that they are here .

Peter asked Sharyn to give the final blessing.

Motion: That Vestry be adjourned.

Moved: Kerry Lubrick

Seconded: Helen Wright

CARRIED

The meeting adjourned at 12:52pm

CHRIST'S CHURCH CATHEDRAL

**FINANCIAL STATEMENTS FOR
YEAR ENDED**

DECEMBER 31, 2019

Christ's Church Cathedral
 Balance Sheet
 As at December 31, 2019

Assets	2019	2018
	\$	\$
Current Assets		
Bank - Operating (exhibit I)	183,665	179,178
GST Recoverable	1,705	1,237
PST Recoverable	4,321	3,129
Accounts Receivable	1,305	2,810
Restricted Assets (note 1) (market value)		
Morris endowment (exhibit II)	382,757	340,039
Funds held on deposit with the Synod (exhibit IV)	626,724	571,198
	1,200,477	1,097,591
Liabilities		
Current liabilities		
Accounts payable and accrued liabilities	140,860	143,908
Dicose Due To (Long term debt)	134,039	134,039
Restricted liabilities (at cost)		
Morris endowment	212,000	212,000
Funds held on deposit with the Synod	424,004	410,451
Total liabilities	910,903	900,398
Operating surplus (deficit)		
Surplus (deficit), beginning of year	(91,593)	(88,967)
Revenue over expenses for the year	7,690	(2,626)
Accumulated surplus (deficit), end of year - operating	(83,903)	(91,593)
Restricted surplus (deficit)		
Morris endowment	170,757	128,039
Funds held on deposit with the Synod	202,720	160,747
Total restricted surplus (deficit)	373,477	288,786
	1,200,477	1,097,591

**Christ's Church Cathedral
Operating Fund - Balance Sheet
As at December 31, 2019**

	2019	2018
	\$	\$
Current Assets		
Bank	183,665	179,178
GST Recoverable	1,705	1,237
PST Recoverable	4,321	3,129
Accounts Receivable	1,305	2,810
Total assets	190,996	186,354
Liabilities		
Current Liabilities		
Accounts payable and accrued liabilities	140,860	143,908
Surplus (deficit)		
Surplus (deficit), beginning of the year	42,446	45,072
Expenses over revenues for the year	7,690	(2,626)
Surplus (deficit), end of year	50,136	42,446
	190,996	186,354

**Christ's Church Cathedral
Exhibit I - Operating Fund
Statement of Revenues and Expenses
For year ended December 31, 2019**

	2019 Budget	2019 Actual	2018
	\$	\$	\$
Collections			
Parishioners' givings	301,710	300,538	295,799
Open collection	7,200	6,678	7,169
Special offerings	20,000	20,550	20,483
	328,910	327,766	323,451
Income from funds			
Morris endowment	25,000	25,000	25,000
Preserve to Serve	81,760	81,760	82,970
Income Draw from funds held with the Synod	36,300	36,300	51,370
	143,060	143,060	159,340
Other income			
Memorial flowers & festivals	6,000	6,164	5,760
Outreach	5,700	5,346	5,680
Choral leads	5,200	5,819	5,170
Dean's discretionary	700	650	705
Miscellaneous income	5,000	5,823	5,179
Bishopsgate	3,200	1,360	21,479
	25,800	25,162	43,973
Total revenues	497,770	495,988	526,764

Christ's Church Cathedral
Exhibit I - Operating Fund
Statement of Revenues and Expenses
For year ended December 31, 2019

Expenses	2019 Budget	2019 Actual	2018 Actual
Diocesan assessment	42,172	42,172	42,172
Dean's discretionary	5,000	4,363	5,129
	47,172	46,535	47,301
Salaries and benefits			
Clerical and lay salaries, including benefits	303,515	294,813	239,646
Clergy assistance	2,100	150	1,750
	305,615	294,963	241,396
Music			
Music and Honorariums	6,775	4,788	55,483
Organ and piano maintenance	1,200	2,388	28,992
Choral leads	35,000	28,138	26,712
	42,975	35,314	111,187
Property			
Cathedral property expenses	63,000	63,000	75,000
Bishopsgate	3,200	1,361	6,479
	66,200	64,361	81,479
Administration and program			
General expenses	2,000	1,639	1,127
Outreach	14,500	10,184	14,470
Printing, office, telephone and publicity	17,700	19,597	17,258
Worship and liturgy	4,000	4,192	3,777
Memorial flowers & festivals	6,400	6,012	6,337
Education	500	931	300
Social activities	5,000	4,537	4,454
Interest expense	500	33	304
	50,600	47,125	48,027
Total expenses	512,562	488,298	529,390

Christ's Church Cathedral
 Exhibit II - Clifford Morris Endowment Fund
 Statement of revenue and expenses
 For period ended December 31, 2019

	Income	2019 Total	2018 Total
	\$	\$	\$
Revenue			
Interest and dividends	16,687	16,687	13,643
Total revenue		16,687	13,643
Expenses			
Contribution to operating		25,000	25,000
Revenue over expenses for the year		(8,313)	(11,357)
Balance - beginning of year		340,039	377,923
Total revenue		16,687	13,643
Capital adjustment		51,031	(26,527)
Contribution to operation		(25,000)	(25,000)
Balance- end of year		382,757	340,039
Balance represented by			
Market value as at December 31		382,757	340,039
Funds shown at market value			

Christ's Church Cathedral
 Exhibit III - Memorial funds
 Statement of Revenue and Expenses
 For year ended December 31, 2019

	December 31, 2018	Gains and revenues	Deductions and expenses	December 31, 2018
General Fund	55782	1723	1323	56182
Total	55782	1723	1323	56182

The net gain of \$400 was transferred to the funds held on deposit with the Diocese

**Christ's Church Cathedral
Exhibit IV - Summary of funds held on
deposit with the Synod
For year ended December 31, 2019**

	Capital at cost	Income and capital accrual available as at December 31, 2018	Increase (decrease) in income and capital accrual in 2019	Transfer to operating fund in 2019	Income and capital accrual available as at December 31, 2019	Market Value as at December 31, 2019
Income may be allocated to General Operating Fund						
Deanery Fund ¹	74,500	27,115	13,956	9007	32,064	106,564
Hilda Hulford ¹	2,000	728	379	213	894	2,894
A.L. Andrews ¹	7,000	2,559	1,317	823	3,053	10,053
General Memorial Fund	56,182	13,440	9,761	4450	18,751	74,933
Bishop Walter Bagnall ¹	10,000	6,699	2,185	2203	6,681	16,681
Tomlinson Annuity	19,447	13,049	4,246	4320	12,975	32,422
R.R. Bruce Trust ¹	4,500	3,043	988	984	3,047	7,547
Total	173,629	66,633	32,832	22,000	77,465	251,094
Income may be allocated to Dean's Discretionary						
Peter Carroll Trust ¹	4,750	5,607	1,248	1,838	5,017	9,767
J.P. Bell Turst ¹	1,000	1,180	238	362	1,056	2,056
Total	5,750	6,787	1,486	2,200	6,073	11,823

Christ's Church Cathedral
 Exhibit IV - Summary of funds held on deposit with the Synod
 For year ended December 31, 2019

	Capital at cost	Income and capital accrual available as at December 31, 2018	Increase (decrease) in income and capital accrual in 2019	Transfer to Operating Fund in 2019	Income and capital accrual available as at December 31, 2019	Market Value as at December 31, 2019
Income may be allocated to Organ Maintenance						
Frances Bayne Waterman Organ Fund ¹	16,160	5,477	3,261	-	8,738	24,898
E. Rice bequest for music ¹	1,000	1,183	329	-	1,512	2,512
Gerrit van Keulen bequest for organ	38,995	4,694	6,584	-	11,278	50,273
Organ fund	2,773	1,292	613	-	1,905	4,678
Archie and Jean McCoy Organ Fund ¹	22,987		3,464	-	3,464	26,451
Total	81,915	12,646	14,251	-	26,897	108,812
Income may be allocated to a Divinity Student to assist with training costs						
Bishop William Reid Clark divinity student fund ¹	2,000	2,491	504	-	2,995	4,995
Income may be allocated to Flowers and Festivals						
Ambrose ¹	400	495	80	149	426	826
Tidswell ¹	400	495	80	149	426	826
Frieda and Walter Bagnall ¹	3,000	3,721	599	1,116	3,204	6,204
Caroline Morris ¹	500	626	101	186	541	1,041
Total	4,300	5,337	860	1,600	4,597	8,897

Christ's Church Cathedral
 Exhibit IV - Summary of funds held on deposit with the Synod
 For year ended December 31, 2019

	Capital at cost	Income and capital accrual available as December 31, 2,018	Increase (decrease) in income and capital accrual in 2019	Transfer to Operating Fund in 2019	Income and capital accrual available as at December 31, 2019	Market Value as at December 31, 2019
Income may be allocated to Outreach or General Operating Fund						
McAndrew Memorial ¹	20,000	23,537	5,386	7,800	21,123	41,123
Income may be allocated to Property Maintenance						
Mitchell Estate ¹	17,398	8,123	3,416	2,700	8,839	26,237
Income and capital may be allocated at the discretion of the choir						
Choir fund	1,164	540	256	-	796	1,960
Income may be allocated to Bishopsgate expenses						
Bishopsgate Maintenance Fund ¹	113,448	35,108	20,187	1,360	53,935	167,383

Christ's Church Cathedral
 Exhibit IV - Summary of funds held on
 deposit with the Synod
 For year ended December 31, 2019

	Capital at cost	Income and capital accrual available as at December 31, 2018	Increase (decrease) in income and capital accrual in 2019	Transfer to Operating Fund in 2019	Income and capital accrual available as at December 31, 2019	Market Value as at December 31, 2019
Total	419,604	161,202	79,178	37,660	202,720	622,324
Funds held by Cathedral						
Betty Fee Fund ¹	4,400	-	-	-	-	4,400
Income allocated to church school in 2016						
Total funds held by Cathedral and Synod	424,004					626,724
Represented by						
Synod funds - Bishopsgate	167,383					
Synod funds - Other	454,541					
Guaranteed Investment Certificate BMO	4,400					
Due from Operating Account	400					
Total	626,724					626,724

To the Corporation and Vestry of Christ's Church Cathedral:

We have examined the 2019 financial records of Christ's Church Cathedral. In our opinion, the revenue and expenses as shown here in the statement of operations of the Cathedral fairly represents the financial position of the Cathedral as at December 31, 2019

Corrina Smith and Kyle Sofianek
Audit Committee - Christ's Church Cathedral

Notes

- 1 These funds are restricted by the terms of the original bequests. The income and capital on these funds may only be used for specific purposes.
The original capital as received at the time of the donation or bequest must be preserved.

- 2 The Cathedral utilizes the accrual method of accounting which recognizes revenues as they become available and measurable, and expenditures as they are incurred and measurable as a result of the receipt of goods or services and the creation of a legal obligation to pay.

In accordance with the account practices for non-for-profit organizations, the fixed assets of the Cathedral have not been capitalized as the funds were provided by parishioners and others. During 1995, the Synod of the Diocese of Niagara moved their offices to the Cathedral property and each party now has an equal undivided interest in the property at 252 James Street North, Hamilton, Ontario.

- 3 Bank indebtedness

The Cathedral has a \$36,000 unsecured bank line of credit which the Corporation may make use of from time to time during the year.

Preserve To Serve	Balance October 1, 2018	Contributions	Gains	Draws	Balance September 30, 2019
General Fund	\$ 949,645	\$ -	\$ 56,956	\$ 47,482	\$ 959,119
Clayton/Atyeo Fund	\$ 685,551	\$ -	\$ 33,268	\$ 34,278	\$ 684,541
Total \$	1,635,196	\$ -	\$ 90,224	\$ 81,760	\$ 1,643,660

Calculation of Draw Available for 2020

	Contributions Received up to September 30, 2019:	Market Value September 30, 2019	% Gain/Loss from Inception	Available for 2020 Draw (max of)	Balance after Draw	Surplus
General Fund	\$ 754,333	\$ 59,119		\$ 47,956	\$ 911,163	\$ 156,830
Clayton/Atyeo Fund	\$ 536,901	\$ 684,541		\$ 34,227	\$ 650,314	\$ 113,413
Total \$	1,291,234	\$ 1,643,660	27.29%	\$ 82,183	\$ 1,561,477	\$ 270,243

Contributions Summary

Balance as at September 30, 2018	\$ 1,291,234
Received during 2019	\$ -
Balance as at September 30, 2019	\$ 1,291,234

2020 Budget

Schedule of Receipts

	2018 Actual	2019 Budget	2019 Actual	2020 Budget	2021 Budget	
Offerings						
Parishioner Givings	295799	301710	300538	306549	312680	Note 1
Open Collection	7169	7200	6678	6700	6700	
Outreach	5680	5700	5346	5600	5600	
Bishopsgate	21479	3200	1360	3200	3200	
Dean's Discretionary	705	700	650	700	700	
Special Offerings	20483	20000	20550	20000	20000	Note 2
Total Offerings	351315	338510	335122	342749	348880	
Funds:						
Morris Endowment	25000	25000	25000	25000	25000	
Income from funds held with the Synod	51370	36300	36300	40000	40000	Note 3
Preserve to Serve	82970	81760	81760	82183	82183	Note 4
Total Funds	159340	143060	143060	147183	147183	
Other Income						
Miscellaneous	5179	5000	5823	5500	5500	Note 5
Choral Leads	5170	5200	5819	5800	5800	
Memorial Flowers & Festivals	5760	6000	6164	6200	6200	
Total Other	16109	16200	17806	17500	17500	
TOTAL RECEIPTS	526764	497770	495988	507432	513563	

2020 Budget

2018 Actual 2019 Budget 2019 Actual 2020 Budget 2021 Budget

Schedule of Expenditures

Diocesan Assessment	42172	42172	42172	42172	42172	
Dean's Discretionary	5129	5000	4363	5000	5000	
Salaries						
Clergy & Lay	290346	303515	294813	307600	329645	Note 6
Clergy Assistance	1750	2100	150	1000	1000	
Total Wages & Benefits	292096	305615	294963	308600	330645	
Music:						
Music and Honorariums	4782	6775	4788	5500	5610	
Organ and Piano Maintenance	28992	1200	2388	2600	2652	
Choral Leads	26712	35000	28138	35000	35000	
Total Music	60486	42975	35314	43100	43262	
Property:						
Bishopsgate	6479	3200	1361	3200	3265	
Cathedral Place Expenses	75000	63000	63000	64000	65280	
Total Property	81479	66200	64361	67200	68545	

2020 Budget

Administration & Program:	2018 Actual	2019 Budget	2019 Actual	2020 Budget	2021 Budget
Telephone	1932	2000	1073	720	735
Printing	10278	10300	13240	13500	13770
Office	2901	3200	4602	8132	4700
Publicity	2147	2200	682	1000	1020
Worship & Liturgy	3778	4000	4192	4280	4365
Memorial Flowers & Festivals	6337	6400	6012	6200	6325
Education	300	500	931	1000	1020
Outreach	14470	14500	10184	10390	10600
Social Activities	4454	5000	4537	5000	5100
General	1127	2000	1639	2000	2040
Total Administration & Program:	47724	50100	47092	52222	49675
 Financial:					
Interest & Bank	304	500.00	33	50	50
Total Expenditures	529390	512562	488298	518344	539349

2020 Budget

SUMMARY

Receipts:	2018 Actual	2019 Budget	2019 Actual	2020 Budget	2021 Budget
Offerings	351315	338510	335122	342749	348880
Funds	159340	143060	143060	147183	147183
Other Income	16109	16200	17806	17500	17500
Total Receipts:	526764	497770	495988	507432	513563
Expenditures:					
Diocesan	42172	42172	42172	42172	42172
Dean's Discretionary	5129	5000	4363	5000	5000
Salaries & Benefits	292096	305615	294963	308600	330645
Music	60486	42975	35314	43100	43262
Property	81479	66200	64361	67200	68545
Administration & Program	47724	50100	47092	52222	49675
Financial	304	500	33	50	50
Total Expenditures:	529390	512562	488298	518344	539349
EXCESS REVENUE (DEBT) OVER EXPENSES FOR THE YEAR:	-2626	-14792	7690	-10912	-25786
SURPLUS (DEBT) AT START OF YEAR:	45072	42446	42446	50136	39224
SURPLUS (DEBT) AT END OF YEAR:	42446	27654	50136	39224	13438

Notes to 2019 Budget - Christ's Church Cathedral

- Note 1 The total shown for 2019 does not include donations made to the Primate's World Relief and Development Fund (PWRDF) of \$2,020 and St. Matthew's House of \$4,320 which were forwarded directly to those organizations. A 2% increase is requested based on the actual givings for 2019.
- Note 2 In 2019 special donations were received to help offset the cost of the Pastoral Associates (\$18,000), a \$2,000 donation from the Martin Foundation, a donation of \$300 from Hamilton Sings and a donation of \$250 from the Estate of Roddie Gould-Perks. The special offerings shown in the 2020 budget are pledges that have been made to help offset the costs for our Pastoral Associates (\$18,000) and a \$2,000 expected donation from the Martin Foundation
- Note 3 There is sufficient capital and income accrual in the funds held on deposit with the Synod which are allocated to the Operating account to allow for these draws in 2020 and 2021. The 2020 draw will be allocated as follows: \$24,800 General Revenue, \$3,800 Music, \$1,500 Flowers and Festivals, \$7,000 Outreach and \$2,900 Property. These draws are in keeping with the designation of the funds.
- Note 4 The terms of our agreement state that a valuation of the fund will be conducted on October 1st in each calendar year. If there is sufficient capital accrual and accumulated earnings, the Anglican Church Ministeries Foundation (Niagara) will pay the Cathedral up to 5% of the market value of the Fund in equal quarterly payments to commence on the 15th of January of the following year. As of October 1, 2019, there was sufficient capital accrual and income to receive a draw of \$82,183.
- Note 5 Income from the sale of cards (\$899), Art Crawl donations (\$1,394), Votive Candles (\$513) and Cathedral Café (152) The remainder of the income was primarily from weddings and funerals.
- Note 6 A 2.5% increase was recommended by the Synod for 2020. The three Pastoral Associates, our Administrator and Executive Assistant to the Dean, The Rector in the Interim, Organist, Verger and Child Minders are included in this total.

For the 2020 projected budget, the following assumptions were used:

- 2% increase in offerings, 0% increase for Morris, Preserve to Serve and Other Income
- 2% increase in staffing costs, administration and program expenses, Diocesan Assessment and Property Costs

CHRIST'S CHURCH CATHEDRAL COLUMBARIUM

FINANCIAL STATEMENTS FOR YEAR ENDED

DECEMBER 31, 2019

CHRIST'S CHURCH CATHEDRAL COLUM-
BARIUM
Balance Sheet
As at December 31, 2019

	2019	2018
	\$	\$
Assets		
Current assets		
Bank	24,447	21,994
Accounts receivable	367	200
Restricted Assets		
Perpetual care and maintenance funds (market)	46,642	40,769
	71,456	62,963
Liabilities		
Current liabilities		
Accounts payable and accrued liabilities	35	35
Restricted liabilities		
Perpetual care funds at cost	32,786	32,336
Total liabilities	32,821	32,371
Operating surplus (deficit)		
Surplus (deficit), beginning of year	22,147	17,064
Revenue over expenses for the year	2,632	5,095
Accumulated surplus (deficit), end of year - oper-	24,779	22,159
Restricted surplus (deficit)		
Perpetual care and maintenance fund	13,856	8,433
	71,456	62,963

Christ's Church Cathedral Columbarium
 Operating Fund Statement of Revenue and Expenses
 For the year ended December 31, 2019

	2019	2018
	\$	\$
Revenues		
Sale of niches	3,000	6,000
Draw from perpetual care and maintenance trust fund	-	-
Misc Income	109	-
Engraving recoveries	686	507
Verger fees	375	75
Total revenues	4,170	6,582
Expenses		
Engraving of niches	686	507
Transfer to perpetual care and maintenance trust fund	450	900
Verger	375	75
Refund of niche sales	-	-
Miscellaneous costs	27	17
Total expenses	1,538	1,499
Excess of revenue over expenses	2,632	5,083
Balance - Beginning of year	22,147	17,064
Balance - End of year	24,779	22,147
Balance represented by		
Cash on hand	24,447	21,982
Due to Perpetual Care and Maintenance Fund	-	-
Accounts receivable	367	200
Accounts payable - Prepaid Expenses (Engraving)	(35)	(35)
	24,779	22,147

Christ's Church Cathedral Columbarium
 Perpetual Care and Maintenance Trust Fund
 Balance Sheet
 As at December 31, 2019

	2019	2018
	\$	\$
Assets		
Total capital on deposit	46,642	40,769
Due from operating account	-	-
Total held by trustee	46,642	40,769
Liabilities		
Capital at cost, beginning of year	32,336	31,436
Deposits from sale of niches	450	900
Capital at cost, end of year	32,786	32,336
Surplus (Deficit)		
Capital at cost, end of year	32,786	32,336
Net capital accrual	13,856	8,433
Total capital on deposit	46,642	40,769
Total held by trustee	46,642	40,769

PARISH REPORTS

THE RECTOR IN THE INTERIM

In *A Tale of Two Cities* and in the ongoing story of one cathedral, it was the best of times; (and only occasionally and not really,) it was the worst of times. 2019 was a significant year in the life of Christ's Church Cathedral [CCC] and, more broadly, in the Diocese of Niagara.

The retirement of the Very Rev'd Peter Wall, Rector of Christ's Church Cathedral and Dean of Niagara for no less than twenty one years, at the end of September was a significant milestone, accompanied by an understandable mix of felt loss and sadness; gratitude; a proud taking stock and festive celebrations of great moments; stirring worship experiences and shared ministry accomplishments; uncertainty and anxiety about what is to happen next and yet also hopefulness about God's future for us.

I remember joining the ministry team here early in October and wondering just how much of an interloper I would feel taking on the mantle of Rector in the Interim. Your warm welcome and encouragement put those concerns aside quickly.

I remember the steep learning curve for becoming oriented to local practices (which is still ongoing) and how much I could rely upon the gifted and dedicated ministry partners I have found in the clergy (staff and honorary assistants), Cathedral (and Cathedral Place) staff, Wardens, Parochial Committee and other key lay leaders. In order to get my bearings and to understand some elements of the complex range of ministries and ministry leadership teams which enable our shared witness as a Place of Community, Compassion and Hope over the course of a church calendar year, I have met with: clergy, staff and wardens; Honorary Assistants, Endowment Committee, the Cathedral Choir, Altar Guild, Columbarium Committee, Cathedral Place Property Management Committee, Parish Life and Outreach, Liturgical Team Leaders; Archbishop Colin Johnson [conducting a review of the Cathedral Place partnership between Cathedral and Diocese on behalf of Bishop Susan Bell]; Patricia LeClair of Hamilton Children's Choir; Deputy Commander Carlo Tittarelli, from one of the many Canadian Forces units stationed at the Foote Armouries; two Town Hall meetings; and attended Harvest Eucharist & Lunch, Art Crawls and Makers' Market. More visits and partnership building to come as time permits.

Of course, I don't have to remember the challenges of trying to do two full-time jobs each on a half-time basis since they are still with me. These limitations on time and available energy have been the occasion for spiritual growth – humility and patience – being chief lessons among them. Nevertheless, even with a long and growing To Do list that is often deferred, there is much we have been doing in partnership.

- We have honoured and celebrated the legacy of the ministry partnership with Dean Peter.
- We have been invited to pray for this faith community through as special interim prayer and for our diocese in its mission action planning process and now in our pursuit of the new Mission Action Plan [MAP – enclosed elsewhere in our Vestry Reports] with its Vision: Called to Life – Compelled to Love, and its strategies for igniting and strengthening faith; reimagining our culture and structures to enable ministry, and to prioritize social justice action, especially environmental justice.
- We have sustained the worship and music, social justice/outreach, fellowship, service to the diocese and community which have characterized this congregation's heritage. Of course, it does a disservice to simply say we have sustained our worship and music life, when it has been punctuated so regularly by moments of transcendent beauty and profound preaching. It has been clear that we are much blessed in this regard. While I have lamented not being able to dedicate more time to direct pastoral care ministries, I am grateful to Dan, Canon Sharyn, Bishop Ralph and our honorary assistant clergy for their dedication to these vital aspects of us being a place of compassion.
- We are providing for consistent and professionally staffed Sunday morning child-minding (with thanks to our partners in Jamesville Children's Centre – which celebrated its 30th anniversary last year! – for helping us find these resource people) and are beginning to plan for a renewed vision and commitment to children's, youth and family ministries, nurturing faith in people of all ages.
- After securing a couple of new resources for baptism preparation, we welcomed Jensen Woodfine and Isabella Fenyvesi into the Body of Christ through baptism and anticipate welcoming two more children in Easter season. We are issuing a call for teen confirmation candidates (and if adults are interested, please speak to me), grateful for the welcome which has been extended by St. John's, Ancaster to join them in their (Holy Week and Easter season) confirmation preparation course.
- We have named a hunger for spiritual growth as Jesus' disciples, which was especially and poignantly experienced in response to a guest preaching visit from the Rev'd Canon Dr. Dawn Davis, Faith Formation Coordinator for St. Catharines and the Diocese and are holding a Lenten Study this year (with elements of

worship, study – on the Bishop’s Lent book, and fellowship), constructively building on the past experience with Cathedral Cafés.

- We have been engaging in a comprehensive process of consultative discernment with our Bishop, Parochial Committee and congregation about our call to ministry in this place (in the context of Niagara’s new MAP for the coming years). We have done so: welcoming Bishop Susan here on a couple of Sunday visits; sharing in an initial November 24 conversation (facilitated by Canon Christyn Perkons, Director of Congregational Support and Development) about “Reimagining Cathedral Place”; welcoming three diocesan staff as guest preachers (Dawn Davis; Deirdre Pike, Programme Consultant: Social Justice and Outreach; Sarah Bird, Programme Consultant: Children, Youth and Family Ministry); focussing the January Town Hall meeting on our own lived history here at CCC, and launching a (January – February) Season of Reflection where our prayers and discussions help us reflect on various aspects of the church’s call from God in Jesus Christ. It has been deeply heartening that these elements of our “self-study,” discernment have been so enthusiastically received and engaged by the congregation.
- As the Cathedral church, in recent months we hosted two Order of Niagara services, an ordination of deacons and (soon) of priests, the Bishop’s Company Wine and Cheese. The Rev’d Dr. Dan Tatarnic and I are working to assist the Diocesan Servers Guild move itself through a change in leadership, with the appointment of Mr. Robert Pawson as their new coordinator..

Along with key clergy, staff and lay leaders, I have been working through conflicts and miscommunications, responding to a critical incident or two, all results of the fact that churches are populated and visited by human beings with all of our brokenness and gifts.

Resisting the temptation to change things merely for the sake of changing them, we have made a few decisions and tweaked a few of practices: suggesting that Parish Council Members at Large be convened with a special concern on stewardship; started to reorganize the storage of equipment and furnishings (some behind the choir racks in the narthex) and to clear the accumulating clutter throughout Cathedral Place; added a named Liturgical Deacon role to our Sunday service rosters; experimented with a different way to remember those who have died in the All Souls Requiem (solicited positive feedback); held a Naming of Jesus worship service on January 1, 2020; clarifying what we are asking of Wardens on Duty and Vergers during Sunday worship, including asking them to serve near the narthex on their assigned Sunday to coordinate our welcome and be able to respond to any difficulties which arise; added a “Christmas Presence” enhancement (initiated by the Rev’d Dr. Dan Tatarnic and generously staffed (on the mornings of Christmas Eve and New Year’s Eve!) by him and other clergy, staff and volunteers from the Cathedral and Synod Office) to our very successful and substantive Tuesday morning meal ticket programme {with thanks to David Savage and all who make this extraordinary existing ministry possible}.

I want to note with profound thanks the ministry of John and Lori-Lyn with own Servers’ Guild over many years. Their retirement from these responsibilities is acknowledged with reluctance but with appreciation for the great contribution they made tending to matters large and small in the scheduling, supporting and training of these important worship leaders. I am delighted to report that Mr. Randy Woods has indicated his willingness to succeed John and Lori-Lyn in this role.

Speaking of transitions, we expressed thanks to Kymme Sun, retiring from the leadership of the St. Thomas Liturgical Team, and welcomed Kate Macdonald and David Montgomery as the new leaders for that team, effective the beginning of 2020.

We were very sorry to learn of the death of one of our beloved honorary assistants, the Right Rev’d Clarence Malcolm Mitchell, Suffragan Bishop of Niagara from 1980 to 1990, a remarkable, pastoral leader in this diocese and cathedral over many decades. His funeral on December 28 was held at St. Paul’s, Port Dover, where he had been living in recent years. Yet Christ’s Church Cathedral and the Diocese of Niagara, were present in substantial ways, including Bishop Susan as presiding celebrant, Bishop Ralph Spence as preacher and Michael Bloss as organist. I regretted not being able to attend, but it was, by all accounts, a fitting celebration of a great man of faith and service.

We were honoured to receive in recent months gifts of vestments from Bishops Joachim Fricker and Clarence Mitchell. As well as a donation of art from Sheila Russell – the Blue Angel, a remarkable piece of sculpture from her late husband, Wayne Allan, of St. James’, Dundas, which we were delighted to display during our Advent worship services. We have been exploring the possibility of receiving other art pieces as well, making this place more and more a centre for culture and beauty in Hamilton.

As you may be aware, repair work on the Southam Ker stained glass window (south wall of the sanctuary) is expected to begin in the next few weeks. The replacement of the chair-lift enabling access to the narthex is the next high priority building project for 2020.

There is challenging and fulfilling work ahead, but I am confident that we will thrive in undertaking it all with, God's guidance and empowerment, and blessed by a great team of ministry partners in our ever-supportive and visionary Bishop Susan Bell; the indispensable Alison Meredith; The Rev'd Dr. Dan Tatarnic, The Rev'd Canon Dr. Sharyn Hall, The Right Rev'd Ralph Spence; Michael Bloss (and, of course, David Low, Brad Barnham); The Reverends Canon Peter Ford, J. Lefebvre, Brian Shoemith, Bill Thomas and the Rev'd Dr. Eric Griffin, for their invaluable liturgical and pastoral assistance; our diocesan staff partners, including Derek Smith, and Lorna Shaw, and the rest of the Synod Office staff and diocesan volunteers; the Wardens: John Bradley, Rob Jones, Kerry Lubrick and Janina Vanderpost, Treasurer, The Rev'd Canon J. Lefebvre; the Parochial Committee, chaired by J. Lefebvre, including our Wardens, Brian Kreps, Jeremy Ludwig, Wendy Newman and diocesan representatives J., Archdeacon Suzanne Craven and Peter Rughi, assisted by the Rev'd Canon David Linn as Transition Consultant; and the chairs, coordinators, and various other volunteers whose names and ministries are evident throughout the Vestry Reports and more especially in the quality of ministries pursued here.

The story continues and I am delighted to continue my sojourn with you in the weeks and months ahead as the Holy Spirit writes it with us.

Respectfully submitted,
The Rev'd Canon Terry DeForest
Rector in the Interim

ASSISTANT PRIEST

When I looked back through my desk diary of 2019, I was surprised to see how many events and services were cancelled or sparsely attended during January and February because of severe weather. That has not been the case very often so far this winter. We may yet have severe storms in these last six weeks of winter, but we cannot deny that the climate seems to be changing. While we in southern Ontario have seen the weather change incrementally, other parts of Canada have suffered through extremes of weather which have been overwhelming and dangerous. Concern about climate change has become a regular part of our prayers at the Cathedral and will continue into the future.

Climate change is only one aspect of our concern for the world and for people in our community. On Tuesday mornings, we continue to offer friendship and refreshments to people who are homeless or barely surviving on limited resources. During the cold months, the local 'Out of the Cold' program offers a full meal to homeless people on Saturday evening in Myler Hall. On Fridays at noon, we offer prayers of reconciliation with people from all walks of life. Once a month, we open our doors on Friday evening to welcome visitors into the beauty and peace of the Cathedral at the local event called Art Crawl. In many ways, the Cathedral doors are open, not only to people of this community, but also to several hundred people of the whole diocese in diocesan services of ordination, confirmation and the Order of Niagara.

This openness to the world was fostered by the Rector and Dean of the Cathedral, The Very Reverend Peter Wall, for over twenty years. On February 1, 2019, Dean Peter Wall announced that he would be retiring as the Rector of the Cathedral and Dean of Niagara on September 30. Under his guidance, the Cathedral has sought to be a House of God for anyone who is seeking hope, friendship and a closer relationship with God. Peter's vision for the Cathedral embraced traditional aspects of the liturgical rhythm of the church year while also introducing newer liturgical prayers and ideas. The Cathedral is a House of Prayer on Sunday mornings and on most days of the week. As a musician, Peter supported the work for musical excellence encompassing both traditional and newly-composed hymns and anthems. Over the years, he worked to make the Cathedral a part of the community around us, becoming friends with the merchants, restaurants, service organizations and other neighbours. Peter created a legacy of service and witness to the mission of Jesus in this neighbourhood and in the Diocese of Niagara.

To honour and thank Peter for his leadership and dedication over twenty years, celebrations took place in September. On September 22, the Bishop's office and helpers planned an Open House reception in the Cathedral for Peter to meet with people from the diocese and from a wide variety of groups, committees and organizations in which Peter has participated. It was a lovely time of reminiscences, humorous stories and heartfelt thanks.

On September 27, the Cathedral congregation hosted a dinner in the Cathedral for about 150 people to thank Peter, and to thank Anne Harvey, his wife and partner, for twenty years with us. Anne has been a great support for Peter and active in the life of the Cathedral in several ways, including in the choir and as the Chair of the Altar Guild. The event was a celebration of shared memories, tinged with a little sadness at saying good bye. On Sunday morning, Peter presided at his last service as Dean. It was the feast day of St. Michael and All Angels and the service reflected Peter's gifts for beautiful liturgical celebrations.

As the people of Christ's Church Cathedral go forward into a new year and new decade, we are following a diocesan process of reflections of our past and dreams for our future. We are aided by Bishop Susan Bell, Canon Terry DeForest and retired Archbishop Colin Johnson. Much work will be done by the Parochial Committee made up of Cathedral Wardens and Lay Delegates as well as diocesan representatives. Their tasks include creating a parish profile to give to potential candidates and interviewing candidates for the position. All members of the congregation are encouraged to offer reflections, dreams and ideas to the ongoing discussions.

In closing, I will quote the words of Peter Wall from his report to vestry in 2017. "And so we have made sure that our ship has not spent its time in a safe harbour, but has been out on the 'seas', doing ministry, opening its doors, transforming lives, day by day...we always need to rely on God and on Jesus to be at the helm." Many, many thanks to those who keep this ship sailing: the team on Thursday mornings – Bishop Ralph, Terry, Michael, Dan, Derek and especially Alison, who keeps the wind in our sails; our honorary clergy – Bill, J, Peter F., Brian and Eric; the Churchwardens – Kerry, Janina, John and Rob. With much work and many prayers, this ship will begin another voyage in the long and resilient history of Christ's Church Cathedral. Thanks be to God.

The Reverend Canon Dr. Sharyn Hall

PASTORAL ASSISTANT

A few years ago, Martha and I visited the tomb of St. Frere Andre at the Oratory on Mount Royal. There is an old adage that says, "Let your Saint choose you." I was deeply moved by the simple life, and the powerful witness of St. Andre, the "Miracle Man of Montreal." It's hard to believe that nearly one million people mourned his passing when he died in 1937. He spent his life as a porter, a door keeper at Notre Dame College, Cote-des-Neiges. This is where he served God – on the threshold.

It has now been three years since I became a part of Christ's Church Cathedral Staff; people sometimes ask, "What do you do?" The answer to the question is both simple, and complex. It's simple, because 90 percent of pastoral work is being at the right place at the right time. And it's complex because 90 percent of pastoral work is done behind the scenes, out of the public sphere.

Being a Cathedral, in the downtown core of a metropolitan city, work at Christ's Church is filled with challenges and opportunities to engage in meaningful priestly ministry in the heart of the Diocese. There is a sense of freedom, being a part of a multi-person, multi-disciplinary staff, expressly to a Cathedral Church; the freedom to exercise a form of priestly ministry that is hard to describe – a ministry of presence, of hospitality, outreach. And this is what I do, on a daily basis, and it doesn't sound all that impressive, until you put it into the context of Christ's Church.

There is no average week in pastoral ministry, and there are always the demands of Sunday morning; but between the Tuesday morning outreach, opening the doors and welcoming visitors, to leading mid-week services, praying daily in the Choir, sipping much coffee and engaging in much conversation, interacting with local businesses, welcoming colleagues and members of the community to Diocesan services, facilitating study opportunities, and generally 'being present', I find that there is never a dull moment at 252 James Street.

The opportunity to exercise priestly ministry, and to extend hospitality, is due to the success of our Cathedral Church; 'our' presence testifies to the good will that exists between the Cathedral and the community at large. I'm no St. Andre – Martha will attest to that. I'm very grateful, at this time in life, to have been afforded the opportunity to engage in this 'simple' work on behalf of the faith community.

This past year, the Cathedral Café experimental opportunities for community, prayer, and study wielded some interesting results. This was also confirmed when we hosted "Christmas Presence", to supplement the Tuesday outreach programme on December 24th & 31st. First, we learned that there is a deep need, a desire for opportunities to gather, pray, and study outside of the regular Sunday morning offerings of worship. Second, it was confirmed – if the doors of the Cathedral are open, staff and community are present, people will wander in and

many express deep gratitude for it. The Lenten Cathedral Cafés were a highlight of the year, and I thank Michael Bloss, Rob Jones, and all those who worked hard to represent good results. We look forward to the 2020 Café Series, beginning on March 1st.

The Reverend Dr. Dan Tatarnic

MUSIC MINISTRIES

*"I can't stand your religious meetings.
I'm fed up with your conferences and conventions.
I want nothing to do with your religion projects,
your pretentious slogans and goals.
I'm sick of your fund-raising schemes,
your public relations and image making.
I've had all I can take of your noisy ego-music.
When was the last time you sang to me?
Do you know what I want?
I want justice—oceans of it.
I want fairness—rivers of it.
That's what I want. That's **all** I want.*

Believe it or not this extract is from the prophet Amos! Amos 5:21-24 to be exact, in the rather provocative translation known as *The Message*. The words are strong if not sobering and can take one by surprise until you realize that the prophet is holding us, the Church (lower as well as upper case "C"), to a high standard.

It is certain that questions arise as a result of reading these words. Is the purpose of liturgy and music to attract worshippers or worship God? Does liturgy and music enrich or dilute worship? Have we lost our way and are searching for our musical/liturgical compass? I challenge you to reflect on these questions as you review 2019 in the context of mission and worship as expressed in the music of this place. These are questions about faithfulness. Faithfulness to both the tradition and the prophecy within scripture enacted in the drama of liturgy and enlivened by music. Likely, there are no single answers, nor black and white.

Music at Christ's Church Cathedral enhances worship through the singing of text and the playing of instruments in order to invite God's people to an encounter with the transformative. Choral forces inspire the congregation to sing "hymns, songs and spiritual songs" (Eph. 5:19) and organ and instruments fulfill the psalmist's command that everything that has life and breath should praise the Lord! (Ps. 150:6)

In addition, the cathedral by its very nature as a community center of mission, conveys a sense of the sacred and secular to the world outside its gates. Musical and artistic presence at Artcrawls and Supercrawls, concert presentations, educational collaborations (e.g. Cathedral Café) require musico-spiritual leadership and professional presence in the execution of program as well as in the advertising of this unique cultural phenomenon.

To accomplish these various facets I have enormous gratitude and appreciation for volunteer choristers and musicians, choral leads, associate and assistant organists and conductors, my ordained and lay partners in ministry, Thursday morning staff meeting donuts, and you, the community of this place.

When we sing together, we pray together with a great respect for both Story and Symbol. We have a personal investment to make in a story whose general arc we have only the scarcest sense of. Engaging our musical response reveals us as the improv artists called to bring a realism and context around that arc. We bring to life the colour and the movement of our souls framed in the liturgical colours of the stained glass of our faithfulness.

Music is sung and experienced in community here as pastoral music ministry. It must be inclusive! Everyone here has a voice! Let us commit to another year of musical discipleship where we share the power of music which goes so far into us that it's still there when all else is gone.

That is something to sing about – even if its noisy!

Michael Bloss
Director of Music

THE WARDENS

An interim period always comes with some level of uncertainty, anxiety, and grief. But an interim period can also provide a parish with an important opportunity to reflect on the past and imagine a new future. What makes successful and stable interim period is trust in God, confidence in our mission, and selfless leadership, lay and ordained. I can say unequivocally that our congregation's trust, confidence, and selflessness has given us, as wardens, a deep sense of hope for the continued success and stability of our current interim period.

In that regard, I would like to take the opportunity to express my sincere gratitude for the selfless and tireless work of our Rector-in-the-Interim, Terry DeForest. Over the past several months, Terry has led us with wisdom and wit, with a steady hand, and always with an eye toward preparing us for what lies ahead. I would also like to offer a word of sincere thanks to rest of the clergy staff, Sharyn, Bishop Ralph, and Dan, whose dedication to our cathedral parish has been a source of inspiration. Last and certainly not least, I must express my gratitude for Alison and Derek, whose amazing work has allowed for our smooth and steady transition into this interim season. To the entire staff, thank you! You have been an incredible blessing from God!

I would also be remiss if I did not take this opportunity to acknowledge and thank all of our volunteers, whose time and talents keep this place thriving during this interim period. From managing our finances, to editing the Contact, to leading our liturgical teams, to running our Tuesday morning outreach program, our volunteers are the lifeblood of this congregation, and we owe you all a debt of gratitude.

As you all know, our wardens are also members of the parochial committee, along with our lay delegates to synod, and several diocesan representatives. At this stage, we are in the middle of writing, discussing, and editing our parish profile. The parish profile is a helpful tool both for us as a congregation and for any potential candidates. Writing it gives us the opportunity to consider who we have been, who we are, and who we might be as a congregation. Over the past few weeks, we have given members of the congregation the opportunity to pray, reflect, and discuss together. These opportunities have taken the form of a town hall meeting and a season of reflection on various important topics: discipleship, worship, missional ministry, social justice, and ministry to children, youth, and families. We are thrilled that so many of you have taken these opportunities seriously, and hope that you continue to do so. We have marveled at the level of engaged that we have seen so far, and look forward to these rest of our conversations. Hearing from you will ensure that our parish profile reflects not only perspective of the parochial committee, but of the entire congregation.

I should also take this opportunity to update you on several other matter of practical concern: The Corporation has continued our discussion how we might best meet the needs of children, youth, and families. We recognize that childminding during the 10:30 liturgy is an important first step, but we are currently reflecting on what a holistic approach to children, youth, and families might entail. More details will be coming very soon. We have also been working on how to reorganize storage and tame the clutter in our building. The process is admittedly a slow one, but progress is certainly being made. Finally, we are currently awaiting a report from Bishop Susan Bell regarding the review done by Archbishop Colin Johnson. Archbishop Johnson's review was an interesting and important process, and we are looking forward to hearing the recommendations contained within the report. Bishop Susan has played a significant role in the interim process so far. We are profoundly grateful for her leadership. It was wonderful to have her as a guest preacher at the beginning of this process, and we are looking forward to having her back on March 8. Her presence in March will certainly be a reminder for us to think about how our future might be shaped by the new Mission Action Plan.

It is fitting to conclude this report with another word of gratitude to the entire congregation. Together, we are navigating this interim process with wisdom, competence, and vision. What could have easily turned into a time of fear and anxiety has instead been a time of stability in which we have both continued to remain faithful to our mission and taken the time to reflect prayerfully about our new, shared future.

Submitted by Rob Jones

On behalf of: John Bradley, Kerry Lubrick, Janina Vanderpost and Rob Jones

MAKERS' MARKET

We have now concluded our 13th season of the Makers' Market, *celebrating creativity and community on James St. North*. As usual at our outdoor and holiday markets we were able to host a wonderful blend of returning and new Makers; our average number of artists for the fair weather months was 12, while for our holiday edition we welcomed over 30 artists and artisans. This year for our holiday market, we were approached by Communi-Tea,

an outreach initiative of the City of Hamilton, focused on engaging people at local events and celebrating diversity over a cup of tea.

Social media and vendor networks are predominantly used to promote the regular outdoor markets May – August as well as Supercrawl weekend. For the December market, we distributed postcards and paid for advertising in the McMaster Silhouette, GO Section of the Hamilton Spectator and on CH Television.

The artisan fees collected for the markets are directed towards the above promotional campaigns, occasional capital costs such as tents or tables, programming costs such as music for the indoor market, and the operating costs of staffing, food vendor fees payable to the City, webhosting, and graphic design.

The volunteer committee supports all aspects of the operations of the market and meets to jury applications, communicating throughout the year via emails as well. I express my sincere thanks to Jennifer Street, Jeni Darling, Matt Thompson, Donna Reid, Cindy Stover, and Melissa Sinding of the committee. I would also like to recognize our graphic designer, Elizabeth Webb. A word of thanks is also due to the Cathedral staff and volunteers for assisting with set up as needed and welcoming visitors or vendors alike. And finally I am grateful to our community of artists for their creativity and the quality of their work. It is wonderful that despite the many other markets and shows for people to take part in, we continue to have a loyal core of ‘regulars’ that are always willing to foster those just starting out.

Respectfully submitted,
Mary Anne Grant O.N.
Chair and Registrar for the Makers' Market

COUNTERS

The Cathedral Counters each week count and balance the donations received from the Sunday and midweek services, Diocesan services and fundraising activities.

My thanks go to the volunteers who give their time and talents to this important function: Tom Davison, Sr. Marguerite Eamon, Kim Johnston, Angela Savage, Brian Shoesmith, Louise van Woelderren, and Trudi Down.

We are in need of additional counters to join the roster. Each counter is normally called upon only once a month (sometimes a bit more often, to cover holidays and special occasions). While the usual time for counting is Tuesday mornings, there is some flexibility about the day and time. If you are interested, please contact me at 905-545-5274.

Respectfully submitted,
George Down, Captain of Counters

BRASS MONKEYS

The Brass Monkeys normally meet from 9 am to noon on the third Thursday of the month to clean the bright metal artifacts and reachable woodwork in the cathedral. We very much appreciate the support of the Altar Guild, who provide all the cleaning supplies. All are welcome to join us – many hands make much lighter work.

During 2019 we provided 100.5 hours to cleaning, and repaired portions of the altar rail where carved insets had fallen out.

Portions of the Bishop's cathedra and the chancel rail also need some of the fine wood carvings to be repaired. The large brass altar cross, and three sets of candelabra would benefit from professional cleaning, and possibly lacquering. Hopefully donors will be found to cover the cost of these restorations.

Respectfully submitted:
William Thomas/Ken Patterson (Co-Convenors)

on behalf of: Jennifer Early, Peter Ford, Jim Newman, Robert Oldham,
Ken Patterson, Paul Racher, Brian Shoesmith

OUTREACH AND PARISH EVENTS COMMITTEE

Parish Life and Outreach Coordinating Committee Events Committee met four times during 2019. The meetings were held in January, April, September and November. The committee membership includes the Parish Administrator, Property Manager, community liaison for New Harbours and Makers' Market, a Church Warden and six parishioners, some of whom represent Outreach Programs.

The committee provided input, received and reviewed requests for a number of events and reported on the numerous activities related to parish events and outreach activities. In addition to hosting events, the Cathedral reaches out the Community through:

- Bishopsgate
- Cathedral Knitters
- Meal Ticket Program
- Makers' Market
- Out of the Cold
- Tours

None of these activities would be possible without the caring, dedicated volunteers who give generously of their time and considerable talents.

We welcome you to come and observe these programs and see if you would like to become involved as a volunteer.

I would like to sincerely thank to the faithful and dedicated committee members for their work and to the staff and congregation of the Cathedral for their generous continuing support.

Respectfully Submitted
David Savage, Chair

ENDOWMENT COMMITTEE

The funds managed by the Committee were a bequest from Caroline and Clifford Morris in the amount of \$200,000.00. The bequest was made in 1989. The funds from the trust were to be used for the structural maintenance of the Cathedral.

Only the interest and income of the bequest were to be used for the structural maintenance. The original gift of \$200,000.00 was not to be encroached upon.

As of December 31, 2019, the value of the fund was \$382,619.58 up from \$340,046.41 as of December 31, 2018. In light of the value of the funds and annual income of the Fund, the Committee was able to transfer the sum of \$25,000.00 in 2019. Further, after reviewing the investments, the Committee has advised the Corporation that it will be in the position to do so in 2020. This is the first time that the Committee has been able to advise the Corporation that there are sufficient funds to make a payment a year in advance.

The return on the Fund's investments for 2019 was 19.83%.

The Committee had to trim some investments as their value was reaching 10% of the value of the fund. The investment policy of the fund is that no one stock shall have a value of more than 10% of the fund. Further, the Committee reduced the percentage of the funds in equities so the total percentage of equities was close to the 70% of the Fund. The monies from the sale of the equities was put in an open GIC. This will allow the Committee to have funds if a buying opportunity arises and, if funds are no so used, to provide funds for the annual transfer of funds to the Corporation.

The committee members would like to thank Paul Jokel of RBC Dominion Securities for his advice and guidance during the year. The committee members are: John Ellis (Chair), Sandy Darling, Virginia Arnott-Wood, Janina Vanderpost, Tom McLeod, and Tom Davison.

Submitted by
John Ellis

ALTAR GUILD

The Altar Guild at Christ's Church Cathedral continues to be a strong and vital part of worship, outreach and the beauty of this building. There has been a 40% turn over in membership but in true Cathedralite fashion, many people have responded with interest to join the Altar Guild and accept responsibility for preparing and maintaining the Cathedral for worship, festivals and special services.

The announcement of The Very Reverend Wall's retirement also meant the retirement of our Altar Guild President, Anne Harvey. It is difficult to lose such a dynamic couple in Ministry. In September, as we celebrated Anne's commitment and leadership, Kerry Lubrick was appointed/accepted the role of Altar Guild President. In addition, Trudi Down volunteered and assumed the role of Altar Guild Secretary.

There were also other changes with the membership as:

- Penny Anderson is on leave as she accepted an Interim Rector position
- Sister Marguerite Eamon is on periods of leave as her new role as Mother Superior takes her around the world to provide leadership
- Hazel Naylor retired from regular Altar Guild duties on December 31; we thank Hazel for her many decades of devotion and consistent participation

We were very excited to welcome five new Altar Guild members in 2019; Lynda Raike, Sally Braun-Jackson, Libby Simpson, Gaynor Low and Louise van Woelderen. Each of these members has special talents that adds a new energy and support to the existing teams. Each member works with a team and each team is on a month rotation schedule, except for the summer months when it is a weekly rotation.

The following are the Altar Guild team assignments:

Team 1	Sister Marguerite Eamon, Sally Braun-Jackson, Kerry Lubrick, Louise Van Woelderen
Team 2	Trudi Down, Mary Ellis, Gaynor Low, Lynda Raike
Team 3	Sister Heather Broadwell, Joan Gilvear, Kim Johnston, Angela Savage, Libby Simpson

The Altar Guild's responsibility includes the setting up for Sunday and weekday worship, clean up after services, preparation for Niagara Diocesan services, decorating for Advent, Christmas, Easter and Thanksgiving, laundering and ironing of linens and attendance at meetings. However, there are many other people who support the work of the Altar Guild who require special mention:

- Hazel Naylor for her bread making
- Donelle de Vlaming for the ordering the floral arrangements and communications on memorial flowers
- Ken Paterson for organizing vestments, repairing vestments and banners
- Brass Monkeys for polishing and cleaning
- David Savage for transportation of the large altar linens to/from the cleaners
- Janina Vanderpost for helping with the decorating
- Servers for their assistance in bring down vessels from the Altar
- The partners of the Altar Guild members who offer their support and muscles

Achievements in 2019:

- Aisle candles replaced with inserts which improves safety and maintenance
- Altar Guild Manual created and edited
- Made a new supply of new purificators
- Approximately 600 hours in volunteer service provided

Opportunities for 2020:

- Addition of new members; no experience is required, and training provided. It would be great to add another team to the Altar Guild
- Implementation of the new communion wine

Submitted by
Kerry L. Lubrick

MEMORIAL FLOWERS

On most Sundays we are blessed to have our worship space graced with fresh flowers, given to the glory of God and in memory or celebration or thanksgiving for family and friends, present and past. There are 43 Sundays during the year when memorial flowers can be placed at the Altar or at the Chancel steps; the exceptions being Lent, Palm Sunday, Easter, Cathedral picnic, Christmas.

For Easter and Christmas a special request is made to the congregation for donations for the seasonal plants and flowers that decorate the Cathedral for these holy days. On the Sundays when there are no donations for memorial flowers the lovely silk flower arrangements, generously donated by Anne-Louise and John Watts, are placed at the Altar to the glory of God.

In 2019 we had fresh **flowers at the Altar on 30 Sundays**, including 9 Sundays with two or more memorials at the Altar, at the Chancel steps and at the Baptismal Font. Memorial flowers were placed in the Columbarium for All Souls Day and on the war memorial for Remembrance Day.

The flower arrangements come from Debbie's Flower Shop in Stoney Creek. Our requested donation for Altar flowers is \$90 which covers the cost of the flowers and the delivery. In July and August we have only one flower arrangement for our summer services for which we request a donation of \$50.

The Flower Coordinator maintains a digital record of all the memorial flowers, which can be shared with the donor and/or the florist. This assists with ensuring that the floral memorial matches the requests.

The Altar Guild is responsible for placing the arrangements for the Sunday services, discarding previous week's floral arrangements or, depending on the condition of the flowers, may make arrangements that are placed around the Cathedral.

If you would like to remember a special person or celebrate a special occasion with flowers at the Altar please contact Donelle de Vlaming by email at donelle.dv@gmail.com.

Respectfully submitted
Donelle de Vlaming
Flower Coordinator

ENDOWMENT COMMITTEE

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Submitted by
John Ellis

JAMESVILLE CHILDREN'S CENTRE

The staff at Jamesville and Bennetto Children's Centres continue to provide quality care and educational experiences for the students placed in their care. Preschool age programs (18 months to age 5) are operated out of Cathedral Place, while before and after school programs (up to age 12) are run out of Bennetto School. During school holidays, full day programs are offered for school age children at Bennetto.

This summer, Bennetto School was under renovation, so our school age summer programs were split between Cathedral Place and leased space at St. Lawrence School across the street from Bennetto.

Plans to move all our programs to Bennetto School (as announced at Vestry in February 2019) were delayed due to a Provincial government decision to review all projects approved by the former government. The Diocese was most accommodating, allowing us to remain at Cathedral Place until the end of August 2020. It is our hope renovations at Bennetto for our new childcare centre will be completed in time for the start of the new school year in September 2020.

Funding cuts announced by the Provincial government earlier in 2019 were devastating to childcare providers across the province of Ontario. In order to continue to provide quality care, the lost government subsidies would need to be paid by families. Given the financial challenges experienced by many of the families in our centre, it would have been impossible to bridge the funding gap. Fortunately, proposed cuts were delayed pending further study. It is important to note that the funding cuts were not cancelled and could be reimplemented in the future.

This September we hosted a special celebration to mark Jamesville's 30th anniversary. In 1988 the Cathedral parish had a vision to provide quality care for children in the community. At first, the program was small and subsidized by the parish. It has grown into a financially independent, well respected program for over 100 children. Special guests from the city, school board and church joined us as we listened to Indigenous drummers, climbed aboard a fire truck and enjoyed other special treats. It was a great evening!

Christ's Church Cathedral is well represented on the Jamesville-Bennetto Board of Directors. I am joined on the board by Geoff Read (Parish rep.), Susan Andrews (Community rep.), Susan Worrall (Community rep.), and Nancy Millar (Synod Council rep.). The board meets monthly to review financial reports and information about new programs and initiatives from our amazing Executive Director, Lisa Fulsom.

We look forward this year to moving into our brand new, purpose-built facility at Bennetto School. At this expanded facility, we will be able to provide infant care – a service we were never licensed to provide at Cathedral Place. The move will be bittersweet as it means leaving our Cathedral Place home after so many years. It is our hope that the close relationship we have enjoyed with the parish will not diminish as once we are separated by geography.

John Bradley, Chairperson
Jamesville-Bennetto Board of Directors

COLUMBARIUM BOARD

In 2019 there were 6 inurnments of ashes in the Columbarium. There was 1 double niche and 1 single niche sold.

The All Souls Service was held on November 3rd and flowers were placed in the Columbarium in memory of Seymour and Noreen Wigle by their family.

Board members are appointed for a term of 5 years which may be renewed with the approval of the Vestry. Board members and the year they were appointed are Barbara Howard (2018), Kim Johnston (2018), Judith Robertson (2011), John Ellis (2008), Donelle de Vlaming (2000) and ex-officio member Dean Peter Wall.

The Board extends our thanks to J. Lefebvre for keeping the financial records and preparing the financial statement for the year.

Respectfully submitted
Donelle de Vlaming
Chair, Columbarium Board

ARCHIVES

I am honoured to report to Vestry on the Cathedral Archives. Regrettably, I begin with the bad news: our major initiative, the digitization of files, did not progress as hoped in 2019 because we were not successful in getting a summer student. As a result, our hopes of rationalizing storage space in the office area, completing an online index of records for fast access, and preserving records for future access did not advance. In addition, it was acknowledged during that the Cathedral Place Revitalization Project, in terms of the physical plant, could not proceed. This leaves us with serious limitations of space and help for the foreseeable future.

As for the good news, I continue to be inspired by the rich and fascinating history of the Cathedral. It includes compelling personalities and great devotion. During 2019, I prepared regular columns for Cathedral Contact, frequently with backup from the excellent local history collection at Hamilton Public Library, as the life of the Cathedral was covered often in the historic newspaper collection there. This has been a helpful way to see the Cathedral in the context of its time and place.

With regard to the future of this collection, space planning and digitization for the Cathedral's historic records will need to proceed together with Diocesan needs and plans. The recent retirement of Diocesan Archivist Rev. John Rathbone, who served with distinction for many years, leaves big shoes to fill. The Diocese is currently addressing succession.

My sincere thanks to Alison Meredith for her patient and gracious support, and to all who have commented on my columns or suggested future topics.

Wendy Newman
Cathedral Archivist

THE LAY WEEDERS

Bishopsgate is name given to the courtyard that bridges our beautiful building with James Street North. The idea for the garden was implemented in the early part of the twenty first century, so it has been around for about twenty years. At the time it was started it was the only green space in the vicinity. It has become a much appreciated space for anyone to come and sit. Some use the benches placed for their enjoyment but others sit on the steps looking out at the fountain. It is used for services, picnics and parish and diocesan events. Maker's Market, an outreach of the Cathedral takes place there regularly on summer Art Crawl evenings. It is something that may not have happened had it not been for the close relationship we have with those who work out of the Diocesan Offices (who most of us see little of), and the generosity of a parishioner who endowed money for the long term upkeep of the garden. Those of who spend time working in the garden are frequently told by passers by how much they appreciate the gardens.

The concept for Bishopsgate was that members of the congregation would do the gardening, , with financing available for heavy work and maintenance. When I joined the gardeners there were more of them than there are now, although as I think back there was always a core who appeared weekly while others shared specific talents, clipping boxwoods or helping planting bulbs and annuals or pruning roses. At this time there are four of us, all ladies who are aging and do not have the same drive we might have had even five years ago!

I was out of the country when the first plans were made but the planners made sure that pollinators were provided for. There are a significant number of native plants throughout in the gardens and if the amount of fruit on the service berry bushes is anything to go by we are providing food for bees and their friends from very early in the spring. We leave things looking a less than tidy over the winter and so provide cover for insects to winter over. Bishopsgate has been recognised as providing for pollinators.

here have been changes since the original plans were drawn up. The original concept was heavily dependent on the use of bulbs, to be planted in the fall and lifted in the spring, and annuals, which would similarly be planted and lifted, early summer and fall. There are now significantly more perennials throughout the gardens, rather than being confined to the perennial beds between the School House and the street. The trees on James North have grown to shade the plants in the perennial beds and plants have needed to be moved.

While Bishopsgate is our star attraction, (I even had a professional landscaper tell me that our gardens were one of the reasons she knew she could settle in Hamilton), the areas which our parishioners know best are those they see as they walk from the parking lot. Three small beds off the parking lot and the seven large planters along the walkway to the Link brighten the pathway for most of the year. There are two more planters on the South side of the Cathedral on the public access between Hughson Street and James Street North. These serve to prevent vehicles from driving through. The garden beds have been planted with low maintenance plants and the planters are filled with annuals for three seasons.

I am grateful for the loyal team of lay weeders who help with the lighter work in the garden, Pat Barton, Audrey Fleming and Gwen Peer. I value the support of Derek Smith and his staff. I am delighted that Eric Geneen, who graduated from the Niagara College Horticultural program last spring will still be available to work with us next season. I am also concerned that there may need to be a rethink of how things are done to ensure that this important outreach continues. My eyes and ears are open for any suggestions and of course for offers of volunteer help.

Jeni Darling on behalf of the Lay Weeders
Contact cell phone 905 928 7481 jdarling3@cogeco.ca or I am in the choir stalls most Sundays

MEAL TICKET PROGRAM

*And the Lord will reply "I tell you the truth,
whether you did it for the least of these my brothers and sisters, you did it for me"*

Every Tuesday morning from 9:30 to 11:00 a group of dedicated and committed volunteers distribute Salvation Army Meal Tickets to those in need in our community.. The recipients redeem the tickets for a hot meal at the Booth Centre on York Boulevard.

In 2019 a total of 8376 meal tickets were distributed which translates into 4189 people served. These individuals are provided with refreshments and a safe place to socialize with each other and interact with the volunteers. Also most weeks, the volunteers distribute socks, toiletries and some clothing. The number of meal tickets distributed in 2019 was on average by 12 lower per week when compared the total number of tickets distributed in 2018. One of the main reasons for the decrease is that 2 to 10 recipients per week come for the hospitality and do not take the tickets.

We are grateful for the donations of food, clothing, toiletries and money from generous parishioners and friends of the program. On February 19, 2019 Charred Restaurant generously donated a full chicken dinner for those who receive meal tickets. The meal was served in Myler Hall by the Meal Ticket Program Volunteers and was very much enjoyed and appreciated by the meal ticket recipients.

The Meal Ticket Program would not be able to operate without the welcoming caring volunteers who give generously of their time and considerable talents. We welcome you to come on any Tuesday morning to see if you would like to become involved as a volunteer.

I would like to thank the faithful volunteers for their work and the staff and congregation of the Cathedral for their support.

Respectfully Submitted
David Savage, Coordinator

CATHEDRAL PLACE PROPERTY MANAGEMENT COMMITTEE

For 2019 the committee consisted of: Jody Beck (Diocesan Treasurer), Brenda Brownlee, Terry Charters (Chair), Terry DeForest (Rector in the Interim), Diane Dent, Matthew Griffin, James Newman, Judy Robertson, Derek Smith (Property Manager), Ian Smith; and Alison D'Atri (Recording Secretary).

Meetings are held quarterly at a minimum. The Committee also acts as an advisory board to the Property Manager with respect to major maintenance and repair matters such as stained glass windows, boilers, furniture and fixtures; local and provincial guidelines and regulations concerning heritage buildings, rental rates and revenues; and the relationship between the Synod of the Diocese and The Cathedral.

Major items completed in 2019 included upgraded lighting and kitchen facilities in Myler Hall, repairs to the parking lot and the roof, upgrades to the boiler and general plumbing, and chair storage. Revenue for movie rental and TV shoots exceeded \$14,000. The Ker Memorial Window project is in process, and the lift, other parking projects, and rental licensing agreements are under review.

The current Terms of Reference state that *the Property Management Committee of Cathedral Place oversees the annual budget for Cathedral Place, both its development and performance; does long range planning for maintenance and major repair items, and monitors the relationship of the two owners and relationships with the parishes and the people of the Diocese.* The Committee intends to re-examine the Terms of Reference when Archbishop Colin Johnson's review is available.

Respectfully submitted,
James Newman

ART CRAWL & SUPER CRAWL

A woman in a hijab standing before the AIDS altar, arms extended in prayer. When spoken to she says "yes I am Muslim but before the war when I had to leave Syria I knew that I could walk into any Christian church and pray to the same God". A German engineering professor on his way to a dinner on James Street attracted by the light, shows me his iPhone and a video of him playing a Bach cantata on a church organ at home. A group of boisterous adolescents stunned into silence by the sight of Andrew and Gwen, apparently unable to see each other, playing a duet on organ and piano. A family of small children chasing each other through the choir stalls looking for a carved dog, a lion and a dragon. A group of students from Redeemer College engaged in a conversation with a guide about Anglicanism. These are snapshots of around 16,000 visitors to the cathedral at Art crawl and Super Crawl. Whether they are first time visitors, coming back to show a friend, looking for the art display, wanting to hear the organ, just intrigued, or simply wanting to get out of the rain, what they find is a glorious building full of art and history and, more important, a friendly welcome from a group of dedicated volunteers. On top of these, what many are surprised to experience is a feeling of peace and acceptance, a feeling that I believe to be the Cathedral's greatest gift.

Each Crawl is very different. It may be as few as 25 people on a cold wintry evening intently engaged in a prolonged conversation with one of the guides. Or it may be a hundred people sitting quietly listening to The James Street Ensemble of between three and 14 students playing Vivaldi for sheer enjoyment of it while dozens of others mill around the sanctuary admiring the wood and stone carving. Or it maybe the thousands who throng the building during SuperCrawl fascinated by the beauty of the building and the stained glass, while being moved by Leah Denbok's photograph's of street people or Michael Bloss's organ playing. Whatever the circumstances, each Crawl provides an opportunity for the cathedral and its people to interact with its local community and with many who would rarely, if ever, venture inside a church. The Cathedral is fortunate to be able to engage in this remarkable and very different ministry, partly because of its position, its architecture, and its history and most of all because of the many remarkable people who work, worship and volunteer in this place.

We are indebted to Rev Sharyn Hall for her organization and curating of the art exhibits, and to Michael Bloss for his organization of the music program, as well as his playing and that of Andrew Dewhurst and Gwen Peer and many other musicians. Special thanks are due to the 30 volunteers at SuperCrawl and even more so to a group of

indefatigable Greeter Guides who turn up each month and who deserve to be named -Pat Barton, Sandy and Jeni Darling, John and Lori-Lynn Bradley, Lynda and Stan Raike, Jennifer Early, Brian Shoosmith and Anne-Louise Watts.

Respectfully submitted,
John Watts

PAROCHIAL COMMITTEE

The Parochial Committee was established by Bishop Bell in November 2019 after The Very Reverend Peter Wall retired from the position of Dean of Niagara and Rector of Christ's Church Cathedral.

The committee members that are required by the Canons of the Diocese are:

Mr. John Bradly (Warden)
Mr. Rob Jones (Warden)
Ms. Kerry Lubrick (Warden)
Ms. Janina Vanderpost (Warden)
Mr. Jeremy Ludwig (Delegate to Synod)
Ms. Wendy Newman (Delegate to Synod)

In addition to these individuals, although not specifically required by the Canons, we have elected to have Brian Kreps (Substitute Delegate to Synod) be a part of the committee. And, because the appointment will include being appointed as Dean of Niagara, Bishop Susan has appointed 3 Diocesan delegates as follows:

The Venerable Suzanne Craven (Honorary Assistant at St. Luke's Burlington)
The Rev. Canon J. Lefebvre (Honorary Assistant at the Cathedral)
Peter Rugh (Warden of St. Jude's Oakville)

J. Lefebvre is the Chair, Suzanne Craven serves as our Secretary and Kerry Lubrick is responsible for our Communications.

The Parochial Committee has been meeting regularly since December 2019 to draft the Cathedral Parish Profile. The profile is intended to convey and give any respective candidates a picture of the life, direction, aspirations and hopes of the Cathedral community. Each member of the parochial committee has been tasked with researching and preparing specific aspects of our Cathedral life such as worship and liturgy, structure and reporting relationships, stewardship programs, outreach, programs and organizations, location and membership, finances, property, the role we play in the wider church and community in which we are situated. Concurrent with the work of the Committee, we have been holding dialogue sessions with the congregation after the 10:30 am service each Sunday. These are being facilitated by Committee members and the feedback that we are receiving is crucial to our work of the Profile. We thank all of you who have been able and willing to be a part of this process by giving up of some of your time on a Sunday, and for those who have provided their comments and feedback by way of e-mail.

We are working diligently with the hopes that a Parish Profile will be available in early March, a copy of which will be made available to the parish congregation at that time. The parish profile is not intended to be an exhaustive document but rather, a living document that gives a snap shot of the work and life of the Cathedral congregation. Once the profile has been approved by the Bishop, the advertising and recruiting process will begin.

As Chair of the Parochial Committee, I want to express my sincere gratitude and sincere thanks to all the members of the Committee for their steadfast commitment and diligent work, as well as to those of you who have been able and willing to give us some of your Sunday afternoon to attend the dialogue and feedback sessions. Everyone's efforts are needed as we continue to seek and discern who God is calling us to consider as our new Dean and Rector.

Respectfully Submitted

The Rev. Canon J. Lefebvre
Chair – Parochial Committee

OUR DIOCESAN MISSION ACTION PLAN

'Called to Life - Compelled to Love' is the weaving together of the three objectives of a new Mission Action Plan (MAP) that was approved in January, the culmination of an eight-month discernment process.

Our mission action plan identifies the ways the people of our diocese are actively seeking of God and God's mission for a church or diocese and sets priorities and actions, that reflect an intersection of our diocese's spiritual yearnings, strengths, and challenges.

"Our MAP is a bold statement of what we want to become by the Grace of God over the next 3-5 years," says Bishop Susan Bell. "It's intended to be a living document - constantly in use and developing organically with the inevitable and much prayed-for developments in the life of the Church."

Hundreds of people from across the diocese contributed to the development of our mission action plan.



The Anglican Diocese of Niagara
Called to Life - Compelled to Love

MISSION ACTION PLAN PRAYER

Beloved God, we are your people
called to walk a renewed path with Jesus.
Be with us, your whole church,
as we seek to rekindle and enliven our faith.
Keep us firm in our commitment
to reshape our culture and structures for mission
and invigorate our social justice engagement,
most especially the nurture and protection of your creation.
Let the whole world see us living and lifting up the fullness of your love.
Make new those things that have grown old;
and bring wholeness to that which cries out for restoration.
All this we ask through the Spirit of the Living God
and in the name of the Christ who came among us,
is among us and will come among us.
Amen.

Our Mission Statement

Ignited by the irresistible love of Jesus and renewed by the Holy Spirit, we partner with God to deepen faith, share stories and care for God’s world.

Objectives and Strategies	
1	<p>Create and implement opportunities to ignite and strengthen faith <u>Strategies</u></p> <p>A. Nourish and support clergy, parishioners (current and de-churched) and staff in their longing to know Christ. Listen, learn and then act to understand what is required to provide nourishment and support.</p> <p>B. Share the Good News of Christ’s life changing love for all.</p>
2	<p>Reimagine diocesan culture and adapt our structures to enable ministry <u>Strategies</u></p> <p>A. Invite interested people to gather in incubator groups to pray, discern and propose innovative recommendations around common topics.</p> <p>B. Examine personnel, governance, financial and vocational policies and structures of the diocese with the intention of freeing us for God’s mission.</p> <p>C. Review internal and external communication practices and implement more effective communication strategies.</p>
3	<p>Prioritize Social Justice action with an emphasis on Environmental Justice The Gospel calls us to work to change unjust structures and help the marginalized and the poor. This includes all forms of injustice including climate crisis, racism, mental health discrimination, human rights, homelessness, human trafficking and poverty. Knowledge and skills will move us to impactful advocacy.</p> <p><u>Strategies</u></p> <p>A. Deepen our understanding of local and global social justice needs.</p> <p>B. Provide response strategies, training and resources to enable parishes to take appropriate action on issues.</p> <p>C. Actively engage in reconciliation work in response to the TRC recommendations.</p>



CHRIST'S CHURCH CATHEDRAL Statistical Report

SERVICE	2018	AVERAGE	2019	AVERAGE
SUNDAY 8:30	481	12	487	12
Sunday 10:30	5564	109	5074	98
Mid-week (Mon, Wed & Thurs 12:15, Tues 7:30 am)	1078	6	937	7
Christmas (including Lessons & Carols)	453	-	404	-
Easter	557	-	588	-
Communion Administered (includes Regional Confirmations)	11,087	-	9,797	-
# of Individuals on Parish List	AM 192 M 19 SI 5 F 88 Total 304	-	AM 185 M 17 SI 4 F 89 Total 295	-
Confirmation	0	-	0	-
Baptism	7	-	3	-
Marriage	5	-	6	-
Burial	8	-	8	-

- AM:** (Active Member) regular worshipper, regular givings, member of committee, participates in the life of the church.
- M:** (Member) sporadic attendance, some financial support.
- SI:** (Shut-In) unable to attend church, some financial support of the parish, visited by clergy & pastoral visitors.
- F:** (Friend) financially supports the Cathedral through regular giving (generally PAG), attends services (not Sunday mornings), supports social events, receives Chronicle/Contact electronically.

CHRIST'S CHURCH CATHEDRAL ANNUAL VESTRY REPORT 2018



*A place of community,
compassion and hope.*



**252 James St. N.
Hamilton, ON L8R 2L3
www.cathedralhamilton.ca**

CHRIST'S CHURCH CATHEDRAL - 2018 VESTRY MINUTES
Chair of Vestry – The Very Reverend Peter Wall

Sunday, January 28, 2018

1. Meeting called to order by the chair.
2. Motion to approve the Nominating Committee report as presented.
Moved: Kerry Lubrick Seconded: Jim Newman
Carried
3. Meeting adjourned.

Annual Meeting of Vestry Part II
Sunday, February 18 - Lent Two

1. Call to Order

Quorum was declared present.

The Dean welcomed everyone to the Vestry Meeting with a reading from a novel by Louise Penny that reminds him of this parish. As to the question of whether God would be offended if we ate, talked, and laughed in church, the answer would be perhaps that more offense would be taken at the church being left empty.

2. Appointment of Vestry Clerk

Anne Kaewmongkol was appointed as Vestry Clerk.
Moved: Jeni Darling
Seconded: Jette Thomas
Carried.

3. Adoption of Agenda

The Agenda, as printed and distributed, was adopted.
Moved: Kerry Lubrick
Seconded: Stan Raike
Carried.

4. Minutes of 2017 Meeting of Vestry

The Dean explained that, despite technological difficulties, he has tried to keep everyone updated with paper copies of pictures, and printed copies of reports. The Annual Vestry Report for 2017 was distributed along with an Agenda and the results of the Social Events Questionnaire prepared by the Parish Life and Outreach Committee.

Page 5 error was noted by the Dean: 'not Peter Moore, but should be Peter Ford.'

The minutes of the 2017 Vestry meeting be adopted as printed, circulated, and edited.

Moved: Fred Hall
Seconded: John Bradley
Carried.

5. Reports of Cathedral Groups and Activities

Participants were given an opportunity to glance over the reports and then encouraged by The Dean to take the reports home for a more thorough read.

All parish reports for 2017 were adopted as printed and circulated, with thanks.
Thanks to Kerry Lubrick and Jim Newman for putting together the reports on how we govern ourselves and what we do here. Peter also thanked Jenny Street and her contribution.

Moved: Rosemary Barnes
Seconded: Joan Gilvear
Carried.

6. Financial Report for 2017

J. Lefebvre, Cathedral Treasurer, presented the Financial Reports, including balance sheets, and fund reports. The Cathedral ended the year slightly in the black. We still carry our long-term debt and have not made any payments on it yet. We have a total accumulated operating surplus of about \$45,000. Givings were way above the budget, but two parishioners gave a total of \$13,000. The purchase of chairs was made possible by a special memorial donation. Bishopsgate accumulated funds covered the costs of repairs to the LED sign and the maintenance of the water system.

The over expenditure shown in the Property account was for the chairs; and while Outreach expenditures were over budget, special donations had been made to this important ministry.

An expenditure of roughly \$3000. Was made on a new office computer, and another small expenditure (\$1000.) was used to update the contributions software.

J reported that the funds report had been revamped for this year for ease of reading, especially concerning what the funds can possibly be used for, the amount of protected capital, and fund accruals at the end of 2017.

Special thanks were extended to Corrina Smith and Michael Hannigan for their yeoman's work on as part of the Audit Committee. Michael Hannigan made a note that the Dean's Discretionary fund was open.

Questions: Eric Griffin suggested that because we ended up in the black and we owe money to the Diocese, we should we make a token payment. J replied that the debt was made years ago when there were many misunderstandings between the Synod and Diocese. The Corporation thought the debt would be covered by the Synod, but the Synod did not agree. Due to the projected budget, we are not in a position to make a payment. The Dean reminded Vestry that this is a 'paper' debt, and that the Diocese has no immediate expectation that this will be discharged. We have been very responsible; we pay 50% for the assessment and an occupancy cost which is indexed.

Question: Paul Racher: What is the extent to which the control of the investments are made on the church's behalf. What control do we have in terms of ethical investments (child labour, environments, etc.)? J: we have limited control. All money on deposit from the parishes of the Diocese are part of a consolidated fund, which is well and ethically managed. 'Preserve to Serve', our own Cathedral foundation, supports our annual operating costs under a an established policy of revenue based on the previous year's evaluation. The Dean advised Vestry that our investment advisors and our own Endowment Committee are very careful and take these responsibilities very seriously. Sandy Darling reminded members that "Preserve to Serve" is also under excellent management and that we enjoy very good returns. Kerry Lubrick offered profound thanks of Vestry to J. Lefebvre for all that he does for us.

That the financial statements of 2017, as printed and circulated, be adopted.

Moved: Eric Griffin
Seconded: Trudy Down
Carried.

7. 2018 Budget Proposal

Canon Lefebvre continued as he presented the narrative budget for 2018. It is a careful budget, with a projected increase of 2% in parishioner givings – that is the regular offerings, not including the special gifts in 2017. The trustee of the Bishopsgate Fund have agreed to the Corporation's request for \$15,000 from the Bishopsgate Fund for our share of scaffolding costs for repairs to the fabric of the Cathedral. A grant from Synod was given to offset costs of associate clergy. We also plan to use up to \$32,000 from the Organ Fund to clean the organ chamber on the swell side. This fund dos not require that the capital be maintained.

Clergy and Lay Salaries are subject, in the proposed budget to an increase of 2.1% and a , 1.5% in housing

allowances. (please see note 8).

An error in showing the end of 2015 results instead of the end of 2016 were noted and will be corrected.

Some concern was expressed by Geoff Read about a deficit budget; both The Dean and J assured Mr. Read (and others) that the projected deficit is in the operating budget only; there are ample reserves, both in the accumulated surplus and in our deposits with the Diocese, to cover this projected deficit. We are, as usual, being intentionally conservative in our outlook. We do have enough to shelter us.

John Bradley reminded members that if we are voting positively on a budget showing a 2% increases for donations, then we are committing ourselves to giving at least 2% more. Steve Millar said that, if we want to balance the budget, perhaps we need to increase the percentage of the parishioner givings to 5%. We perhaps have not budgeted enough. Dr. Guenter asked about the Preserve to Serve draw; J reminded Vestry that the Foundation itself is not reported on in our operating statements, but that the draw is.

Sharon Millar asked about the social activities budget being lower considering the inclusion of new social activities handout. J did not include anything extra in this budget and Peter added that special gifts enable this important ministry to continue.

The Cathedral Operating Budget for 2018, as printed and circulated, was adopted.

Moved: Bill Thomas

Seconded: Jim Newman

Carried.

8. Chancel and Organ repairs:

The Dean, on behalf of the Property Management Committee, reported on the ongoing repairs to the chancel and to the organ. The costs of the scaffolding are being shared between the Cathedral and the Diocese; the failed lighting system is being replaced, and a full inspection and cleaning of the chancel and sanctuary ceiling is being carried out. This assessment is very important and will help plan for the future. The work is proceeding well, and is projected to be completed before Easter.

9. Cathedral Place Revitalization Report

The Dean reported on what he could only describe as the 'glacial' speed with which these things move. We are awaiting further word on the legal status of the cemetery, in order to make a determination about formally applying to 'close' it. He thanked Paul Racher in particular for his diligence in assisting with the research into the history of the cemetery, and also advised Vestry that Terry Charters was Coordinating this project on behalf of the Diocese, including the negotiations with the city over the municipal parking lot.

While everyone is frustrated with the time this is all taking, The Dean also reminded members of Vestry that the new Bishop will need to be brought up to speed once the election has taken place; the new Bishop will assume office in June of this year.

10. Approval of Actions:

That all actions, contracts, covenants and undertakings carried out by and entered into by the Corporation in 2017 be approved.

Moved: Jenny Street

Second: Kymme Sun

11. Signing Officers:

That the signing officers of the Cathedral for 2018 be:

The Dean

The Churchwardens

The Treasurer

With the signatures of any 2 (two) signing officers required on all cheques.

Moved: David Savage

Seconded: Angela Savage
Carried

12. General Questions, Comments, etc.

The Dean and members of Corporation answered various questions and fielded comments from members of Vestry, including questions about historic designations of our buildings; the schedule for the next Decennial Inspection by the Diocese; and the state of the lift into the nave. We all agreed that the lift needs to be updated and/or replaced, and that plans are underway to look at it, given the possible addition of a different kind of lift in any development.

There were general comments about how very well we welcome the Diocese; how many visitors we see, and the ways in which we can improve our Social Media footprint.

The Dean took a moment to thank all of the staff – Sharyn, Ralph, Dan, Bill, Michael, Brian, J, Eric, Peter F., Alison, and Derek for all their commitment and hard work – a standing ovation ensued.

Bishop Ralph took a moment to thank The Dean for all of his leadership.

The Dean reminded members that big changes are coming – his own tenure would probably come to an end within the next two years; there will be a new Bishop, a new Primate – lots of exciting opportunities and challenges await us all.

The Town Hall dates were announced for the year, with the first scheduled for 29 April.

13. Adjournment

The Dean asked Canon Hall to close the meeting with prayer and to give us her blessing. He declared the meeting adjourned at 1:15 pm.

CHRIST'S CHURCH CATHEDRAL

**FINANCIAL STATEMENTS FOR
YEAR ENDED**

DECEMBER 31, 2018

Christ's Church Cathedral

Balance Sheet		
As at December 31, 2018		
	2018	2017
	\$	\$
Assets		
Current Assets		
Bank - Operating (exhibit I)	179,178	132,216
GST Recoverable	1,237	1,654
PST Recoverable	3,129	4,183
Due from Columbarium	-	-
Accounts Receivable	2,810	6,810
Restricted Assets (note 1) (market value)		
Morris endowment (exhibit II)	340,039	377,923
Funds held on deposit with the Synod (exhibit IV)	571,198	645,792
	1,097,591	1,168,578
Liabilities		
Operating surplus (deficit)		
Surplus (deficit), beginning of year	(88,967)	(99,478)
Revenue over expenses for the year	(2,626)	10,511
Accumulated surplus (deficit), end of year - operating	(91,593)	(88,967)
Restricted surplus (deficit)		
Morris endowment	128,039	165,923
Funds held on deposit with the Synod	160,747	247,840
Total restricted surplus (deficit)	288,786	413,763
	1,097,591	1,168,578

Christ's Church Cathedral

Operating Fund - Balance Sheet		
As at December 31, 2018		
	2018	2017
	\$	\$
Assets		
Current Assets		
Bank	179,178	132,216
GST Recoverable	1,237	1,654
PST Recoverable	3,129	4,183
Accounts Receivable	2,810	6,810
Total assets	186,354	144,863
Liabilities		
Current Liabilities		
Accounts payable and accrued liabilities	143,908	99,791
Surplus (deficit)		
Surplus (deficit), beginning of the year	45,072	34,561
Expenses over revenues for the year	(2,626)	10,511
Surplus (deficit), end of year	42,446	45,072
	186,354	144,863

Christ's Church Cathedral

Exhibit I - Operating Fund

Statement of Revenues and Expenses

For year ended December 31, 2018

Revenue	2018 Budget	2018 Actual	2017 Actual	
	\$	\$	\$	
Collections				
Parishioners' givings	305,130	295,799	312,644	
Open collection	7,200	7,169	7,126	
Special offerings	20,000	20,483	44,824	
	332,330	323,451	364,594	
Income from funds				
Morris endowment	25,000	25,000	25,000	
Preserve to Serve	82,970	82,970	83,160	
Income Draw from funds held with the Synod	55,400	51,370	23,400	
	163,370	159,340	131,560	
Other income				
Memorial flowers & festivals	5,700	5,760	5,614	
Outreach	7,200	5,680	7,639	
Choral leads	9,000	5,170	10,910	
Dean's discretionary	1,000	705	600	
Miscellaneous income	4,500	5,179	7,293	
Bishopsgate	17,000	21,479	7,412	
	44,400	43,973	39,468	
Total revenues	540,100	526,764	535,622	

Christ's Church Cathedral

Exhibit I - Operating Fund

Statement of Revenues and Expenses

For year ended December 31, 2018

Expenses	2018 Budget	2018 Actual	2017 Actual
Diocesan assessment	42,172	42,172	42,172
Dean's discretionary	5,000	5,129	4,557
	47,172	47,301	46,729
Salaries and benefits			
Clerical and lay salaries, including benefits	254,168	239,646	241,487
Clergy assistance	2,100	1,750	1,700
	256,268	241,396	243,187
Music			
Staff, music and benefits	55,200	55,483	53,166
Organ and piano maintenance	33,200	28,992	333
Choral leads	35,000	26,712	34,842
	123,400	111,187	88,341
Property			
Cathedral property expenses	75,000	75,000	83,514
Bishopsgate	2,000	6,479	7,412
	77,000	81,479	90,926
Administration and program			
General expenses	2,735	1,127	2,331
Outreach	14,000	14,470	17,068
Printing, office, telephone and publicity	17,800	17,258	21,568
Worship and liturgy	4,500	3,777	4,368
Memorial flowers & festivals	5,700	6,337	5,448
Education	500	300	414
Social activities	5,000	4,454	4,435
Interest expense	500	304	296
	50,735	48,027	55,928
Total expenses	554,575	529,390	525,111

Christ's Church Cathedral

Exhibit II - Clifford Morris Endowment Fund

Statement of revenue and expenses

For period ended December 31, 2018

	Income	2018 Total	2017 Total
	\$	\$	\$
Revenue			
Interest and dividends	13,643	13,643	16,028
Total revenue		13,643	16,028
Expenses			
Contribution to operating		25,000	25,000
Revenue over expenses for the year		(11,357)	(8,972)
Balance - beginning of year		377,923	363,680
Balance represented by			
Market value as at December 31		340,039	377,923
Funds shown at market value			

Christ's Church Cathedral

Exhibit III - Memorial funds

Statement of Revenue and Expenses

For year ended December 31, 2018

	Balance	Gains and	Deductions		Balance
	December 31, 2017	revenues	and expenses		December 31, 2017
General Fund	53117	4455	1790		55782
Total	53117	4455	1790		55782
The net gain of \$2,665 was transferred to the funds held on deposit with the Diocese					

Christ's Church Cathedral

Exhibit IV - Summary of funds held on deposit with the Synod
For year ended December 31, 2018

	Capital at cost	Income and capital accrual available as at December 31, 2017	Increase (decrease) in income and capital accrual in 2018	Transfer to operating fund in 2018	Income and capital accrual available as at December 31, 2018	Market Value as at December 31, 2018
Income may be allocated to General Operating Fund						
Deanery Fund ¹	74,500	39,708	(3,205)	9388	27,115	101,615
Hilda Hulford ¹	2,000	1,059	(80)	251	728	2,728
A.L. Andrews ¹	7,000	3,745	(301)	885	2,559	9,559
General Memorial Fund	55,782	19,925	(2,102)	4383	13,440	69,222
Bishop Walter Bagnall ¹	10,000	9,735	(534)	2502	6,699	16,699
Tomlinson Annuity	19,447	18,933	(1,019)	4965	13,049	32,496
R.R. Bruce Trust ²	4,500	4,383	(214)	1126	3,043	7,543
Total	173,229	97,488	(7,455)	23,400	66,633	239,862
Income may be allocated to Dean's Discretionary						
Peter Carroll Trust ²	4,750	5,918	(311)	-	5,607	10,357
J.P. Bell Trust ²	1,000	1,245	(55)	-	1,180	2,180
Total	5,750	7,163	(366)	-	6,787	12,537

Christ's Church Cathedral

Exhibit IV - Summary of funds held on deposit with the Synod

For year ended December 31, 2018

	Capital at cost	Income and capital accrual available as at December 31, 2017	Increase (decrease) in income and capital accrual in 2018	Transfer to Operating Fund in 2018	Income and capital accrual available as at December 31, 2018	Market Value as at December 31, 2018
Income may be allocated to Organ Maintenance						
Frances Bayne Waterman Organ Fund ³	16,160	20,143	(681)	13,985	5,477	21,637
E. Rice bequest for music ¹	1,000	1,250	(67)	-	1,183	2,183
Gerrit van Keulen bequest for organ	38,995	20,061	(1,382)	13,985	4,694	43,689
Organ fund	2,773	1,421	(129)	-	1,292	4,065
Archie and Jean McCoy Organ Fund ⁴	9,834	-	-	-	-	9,834
Total	68,762	42,875	(2,259)	27,970	12,646	81,408
Income may be allocated to a Divinity Student to assist with training costs						
Bishop William Reid Clark divinity student fund ³	2,000	2,491	(150)	-	2,341	4,341
Income may be allocated to Flowers and Festivals						
Ambrose ¹	400	495	(28)	-	467	867
Tidawell ¹	400	495	(28)	-	467	867
Frieda and Walter Bagnall ¹	3,000	3,721	(213)	-	3,508	6,508
Caroline Morris ³	500	626	(36)	-	590	1,090
Total	4,300	5,337	(305)	-	5,032	9,332

Christ's Church Cathedral

Exhibit IV - Summary of funds held on deposit with the Synod

For year ended December 31, 2018

	Capital at cost	Income and capital accrual available as December 31, 2017	Increase (decrease) in income and capital accrual in 2018	Transfer to Operating Fund in 2018	Income and capital accrual available as at December 31, 2018	Market Value as at December 31, 2018
Income may be allocated to Outreach or General Operating Fund						
McAndrew Memorial ¹	20,000	24,914	(1,377)	-	23,537	43,537
Income may be allocated to Property Maintenance						
Mitchell Estate ¹	17,398	8,942	(819)	-	8,123	25,521
Income and capital may be allocated at the discretion of the choir						
Choir fund	1,164	614	(74)	-	540	1,704
Income may be allocated to Bishopsgate expenses						
Bishopsgate Maintenance Fund ¹	113,448	57,854	(2,948)	19,798	35,108	148,556

Christ's Church Cathedral

Exhibit IV - Summary of funds held on deposit with the Synod
For year ended December 31, 2018

	Capital at cost	Income and capital accrual available as at December 31, 2017	Increase (decrease) in income and capital accrual in 2018	Transfer to Operating Fund in 2018	Income and capital accrual available as at December 31, 2018	Market Value as at December 31, 2018
Total	406,051	247,678	(15,763)	71,168	160,747	566,798
Funds held by Cathedral						
Betty Fee Fund ¹	4,400	-	-	-	-	4,400
Income allocated to church school in 2016						
Total funds held by Cathedral and Synod	410,451					571,198
Represented by						
Synod funds - Bishops' House	1,488,536					
Synod funds - Other	41,553,777					
Guaranteed Investment Certificate BMO	44,000					
Due from Operating Account	2,665					
Total	5,711,998					

To the Corporation and Vestry of Christ's Church Cathedral:

We have examined the 2018 financial records of Christ's Church Cathedral. In our opinion, the revenue and expenses as shown here in the statement of operations of the Cathedral fairly represents the financial position of the Cathedral as at December 31, 2018

Corrina Smith, Michael Hannigan and Kyle Sofianek
Audit Committee - Christ's Church Cathedral

Notes	1	These funds are restricted by the terms of the original bequests. The income and capital on these funds may only be used for specific purposes. The original capital as received at the time of the donation or bequest must be preserved.
	2	The Cathedral utilizes the accrual method of accounting which recognizes revenues as they become available and measurable, and expenditures as they are incurred and measurable as a result of the receipt of goods or services and the creation of a legal obligation to pay. In accordance with the account practices for non-for-profit organizations, the fixed assets of the Cathedral have not been capitalized as the funds were provided by parishioners and others. During 1995, the Synod of the Diocese of Niagara moved their offices to the Cathedral property and each party now has an equal undivided interest in the property at 252 James Street North, Hamilton, Ontario.
	3	Bank indebtedness The Cathedral has a \$36,000 unsecured bank line of credit which the Corporation may make use of from time to time during the year.

Preserve To Serve	Balance October 1, 2017	Contributions	Gains	Draws	Balance September 30, 2018	
General Fund	\$ 962,983	\$ 11,688	-\$ 73,175	\$ 48,149	\$ 949,645	
Clayton/Atyeo Fund	\$ 696,413	\$ -	-\$ 45,683	\$ 34,821	\$ 685,551	
Total	\$ 1,659,396	\$ 11,688	-\$ 118,858	\$ 82,970	\$ 1,635,196	
Calculation of Draw Available for 2018						
	Contributions Received up to September 30, 2018:	Market Value September 30, 2018	% Gain/Loss from Inception	Available for 2019 Draw (max of)	Balance after Draw	Surplus
General Fund	\$ 754,333	\$ 949,645	\$ 195,312	\$ 47,482	\$ 902,163	\$ 147,830
Clayton/Atyeo Fund	\$ 536,902	\$ 685,551	\$ 148,649	\$ 34,278	\$ 651,273	\$ 114,371
Total	\$ 1,291,235	\$ 1,635,196	26.64%	\$ 81,760	\$ 1,553,436	\$ 262,201
Contributions Summary						
	Balance as at September 30, 2017	\$ 1,279,547				
	Received during 2018	\$ 11,688				
	Balance as at September 30, 2018	\$ 1,291,235				

Christ's Church Cathedral - 2019 Budget

Schedule of Receipts	2017 Actual	2018 Budget	2018 Actual	2019 Budget	2020 Budget		
Offerings							
Panshoner Givings	312644.41	305130	295798.95	301710	301710	Note 1	2%
Open Collection	7125.96	7200	7169.27	7200	7200		
Outreach	7638.98	7200	5680.02	5700	5700		
Bishopsgate	7411.94	17000	21479.18	3200	3200	Note 2	
Dean's Discretionary	600.00	1000	705.00	700	700		
Special Offerings	44824.48	20000	20482.61	20000	20000	Note 3	
Total Offerings	380246	357530	351315.03	338510	338510		
Funds:							
Morris Endowment	25000.00	25000	25000.00	25000	25000		
Income from funds held with the Synod	23400.00	55400	51369.67	36300	36300	Note 4	
Preserve to Serve	83160.00	82970	82970.00	81760	81760	Note 5	
Total Funds	131560	163370	159339.67	143060	143060		
Other Income							
Miscellaneous	7292.72	4500	5179.39	5000	5000	Note 6	
Choral Leads	10910.00	9000	5170.00	5300	5300		
Memorial Flowers & Festivals	5814.00	5700	5750.00	6000	6000		
Total Other	23816.72	19200	16109.39	16300	16300		
TOTAL RECEIPTS	535522.49	540100	526754.09	497770	497770		

Christ's Church Cathedral - 2019 Budget

Schedule of Expenditures	2017 Actual	2018 Budget	2018 Actual	2019 Budget	2020 Budget
Diocesan Assessment	42172.00	42172	42172.16	42172	43015
Dean's Discretionary	4557.24	5000	5129.05	5000	5000
Salaries					
Clergy & Lay	241487.27	254168	239646.04	253815	258890
Clergy Assistance	1700.00	2100	1750.00	2100	2100
					Note 7
Total Wages & Benefits	243187.27	256268	241396.04	255915	260990
Music:					
Staff & Music	53165.73	55200	55482.41	56475	57605
Organ and Piano Maintenance	332.60	33200	28992.43	1200	2000
Choral Leads	34841.82	35000	26711.82	35000	35700
Total Music	88340.15	123400	111186.66	92675	95305
Property:					
Bishopsgate	7411.94	2000	6479.18	3000	3085
Cathedral Place Expenses	83514.52	75000	75000.00	63000	63060
Total Property	90926.46	77000	81479.18	66000	66145

Christ's Church Cathedral - 2019 Budget

Administration & Program:	2017 Actual	2018 Budget	2018 Actual	2019 Budget	2020 Budget
Telephone	1782.20	2200	1931.78	2000	2040
Printing	14310.31	10000	10277.99	10300	10500
Office	3469.50	3500	2900.69	3200	3265
Publicity	2005.87	2100	2147.39	2200	2245
Worship & Liturgy	4368.51	4500	3777.44	4000	4080
Memorial Flowers & Festivals	5447.93	5700	6336.88	6400	6530
Education	413.80	500	300.00	500	500
Outreach	17068.16	14000	14469.91	14500	14790
Social Activities	4435.02	5000	4454.41	5000	5000
General	2331.42	2735	1126.88	2000	2040
Total Administration & Program:	55832.72	50235	47723.37	50100	50990
Financial:					
Interest & Bank	295.45	500.00	303.65	500	500
Total Expenditures	525111.29	554575	528390.11	512562	522325

Christ's Church Cathedral - 2019 Budget

SUMMARY	2017 Actual	2018 Budget	2018 Actual	2019 Budget	2020 Budget
Receipts:					
Offerings	380245.77	357530	351315.03	338510	338510
Funds	131560.00	163370	159339.67	143060	143060
Other Income	23816.72	19200	16109.39	16200	16200
Total Receipts:	535622.49	540100	526764.09	497770	497770
Expenditures:					
Diocesan	42172.00	42172	42172.16	42172	43015
Dean's Discretionary	4557.24	5000	5129.05	5000	5000
Salaries & Benefits	243187.27	256268	241396.04	255915	260990
Music	88340.15	123400	111186.66	92675	95305
Property	90926.46	77000	81479.18	66200	66525
Administration & Program	55832.72	50235	47723.37	50100	50990
Financial	295.45	500	303.65	500	500
Total Expenditures:	525111.29	554575	529390.11	512562	522325
EXCESS REVENUE (DEBT) OVER EXPENSES FOR THE YEAR:	10511.20	-14475	-2626.02	-14792	-24555
SURPLUS (DEBT) AT START OF YEAR:	34561	45072	45072	42446	27654
SURPLUS (DEBT) AT END OF YEAR:	45072	30597	42446	27654	3099

Notes to 2019 Budget - Christ's Church Cathedral	
Note 1	The total shown for 2018 does not include donations made to the Primate's World Relief and Development Fund (PWRDF) of \$2,181 and St. Matthew's House of \$43,960 which were forwarded directly to those organizations. A 2% increase is requested based on the actual givings for 2018.
Note 2	The Corporation drew an additional \$4,479 from the accumulated capital in the Bishopsgate Fund to cover the cost of repairs to the fountain and irrigation system. A draw from Bishopsgate funds of \$2,720 is anticipated for 2019
Note 3	In 2018 special donations were received to help offset the cost of the Pastoral Associates (\$18,000), a \$2,000 donation from the Martin Foundation, and a donation of \$483 from the Estate of Gladys Ferris. The special offerings shown in the 2019 budget are pledges that have been made to help offset the costs for our Pastoral Associates (\$18,000) and a \$2,000 expected donation from the Martin Foundation
Note 4	The draw in 2018 was \$4030 less than anticipated due to some HST recovery on the work done on the organ. There is sufficient capital and income accrual in the funds held on deposit with the Synod which are allocated to the Operating account to allow for these draws in 2019 and 2020. The 2019 draw will be allocated as follows: \$22,000 General Revenue, \$2,200 Dean's Discretionary, \$1,600 Flowers and Festivals, \$7,800 Outreach and \$2,700 Property. These draws are in keeping with the designation of the funds.
Note 5	The terms of our agreement state that a valuation of the fund will be conducted on October 1st in each calendar year. If there is sufficient capital accrual and accumulated earnings, the Anglican Church Ministeries Foundation (Niagara) will pay the Cathedral up to 5% of the market value of the Fund in equal quarterly payments to commence on the 15th of January of the following year. As of October 1, 2018, there was sufficient capital accrual and income to receive a draw of \$81,760.
Note 6	Income from the sale of cards (\$427), Art Crawl donations (\$1,843), Votive Candles (\$489.45) and Cathedral Café (348.65) The remainder of the income was primarily from weddings and funerals.
Note 7	A 2.0% increase was recommended by the Synod for 2019. The two Pastoral Associates, our Administrator and Executive Assistant to the Dean, The Dean, Verger, Christian Education Co-Ordinator, Summer Student and Sound Board are included in this amount.
For the 2019 projected budget, the following assumptions were used:	
	0% increase in offerings, Morris, Preserve to Serve and Other Income
	2% increase in staffing costs, administration and program expenses, Diocesan Assessment and Property Costs

CHRIST'S CHURCH CATHEDRAL COLUMBARIUM
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FINANCIAL STATEMENTS FOR YEAR ENDED
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DECEMBER 31, 2018

Christ's Church Cathedral Columbarium

Operating Fund Balance Sheet

as at December 31, 2018

	2018	2017
	\$	\$
Assets		
Current assets		
Bank	21,995	16,563
Accounts receivable	200	536
Income available from Perpetual Care and Maintenance	2,670	2,670
Restricted Assets		
Perpetual care and maintenance funds (market value)	38,099	38,084
	62,963	57,853
Liabilities		
Current liabilities		
Accounts payable and accrued liabilities	35	35
Restricted liabilities		
Perpetual care funds at cost	29,666	28,766
Total liabilities	29,701	28,801
Operating surplus (deficit)		
Surplus (deficit), beginning of year	17,064	10,248
Revenue over expenses for the year	5,095	6,816
Accumulated surplus (deficit), end of year - operating	22,159	17,064
Income available in Perptual Care and Maintenance	2,670	2,670
Restricted surplus (deficit)		
Perpetual care and maintenance fund	8,433	9,318
	62,963	57,853

Christ's Church Cathedral Columbarium

Operating Fund Statement of Revenue and Expenses

For the year ended December 31, 2018

	2018	2017
	\$	\$
Revenues		
Sale of niches	6,000	8,000
Draw from perpetual care and maintenance trust fund	-	-
Misc Income	-	225
Engraving recoveries	507	792
Verger fees	75	300
Total revenues	6,582	9,317
Expenses		
Engraving of niches	507	923
Transfer to perpetual care and maintenance trust fund	900	1,200
Verger	75	375
Refund of niche sales	-	-
Miscellaneous costs	5	3
Total expenses	1,487	2,501
Excess of revenue over expenses	5,095	6,816
Balance - Beginning of year	17,064	10,248
Balance - End of year	22,159	17,064
Balance represented by		
Cash on hand	21,995	16,563
Due to Perpetual Care and Maintenance Fund	-	-
Accounts receivable	200	536
Accounts payable - Prepaid Expenses (Engraving)	(35)	(35)
	22,159	17,064

Christ's Church Cathedral Columbarium

Perpetual Care and Maintenance Trust Fund

Balance Sheet

As at December 31, 2018

	2018	2017
	\$	\$
Assets		
Total capital on deposit	38,099	38,084
Due from operating account	-	-
Accrued income (dividends, interest)	2,670	2,670
Total held by trustee	40,769	40,754
Liabilities		
Capital at cost, beginning of year	28,766	27,566
Deposits from sale of niches	900	1,200
Capital at cost, end of year	29,666	28,766
Surplus (Deficit)		
Capital at cost, end of year	29,666	28,766
Net capital accrual	8,433	9,318
Total capital on deposit	38,099	38,084
Accrued income (dividends, interest)	2,670	2,670
Total held by trustee	40,769	40,754

PARISH REPORTS

THE DEAN

*I will bless God at all times,
My mouth will always be praising my Maker.*

*Psalm 34, 1
The motto from my Coat of Arms*

My dear friends:

Greetings in the name of Holy One!

This is my twenty-first annual report to Vestry, and my last. There will be ample opportunity to mark the ending of my time here in the months to come, so I will focus this report, as I should, on the year 2018. However, it need be said that it is not without a depth of emotion and a huge amount of gratitude that I put pen to paper, looking back over these twenty years!

As with other reports, I can only stand in wonder at the goodness of his place – it's collective wisdom and insight, its impressive ministries by a host of dedicated and cheerful volunteers, its astonishing generosity both of spirit and of means, and its faithful tenacity to the gospel of Jesus Christ.

In 2018 we lived out our Cathedral life in deeply significant ways: hosting two sessions of Diocesan Synod, along with the glorious Ordination and Consecration of Susan Bell as our twelfth Bishop, and the meaningful Seating of our new Bishop. Add to this the annual celebrations of Diocesan Confirmation, the Conferral of the Order of Niagara, and the Ordination of Deacons and Priests. We also were host to the important funeral of Canon Rob Fead, as well as other notable services particularly the funeral of former Hamilton Mayor Bob Morrow. In all these things, we demonstrated our hospitality, organization, and great care for those who were with us.

The life of this Cathedral congregation also manifests itself as a parish, and we worshipped regularly and well, we opened our doors to all who came to visit us, and we welcomed many members of the Hamilton community to their Cathedral. From the visitors who came to ArtCrawl and to SuperCrawl (and there were a *lot* of them) to those who prayed with us on Friday mornings as we kept the *Litany of Reconciliation*; from the casual visitors who dropped by during the week wondering if they could see the church, to audiences for various musical moments in the Cathedral, we welcomed, and welcomed well, many visitors.

We continue to do such good work on Tuesday mornings, with our excellent volunteers and coordinators, opening our doors to those who want a cup of coffee, a sandwich or a piece of cheese, sometimes hats and mitts, coats and scarves. The Tuesday morning programme is a moving and marvellous ministry of ours, and our collective hat is off to so many who are here week by week to help welcome our new friends.

We began a new venture – *The Cathedral Café* – this year. Kudos to Dan and to his helpers (a tip of the hat particularly to Hazel Naylor and Rob Jones) for organizing interesting and involving evenings of music and conversation. Again, this year, Canon Sharyn Hall provided the creative spark for art to be here in the Cathedral at ArtCrawl and on so many other occasions.

Of course, it is in the daily round of activity – daily worship, counsel, visiting, weddings and funerals, baptisms, and faithful Sunday morning liturgies that the best part of our communal life happens. From Sunday liturgies which are seasonally appropriate, musically beautiful and uplifting, replete with good preaching and gracious presiding, we are so well served by our many talented leaders. Those who read lessons, offer intercessory prayer, greet the faithful when they arrive, serve sumptuous coffee hour 'goodies' and keep our altars and linens so well, this is an amazing place! The offices are places of joy and hard work; of, at times, deep laughter and moving conversation; of care and compassion for all who enter therein. Our staff team works very closely with the staff of the Synod office and, together, we form 'Cathedral Place', an important part of the downtown landscape and a highly valued place for the Diocese and for so many neighbours.

In another part of our Vestry report, you will read about the Cathedral Place Revitalization project. While we continue to have an important vision in front of us, and while we know that developing this property is what we *should* do, the way seems cluttered and unfocussed, at times. At the moment, we are still awaiting advice from the province in terms of the final disposition of the cemetery. We have been unable to locate documentation confirming its closure, although inactive since 1854. This process requires public consultation which we hope can be exercised quickly, then some more negotiations with the city about the municipal parking and the purchase thereof. The Bishop has asked Canon Terry Charters, who has been an integral part of this project, to Chair a new group in the Diocese: The Bishop's Advisory Committee on Property Renewal, and Canon Charters continues to advise me and, through me, the Cathedral Corporation on next steps. Like those to whom St. Paul wrote, we do not 'lose hope', we continue to be excited and committed to this project and our future.

None of this could hope to happen without the dedicated and good-humoured staff whom I consider it such a great privilege to call friends as well as colleagues. Derek Smith takes such good care of us all, and cares so deeply for this place, that we can only stand in deep appreciation. Michael Bloss's incredible talent and 'ear' for good things and good people has graced us over and over again with music which the angels hear, and by which we are moved and delighted. Lisa Wilson makes sure that the place is always clean and ready for our many parishioners and visitors; Lorna Shaw welcomes us to the building during the work week and opens the doors for us all!

Thanking people individually is always a dangerous thing to begin – suffice to say that a large number of individuals are deserving of our collective thanks": from David Savage and his wondrous army of Tuesday morning volunteers; from the Altar Guild who toil so quietly, generously, and with such grace, on behalf of us all; from the Thursday

morning warriors – the Brass monkeys, and their shining work; from the part-time property staff particularly Turner Shaw, who take such good care of us so cheerfully; from George Down and his helpers, who really do count with us all; from Paula Esteves, John Bradley, and Janina Vanderpost, whose careful management of donation systems means so much; from Jeni Darling and her crew, who help each one of us to really bloom and grow; from the talented and harmonious choir members, who life us up and move our souls week by week. I want to thank the Churchwardens – John Bradley, Kerry Lubrick, Jim Newman, and Janina Vanderpost, who work so hard on our behalf, and who always look for the best way and the most compassionate forms of leadership.

Because of all these people, and so many more, we are a vibrant, healthy, impassioned and faith-filled community, proud of our past and excited about our future. We have been extraordinarily generous with this place and with each other; all of which means that we are perfectly poised for the ‘new’ that God will present to us.

To Sharyn, Dan, Ralph, J, Bill, Brian, Peter F., and Eric go our sincere gratitude for their presence, their gifts of preaching and teaching, their impressive pastoral skills, and their always ready willingness to lead us, help us, and support us. Their friendship with us all brings them into special relationships with the Cathedral and all who call this place home.

The best Pastor in the Cathedral, of course, is Alison Meredith. Where would we be without her? She has a virtually inexhaustible appetite for work, combined with a superhuman degree of patience and kindness! On January 1, Alison marked her 20th anniversary as Parish Secretary and Administrative Assistant to the Dean. Everyone knows that if you *really* want your questions answered or your needs fulfilled, Alison is the go-to person for so many, many things. She is the natural recipient of our love, our thanks, and our heartfelt admiration.

A special word needs to be said about another woman in my life – Anne. From her skilled leadership of the Altar Guild, to her many years in the choir, to her annual baking of all those gingerbread figures for the Christmas tree, to her gracious entertaining of Churchwardens, Clergy and others, to her co-Editorship, for many years, of CONTACT, to say *nothing* of her boundless patience with her spouse, she is someone very special, and without her your Dean would be utterly lost. Thanks to her for another year of hard work and gentle but effective leadership here.

The future here is limitless and boundless. We stand on an excellent foundation – 2019 will be a significant and wonderful year. As we look back on 2018, we do so in grateful thanksgiving to God whom in Jesus and with the Spirit, has continued to be with us, among us, and within us.

Thanks be to God!
PAW

ASSISTANT PRIEST

The year 2018 was a busy time because of the role of the Cathedral as the centre of the diocese and seat of the Bishop of Niagara. In the autumn of 2017, Bishop Michael Bird announced that he would be resigning as the diocesan bishop and he would be returning to parish ministry in a different diocese. His resignation set in motion a series of events to take place in the Cathedral.

Candidates for the position of co-adjutor bishop were chosen through Synod Council and opportunities for the candidates to address and meet people of the diocese happened in several locations. On March 3, the Episcopal election took place in the Cathedral. It was an exciting and stressful day as representatives from every parish prayed, voted and waited for results. As each ballot narrowed the field of candidates, the number of votes separating the candidates diminished. On the fifth ballot, Canon Susan Bell was elected the twelfth Bishop of Niagara by a very slim margin. It was an historic election as Canon Bell became the first woman elected bishop of this diocese.

As these events were unfolding, plans for a diocesan farewell and celebration of ministry for Bishop Bird were well underway. On April 21, the Cathedral welcomed people from our diocese, many guests from the city and representatives from other denominations to thank Bishop Michael for his leadership and to wish him well in his new ministry. It was a heartwarming afternoon of fellowship, family and refreshment with tributes, gifts, laughter and some tears.

Canon Bell was consecrated a bishop on May 5 in a glorious service of prayers, praise and uplifting music. The Cathedral was overflowing with representatives from every parish in the diocese, visiting bishops and clergy, civic leaders and ecumenical partners. On June 1, Bishop Bell officially took over the role of diocesan bishop from

Bishop Bird, but the celebration of her 'Seating' as the Bishop of Niagara did not take place until October 21 in another great service in the Cathedral.

All of these major events in the life of the diocese were celebrated in the Cathedral as the building which holds the history of the diocese and the beginning of ministry for the future. These large events required a great deal of detailed preparation and additional hours of work from the Dean, Alison Meredith, Derek Smith, Cathedral clergy, the Bishop's staff and many others. Also the Cathedral continues to be the centre for diocesan events, such as ordinations, confirmations and celebrations to award the Order of Niagara to lay leaders from across the diocese. In 2018, the Cathedral also has been the place where we gathered to celebrate and give thanks for the lives of several colleagues and friends who will be greatly missed.

The historic beauty of the Cathedral building has been and continues to be a challenge to preserve and maintain. For several months, the chancel and sanctuary were shrouded in scaffolding and plastic to replace lighting fixtures and to enable much needed repairs and painting in those areas. The result is a brighter area in which the beauties of wood and stone are highlighted. Some cleaning of the inner workings of the organ revealed that more work needs to be planned. Our Cathedral chairs, which arrived toward the end of 2017, have made it possible to experiment with various configurations for different needs and styles of worship throughout this past year.

The Cathedral congregation continues to serve the needs of the neighbourhood of James Street North. Our outreach programs offer help to homeless and struggling people with a time of fellowship and food on Tuesday mornings. Other programs such as Out of the Cold and Narcotics Anonymous are welcomed. It is my pleasure to spend a little time on Wednesday afternoons with a dedicated group of ladies who knit or crochet lovely shawls which are given to parishioners and friends who are ill, grieving or in any kind of distress. They also knit warm hats and mitts for the people who come for assistance on Tuesday mornings.

The artistic community around us has inspired us to include art projects in the Cathedral for the monthly events of Art Crawl when we open our doors to welcome people into our beautiful historic building. For Super Crawl weekend in September, we welcomed again Leah Denbok who captures amazing photographs of homeless people to remind us of the dignity of every person. Laura Bromwich is an artist in Dundas who also is an art therapist. She created an interactive art display to encourage people to practice mindfulness to calm our minds. For Advent and Christmas, the children in Jamesville Day Care Centre created mobiles about the season and they were hung in the nave of the Cathedral.

I sincerely believe that ministry is a shared adventure: many people working together, offering their particular abilities, to create ministry opportunities. It continues to be my privilege to work with the staff team at the Cathedral: Alison Meredith, Derek Smith, Michael Bloss, Dan Tatarnic, Bishop Ralph Spence and Dean Peter Wall. Our staff meetings on Thursday mornings can be lively in our exchange of ideas, animated by various opinions and seasoned with laughter as we work together to serve God in our worship and in our care for the community.

The Reverend Canon Dr. Sharyn Hall

PASTORAL ASSISTANT

It has been an exciting and historical year at Christ's Church Cathedral. It's been a year of transition in Episcopal Office, and one that is moving into another year of transition, as our Dean and Rector enters into retirement. So that inevitable 'change', a word that love to hate, seems to be popular on the street these days. There is much to celebrate, honour, and be excited about. I continue to feel honoured to serve the local and diocesan family in a supportive role, as a Priest to this Cathedral church, a ministry that I find meaningful and rewarding.

Christ's Church Cathedral is a vibrant church. It is a strong church. This past programme year has been a time of renewal in many aspects of life and ministry; we continue to strive to be a place of Christian outreach and formation. The 2018 Lenten Soup study, held on Wednesday nights, drew a good and enthusiastic group together for prayer, fellowship, book study and conversation. The 2019 Lenten Cafe series promises to be even better. The autumn months saw the launch of the Cathedral Cafe Series held once a month on a Sunday evening. This began as a pilot project, and the response to that initiative has been enthusiastic: we were pleased to receive a Diocesan WOW grant in the amount of \$3000.00, to further advance Cathedral Cafe. The Cafe is now expanding to include, not only arts and music, but "Conversations" under the leadership of Rob Jones. Thanks to Caroline Bloss, Adam McNeil,

Max Woolaver, Rob Jones, David Savage and Hazel Naylor, for their help in making the pilot project a success!

I am also pleased to report that a *Parish Commendation Group* has been established to support and evaluate the progress of two members of the congregation. Rob Jones and David Montgomery have declared their intent to submit applications for postulancy to the Priesthood. It is a momentous and exciting time in the life of a congregation to support the raising up of Christian leaders; having two applicants to Holy Orders is very exciting. I look forward to journeying with Rob, David, and this congregation as we advance these causes toward priesthood.

In this time of transition, I look forward to serving the Diocese and the Cathedral in whatever way may best serve Christ and the Church.

Respectfully,
The Reverend Dr. Dan Tatarnic
Pastoral Assistant

THE WARDENS

Winds of Change

While the Cathedral's recent past has been relatively stable as far as property and personnel issues are concerned, 2018 was a year of change, as will be 2019.

In the matter of Cathedral property, following the successful installation of beautiful red chairs just in time for Christmas 2017, a subsequent major project was the replacement of the sanctuary lights which had burned out long before expected. Power surges was the suspected culprit. A decision was made to replace the lights using scaffolding rather than a lift in order that several other outstanding tasks could be accomplished at the same time.

Thus in addition to new sanctuary lights, walls were cleaned and painted, plaster repaired, and accumulated dust and dirt removed from organ pipes. Also new LED lights were installed in the narthex giving the interior of the Cathedral a cleaner, brighter appearance.

Further in the matter of property, a brutal windstorm in June damaged the west stained-glass window. Fortunately, the necessary repairs were covered by insurance and the restored window was also given a protective glass cover at the same time.

Other changes in our Diocese revolved around the retirement of one bishop and the installation of a new bishop. After ten years at the helm, Bishop Michael retired to pursue his ministry in a parish further north. A final farewell reception was held for him in the Cathedral in April. Meanwhile, after a thorough selection process that examined an impressive group of qualified candidates, Bishop Susan Bell was chosen to lead us forward, and a new chapter for the Diocese began.

In June and then in October, the consecration and installation services for Bishop Susan were held at the Cathedral. Our clergy, musicians and volunteer parishioners did us proud in hosting these wonderful services. The Cathedral wardens had a role to play during the installation service – Bishop Susan was required to knock on the front door of the Cathedral before being allowed by the wardens to enter.

During her sermons and in her speech at the Bishop's Company dinner, we were impressed by Bishop Susan's energy, enthusiasm and positive outlook. She emphasized that we cannot do things the same old way. Rather, we have to find ways to introduce the teachings of Christ to a general population that, increasingly, knows little or nothing about Christianity.

With respect to Art Crawls/Supercrawl, we continue to seek ways to capitalize on the opportunities afforded by having large members of the public come through the Cathedral doors. There is a new focus on art installations and a music program and, for Supercrawl, information booths by organizations such as the Aids network and St. Matthew's House. Sincere thanks go to Rev. Sharyn Hall, Michael Bloss and John Watts for taking on new roles with respect to the Crawls. And, as Sandy and Jeni Darling hand over responsibilities for this ministry, we express our very deep gratitude for the countless hours they contributed in managing the Art Crawl/Supercrawl programs for the Cathedral.

Turning to specific news about the wardens, we are pleased to congratulate fellow warden John Bradley who walked the Camino de Santiago in Spain – all 800 km of it – in the fall of 2017. He joins Wendy Newman as our two pilgrim parishioners (that we know of) who have walked this Camino in total, a significant personal accomplishment. In addition, Jim Newman, after many years of dedicated and conscientious service, is hanging up his warden hat. Major roles Jim assumed while a warden were those of stewardship and preparing the narrative budget for Vestry each year. We are going to miss his efforts in these essential tasks, along with his many other skills and wise contributions to our decision-making.

And speaking of stewardship, we heartily commend the people of this parish who, in addition to their generous financial support, invested more than 7600 volunteer hours in our Cathedral ministries in 2018. Our ministries could not exist without your time, talent and treasure, and we are thankful for your commitment, compassion, sharing, and hospitality.

Finally, as you heard during the service a couple of Sundays ago, our beloved Dean, Peter Wall, has announced he is retiring later this year. While many more words will be spoken in the coming months about what Peter means to us and what he has contributed, suffice it to say at this time that his loss to us and to the Diocese of Niagara, is enormous.

As wardens, we will be working with the Bishop in the process of finding a new Dean.

2019 will be a year of change.

Submitted by Janina Vanderpost

On behalf of the four of us: John Bradley, Kerry Lubrick, Jim Newman and Janina Vanderpost

MUSIC MINISTRIES

“For last year’s words belong to last year’s language, and next year’s words await another voice.” (T.S. Eliot)

I remember a conversation with a wise person which took place some years ago in which he declared, “our species comes by language with great difficulty.” Language is something which a church musician encounters on a daily basis and attempts to use in setting the table of congregational musical worship and experience. The table setting wishes to portray a certain Downton Abbey-esque order and yet inspire a certain unintended turn of phrase. This might be found through the conspiracy of counterpoint and harmony found in the elements of glassware, silverware and other textures.

However, a table is just a table unless a lively company enlivens it. A company of adventurers, story tellers, magicians, musicians, humorists – the modern-day saints, martyrs and apostles – who bring the unforgettable to a gathering.

The truly marvelous thing inherent in this image is that no two gatherings can be identical. Different people each bringing their own vivid life and enriching imagination to create a diversity out of what otherwise would just be a structure.

...by this point you’re probably saying, “all right Bloss, get to the point”.

So here is the point. All of this describes the life of music at this cathedral.

The music ministry at Christ’s Church Cathedral is a table, just as sacramental as the Table we approach each time we celebrate the Eucharist. It is a table with hymnals, bulletins, psalms, brass ensembles, unaccompanied music in community, anthems, motets, choral experience, and thrilling organ improvisation and repertoire. You who choose to join this musical table become the enlivening company. It is to all of you that I wish to recognize, to express gratitude to and to encourage searching for that voice which will sing of this year in our life as a faith community.

The volunteer members of the choir who, supported by the choral leads, commit to an ambitious program of liturgical singing are a company of folks who work tirelessly, seamlessly and selflessly to inspire and evoke the emotion

in the text of what they sing. Their commitment is to an understanding that to strive for excellence and expression is to achieve a group consciousness that to sing *is* to pray twice. They are, in short, a team. They are definitely saints!

The larger James Street and Hamilton community is another company which calls the Cathedral table a haven of respite. Listening to the stories of the people who visit the cathedral at each Artcrawl and Supercrawl reveals a rich tapestry of experience and a yearning to share and participate. If you experienced the Taizé evening during last year's Supercrawl you will know what I mean about this renewed language of community and recognition. The universality of what the Taizé movement means met up with the shared voices, setting and unspoken language of those who gathered that evening. They are another "congregation" which calls the Cathedral a home! They are definitely apostles! What a joy it is to be contemplating more of this musical outreach as part of Cathedral Café this year.

My staff colleagues are a group of such diversity and spunk that I am sure Noel Coward could not have imagined sitting around a dinner table. We actually do sit around a table, each Thursday morning, more often than not with sugary confections. As we laugh and share, struggle and argue passionately, we become aware of this table as a part of our creative and prophetic ways. Our team bonds in this way with the mission which leads us to ministry in this place. We are all keenly aware of the "proper" ways of table setting, but choose to find varied ways to invite those around us in the larger cathedral community to be a part of something so amazing, so divine. It is a team built around love. Maybe, in a tongue in cheek way, I can call us the martyrs, but I think evangelists might be a better term!

In the end, what brings me to my table here is the ability to share the emotion which I feel around music and liturgy. As I lead the choir and play the organ I feel like a chef in the kitchen of musical invention – standard fare but "spiced" up from time to time. To that end, whether a play-in, processional or offertory extension, or hymn elaboration I feel that you as a congregation offer me the artistic freedom to bring my own colour to the table. I am very grateful for this and it is a unique synergy which we share with each other.

So, thank you all for the life you bring to our table. Thank you for your courage in opening our table to new ideas, new participants and new language. Thank you for always joining in for that new language which this year's new voice awaits.

In closing, these words of Helen Keller,

"The best and most beautiful things in the world cannot be seen or even touched - they must be felt with the heart."

Michael Bloss
Director of Music Ministries

OUTREACH AND PARISH EVENTS COMMITTEE

And the Lord will reply "I tell you the truth, whether you did it for the least of these my brothers and sisters, you did it for me"

Parish Life and Outreach Coordinating Committee Events Committee met five times during 2018. The meetings were held in January, April June, September and November. The committee membership includes the Parish Administrator, Property Manager, community liaison for New Harbours and Makers' Market, a Church Warden and six parishioners, some of whom represent the Outreach Programs. We welcomed Jeff Braun-Jackson to the committee in 2018.

The committee provided input, received and reviewed requests for a number of events and reported on the numerous activities related to parish events and outreach activities. In addition to hosting events, the Cathedral reaches out the Community through:

Bishopsgate – this beautiful garden includes a varied and interesting variety of plants which are well maintained through the dedicated work of volunteers. The garden is well used by many residents in the areas well as visitors to James Street North. It is one of the few green spaces in this area of the city. You will find the volunteers working in the garden every Friday morning spring, summer and fall.

Knitters - provide comfort through the distribution of prayer shawls and articles of warm clothing. The knitters are very prolific and provide their work to many individuals and organizations. This year, in addition to the meal ticket program, hats, scarves and gloves were given to those who access the Foodbank and children's families in the Daycare at St. Matthew's House.

Meal Tickets – During 2018 some 8,900 meal tickets were distributed to those in need. These individuals are provided with refreshments and a safe place to socialize with each other and interact with the volunteers. The number of recipients has decreased again this year mainly due to the redevelopment of the James Street North neighbourhood. The Meal Ticket Program received donations of food, clothing, toiletries and money from generous parishioners and friends of the program.

Makers' Market- 2018 marked the 12th season of Makers' Market. The Cathedral continues to support local entrepreneurs who set up their tents in Bishopsgate during Super Crawl and Art Crawls during the warmer months.

Out of the Cold – every Saturday night during the winter months, hot meals were provided to the homeless and near homeless in Myler Hall. The meals are cooked on site by volunteers and the program is very well attended by those in need.

Tours – In excess of 22,000 visitors enjoy the Cathedral's beautiful space, music and hospitality during Super Crawl, Art Crawl and Doors Open.

None of these activities would be possible without the caring, dedicated volunteers who give generously of their time and considerable talents.

We welcome you to come and observe these programs and see if you would like to become involved as a volunteer.

In closing, I would like to sincerely thank to the faithful and dedicated committee members for their work and to the staff and congregation of the Cathedral for their continuing support.

Submitted by
David Savage, Chair

MAKERS' MARKET

Over 2018, our 12th season went very well; we welcomed many new vendors as part of our shared space initiative; this way we are able to accommodate more of our local artisans in Bishopsgate; returning and regular vendors encourage and support those just starting out.

In addition to our monthly markets May through August during the James North Art Crawl, we ran a market during Supercrawl Weekend in September and hosted our annual indoor Holiday Edition market in December, which has grown to be a 2 day event. Again for Holiday we had a variety of new vendors, which made up about half of our total line up of 35 artisans.

Year to year, the committee continues to be impressed with the high quality of the work vendors are creating and selling. This year items included original art works, textile arts, jewellery, t-shirts, accessories, stationery, bath and body care, pet accessories, seasonal décor and locally produced food.

To promote our regular season, we mainly rely on local calendar listings, social media and our vendors to get the word out. For the holiday edition, postcards distributed at Supercrawl, in September and by vendors at other shows, are our primary source of promotion. We also purchase advertising in the Spectator, at McMaster University and on CH television, including an on air segment.

Operating as a non-profit event, all artisan fees collected are used to promote and support the running of the market. Regular costs include: advertising, graphic design, live music, staffing costs, food vendor fees payable to the City of Hamilton, webhosting, supplies for vendor events and incidental costs incurred throughout the year. For instance, this year an additional 4 tents were purchased to replace some of our older ones were beyond repair.

The committee meets occasionally over the year mainly for initial planning each season and jurying sessions; once the rough plans have been drawn up, much of our communication is done via email. I would like to thank everyone who helped to make this season another successful one: Jennifer Street, Jeni Darling, Matt Thompson, Donna Reid, Cindy Stover, Alison Chapman, Melissa Sinding of the committee, Elizabeth Webb our graphic designer, the staff and volunteers at the Cathedral and all of the amazing vendors we had with us this past year.

Respectfully submitted,
Mary Anne Grant O.N., Chair and Registrar for the Makers' Market

ALTAR GUILD

2018 was another busy year for the Altar Guild at Christ's Church Cathedral. I am sure Cathedralites are not aware of all the work done by a small group of dedicated Altar Guild volunteers because much of it is carried out behind the scenes. The Altar Guild prepares all the elements for each service; eucharist, wedding, funeral or even-song. That preparation involves organizing flowers (Donelle de Vlaming), baking bread (Hazel Naylor), making wine (Peter Wall), organizing vestments (Ken Patterson), cleaning brass and silver (The Brass Monkeys), setting out or arranging flowers and preparing all the vessels and linens used for each service and cleaning up afterward.

At Thanksgiving, Christmas and Easter the Cathedral is decorated by the Altar Guild with help from other volunteers. The beautiful result is a testament to the care and thoughtfulness displayed by this wonderful crew.

This year we recognized many years of stellar service by Janet Stirling as she steps back into an emeritus role. We welcomed new member Penny Anderson. The current roster of members is as follows:

Team 1: Hazel Naylor, Penny Anderson, Sr. Marguerite Eamon, Anne Harvey

Team 2: Kerry Lubrick, Mary Ellis, Trudi Down

Team 3: Sr. Heather Broadwell, Joan Gilvear, Angela Savage, Kim Johnston

My sincere thanks to all members of the Altar Guild for their dedication and committed ministry. Please join us if this ministry would appeal to you.

Anne Harvey

MEMORIAL FLOWERS

On most Sundays we are blessed to have our worship space graced with fresh flowers, given to the glory of God and in memory or celebration or thanksgiving for family and friends, present and past.

There are 43 Sundays during the year when memorial flowers can be placed at the Altar or at the Chancel steps; the exceptions being Lent, Palm Sunday, Easter, Cathedral picnic, Christmas.

For Easter and Christmas a special request is made to the congregation for donations for the seasonal plants and flowers that decorate the Cathedral for these holy days. On the Sundays when there are no donations for memorial flowers the lovely silk flower arrangements, generously donated by Anne-Louise and John Watts, are placed at the Altar to the glory of God.

In 2018 we had fresh flowers at the Altar on 33 Sundays, including 11 Sundays with memorials both at the Altar and at the Chancel steps and memorial flowers in the Columbarium for All Souls Day and on the war memorial for Remembrance Day.

The flower arrangements come from Debbie's Flower Shop in Stoney Creek and we have been very pleased with their work. Our requested donation for Altar flowers is \$90 which covers the cost of the flowers and the delivery. In July and August we have only one flower arrangement for our summer services for which we request a donation of \$50.

If you would like to remember a special person or celebrate a special occasion with flowers at the Altar please contact Donelle de Vlaming.

Respectfully submitted
Donelle de Vlaming
Flower Coordinator

ENDOWMENT COMMITTEE

The Endowment Committee is responsible for managing the funds from the bequest in 1989 of Caroline and Clifford Morris, who specified that the funds be used for structural maintenance of the cathedral. In recent years the committee has provided \$25,000 annually for this purpose.

The original capital of \$200,000 must be maintained and the value of the fund on December 31, 2018 was \$340,039. This means that there is downside protection in case of adverse market conditions and an ability in the foreseeable future to continue an annual draw of \$25,000 without breaching the condition about maintaining the original capital.

The past year was particularly challenging for investments around the world, and the Toronto Stock Exchange Composite index fell by 11.64 per cent with much of the decline occurring in the final quarter of the year. The Morris Fund again provided \$25,000 to the operating fund again and experienced losses of \$12,883 from a base of \$377,381 on December 31, 2017, which means that the Morris Fund performed better than the Canadian equity market.

The committee met quarterly to review the investments against the investment policy that has been formulated and approved by the Endowment Committee. At the time of the February meeting the economy was still strong and the committee agreed to consider changing the investment policy to permit the acquisition of foreign equities beyond the United States. In April there was discussion about uncertainty in the market and so the committee agreed to sell some bonds and replace them with one-year GICs, so that the portfolio would be more defensive. In July the committee continued to be concerned about the uncertainty and also agreed to permit investment in international equities beyond the U.S.A. in a range of 0 to 15 per cent of the fund. The reason for permitting such investments is that they can provide more diversity and normally this reduces volatility. The committee has not yet purchased any such investments.

The October meeting is the time when there is a major review of compliance with the investment policy and decisions are made about the allocation to the cathedral. Approval was given for the transfer of \$25,000 to the operating fund, and it was agreed to inform the Corporation that a similar allocation of \$25,000 in 2019 appeared feasible. The committee agreed to increase the proportion of the fund in cash and fixed income holdings, and so instructions were given to reduce equity holdings in the Royal Bank, Bank of Nova Scotia, Canadian National Railways and American iShares. These decisions in combination reduced the impact of the severe downturn in the markets in December.

The committee will continue to monitor the fund and take action when needed within the investment policy. At the time of writing the outlook continues to be uncertain, but the decision in April to acquire GICs provides the committee with the opportunity to respond when the GICs mature on May 1, 2019. The committee has benefited greatly from the advice of Paul Jokel of RBC Dominion Securities.

Sandy Darling (chair)
Virginia Arnott-Wood
Tom Davison
John Ellis
Judy Robertson
Dean Peter Wall (ex officio)
Janina Vanderpost (warden)

BRASS MONKEYS

The Brass Monkeys normally meet from 9 am to noon on the third Thursday of the month to clean the bright metal artifacts and reachable woodwork in the cathedral. We very much appreciate the support of the Altar Guild, who provide all the cleaning supplies. All are welcome to join us – many hands make much lighter work.

During 2018 we provided 100.5 hours to cleaning, and repaired portions of the altar rail where carved insets had fallen out. And we were able to clean and polish the lectern received from St. Lukes.

Portions of the Bishop's cathedra and the chancel rail also need some of the fine wood carvings to be repaired. The large brass altar cross, and three sets of candelabra would benefit from professional cleaning, and possibly lacquering. Hopefully donors will be found to cover the cost of these restorations.

Respectfully submitted:

Jennifer Early
Christel Eustace
Peter Ford
Jim Newman
Robert Oldham
Ken Patterson
Paul Racher
Brian Shoemith
William Thomas / Ken Patterson (Co-Convenors)

COUNTERS

The Cathedral Counters each week count and balance the donations received from the Sunday and midweek services, Diocesan services and fundraising activities.

My thanks go to the volunteers who give their time and talents to this important function: Tom Davison, Angela Savage, Brian Shoemith, Louise van Woelderren, and Trudi Down.

We are all very much indebted to the late Roddie Perks, who was for many years a most valuable member of the group. Her cheerful and knowledgeable approach to the counting was heartening and encouraging.

We are in need of additional counters to join the roster. Each counter is normally called upon only once a month (sometimes twice in one month, to cover holidays and special occasions). While the usual time for counting is Tuesday mornings, there is some flexibility about the day and time. If you are interested, please contact me at 905-545-5274.

Respectfully submitted,
George Down, Captain of Counters

JAMESVILLE CHILDREN'S CENTRE

Take one hundred and thirty-four children, twenty-five staff, spread them over two sites and you will create a lot of excitement, learning, noise and fun!

Jamesville and Jamesville Bennetto Children's Centres had a banner year in 2018. Not only did we operate at or near capacity for most of the year, but de-spite a number of significant one time expenses we were able to achieve a small financial surplus at the end of the year.

As always, there were a number of changes in our operations. These included:

- Shifting all of our before and after school programs to our Bennetto site. This was a positive move as it allows all our school aged children to remain at their school (or the school across the street for our students from St. Lawrence Catholic School). No more walking children back and forth from Jamesville to Bennetto in the rain, cold and heat.
- Our new Executive Director, Lisa Fulsom, taking the reins at the end of Janu-ary. The board has been thrilled with Lisa's leadership and vision for the cen-tre. She has instituted a number of changes to our facilities, programs and procedures. These changes have resulted in two perfect inspection reports from our Ministry of Education supervisor (an incredible achievement!).
- Hiring a new accounting service to maintain our financial records. In the past, we paid an individual to manage our books. This year Lisa chose Goffin and Associates (a full service accounting firm). The expertise of Lee Goffin,

CA and the bookkeeper assigned to us from his firm have been able to provide accurate records and valuable advice.

- Accessing the services of well known labour lawyer, Ed Canning, partner at Ross and McBride LLP. Ed's guidance has been indispensable to the board and Lisa as we navigated a number of complex staffing issues.
- In June, we were thrilled to welcome Nancy Millar to the board as an appointee of Synod Council. Nancy's skill set as an educator, lawyer and long time member of the Cathedral parish have proven to be invaluable.
- At the end of 2018 we thanked Paul Racher for his service as a board member. Paul's passion for fairness and justice is missed at our board meetings.

What was once a small daycare operated by the Christ's Church Cathedral parish, has grown into a strong and financially independent children's centre. As a staff and board, we are thankful to the parish for their ongoing support, encouragement and prayer.

While we are thrilled with the success achieved in 2018, we look forward to the opportunities and challenges 2019 will bring!

On behalf of the Board of Directors
John Bradley

COLUMBARIUM BOARD

In 2018 there were 3 inurnments of ashes in the Columbarium. There were 2 double and 2 single niches sold.

The All Souls Service was held on November 1st and we thank all who participated in the service and the Cathedral team members who organized the reception.

Board members are appointed for a term of 5 years which may be renewed with the approval of the Vestry. Board members and the year they were appointed are Barbara Howard (2018), Kim Johnston (2018), Judith Robertson (2011), John Ellis (2008), Donelle de Vlaming (2000) and ex-officio member Dean Peter Wall.

The Board extends our thanks to J. Lefebvre for keeping the financial records and preparing the financial statement for the year.

Respectfully submitted
Donelle de Vlaming
Chair, Columbarium Board

ARCHIVES

I am honoured to report to Vestry on the Cathedral Archives. First, the bad news: our major project of the past few years, the digitization of files, did not progress as hoped in 2018 because we were not successful in getting a summer student. As a result, our multiple goals of freeing physical space in the office area, creating an index of records for fast access, and preserving records for future access did not advance during the year. However, we still have all the physical records and we begin 2019 with high hopes.

As for the good news, which outstrips any temporary setbacks, the Cathedral's story is rich and full – memorable characters, events large and small, and devotion beyond what anyone could ask or imagine – and it continues to be a source of inspiration. Over the year, I prepared regular columns for Cathedral Contact, frequently with backup from the excellent local history collection at Hamilton Public Library. I always find myself losing all track of time, as one story leads to another. The written record is only the visible tip, and my imagination takes over as I picture the human interaction behind the stories and photos.

Planning for the Cathedral Place Revitalization Project has reached a hiatus at the moment, but it is essential to keep it in mind as we go into the future. Space planning and digitization for the Cathedral's historic records will have to proceed together with Diocesan needs and plans, as part of a comprehensive records management and archival strategy.

My sincere thanks to Alison Meredith for her patient and gracious support, and to all who have commented on my columns or suggested future topics.

Wendy Newman
Cathedral Archivist

ART CRAWL & VISITORS

Every second Friday of the month, the Cathedral opens its doors to more than 16,000 visits by people who are not members of the cathedral congregation. A few of these are repeat visitors, but most are seeing the church for the first time; not a few are seeing inside any church for the first time. The numbers on each occasion vary from 30-40 in the depths of winter to over 1,000 each Friday in the summer, and over 11,000 for SuperCrawl in September. Visitors come out of a sense of curiosity, intrigue, to hear the music and often for an opportunity to rest and escape from the commercialism of the city streets. This is an opportunity to display the building itself (which in Dale Gunther's words has its own special ministry), its own art-work of carvings, stained glass and its history, which have given rise to the label "God's Art Gallery on James Street". In addition, visitors have the opportunity to listen to a music program, coordinated by Michael Bloss and visit art displays and installations curated by Sharyn Hall. And finally they have the chance to ask questions and engage in conversation with one of the relatively small group of volunteers who display in a very practical way, the friendliness and hospitality for which the Cathedral has become known. This year the volunteer group swelled at SuperCrawl to a total of 30, who provided a total of 198 hours of their time, the equivalent of five full work-weeks!

By far the most common word to escape the lips of new visitors as they enter is "WOW", and the commonest comment at the end is "thank you opening this up to us". I am always impressed at the way in which the building engenders a sense of both surprise and then respect; an evangelical pastor making his first visit at SuperCrawl said "I am surprised and extremely impressed by what you, as a mainstream church, are doing here; you really are setting an example for other churches to follow".

The hard and committed work of our greeter/guide volunteers makes this all possible and we give them our gratitude and admiration. Finally a special note of appreciation is due to Sandy and Jenni Darling who put in hundreds of hours of their time (and talents) in organizing, guiding, greeting, and mentoring others, not to mention making information sheets, posters and notecards; without their work and example, the Art Crawl would be but a pale shadow of its current self.

John Watts

DIOCESAN SYNOD

(the following are highlights or ponderings that touched me during the day of Synod, and are by no means exhaustive ideas that are fully developed. I have found it an honour and privilege to serve and attend these gatherings of the Anglican Church in the Diocese of Niagara. It is a special time when the church of the whole area gets together to reflect on our life and journey in our communities in this part of the country. This will be my last Synod for a while as I step down after three years to offer the place to another of our community.....)

The annual Synod of the Diocese of Niagara met on Saturday, November 3, 2018. This was actually the second session of the 144th Synod, as the first session was the election of Bishop Susan Bell.

This session was Bishop Bell's first charge to the diocese.....her themes being "new wine in new wine skins" and "I make all things new".....some of this was in reference to honouring those who were retiring from diocesan duties and roles, especially The Rev. Canon Marni Nancekivell who retired as secretary, and those who are coming on to take up those tasks, The Rev. Canon Bill Maus taking up that mantle, welcoming Honorary Lay Canon Jody Beck (Treasurer of Finance) and Installation of new Chancellor, Greg Tweney. Thanks were also given to Dean Peter, Derek Smith, and the Cathedral team and volunteers for their work in making our space welcoming, available and functional for the day.

Bishop Bell went on to reflect on "I am about to do a new thing" from Isaiah 43. What really stood out for me in her reflection that her voice was grounded, and she was inviting us to grow. She called us to not get "bogged down in our past" else we might miss what new thing God is calling us to do. That we are at a time of reformation, or re-missioning. To let go of our "programme" stance, and trying to bring folks into the church building, rather to be more relational in our ministry. If we plant and do some watering, God will cause growth. To let go of "scarcity" and "survival" and look at what God is doing outside in our parishes. (I actually live in what was/is the parish of St. Peter's, which is now HARRRP....it happens to be where my choir rehearses now.

To aid this growth offer of support for clergy and laity through professional development, collegial conferences and gatherings will be offered. We want to experiment, try new things, share stories, gather support, learn from our partners in the global church. We're called to go to the mission field again – not to cling to bricks and mortar – to go into our communities.

We will look at our buildings as resources and have appointed our new Lay Canon Terry Charters who will look at all these resources, to repurpose, retaining, selling, and re-partnering buildings.

Our diocese is blessing with incredibly talented lay people and community partners.

What is our vision – all things have a life cycle – we are in a dynamic, shape-shifting time – not everything will work in this “culture of experimentation”. Once we have freed ourselves from our path, we will have the new wine, and the wine skins are waiting. The gospel is still the gospel, and we are all children of God by faith. We are called to struggle with the gospel for our culture.

Now for Bishop Bell's actual words you can go to the diocesan website at <https://niagaraanglican.ca/news/first-charge-to-synod-by-bishop-susan-bell>

You may “hear” something quite different.....

Presentations were then made from the following:

WOW (Walking on Water) Grant – Chinese Mandarin Ministry at St. Cuthbert's in Oakville.

Anglican Foundation of Canada (AFC) – a donor based organization established over 60 years ago, it can grant or loan over \$750,000 annually. The Diocese of Niagara had grants and loans of \$212,000. It was noted that only 5 of 92 parishes/117 congregations of the Diocese of Niagara are active donors to AFC. A fun moment was when the folks from AFC presented Bishop Bell with “Bishop Bear” - a teddy bear dressed in vestments made by Harcourts.

We then moved into our Regional Caucuses to elect Synod Council reps who will serve throughout the year until next Synod in November, 2019.

More presentations were made:

PWRDP (Primate's World Relief and Development Fund) – highlighted two projects:

1) Canadian Foodgrains Bank in South Sudan, which is a partnership with Global Affairs Canada (GAC) (formerly CIDA), and 2) a five year, \$10.8 million Health Care programme.

PWRDF's contributions are matched or augmented by other partners, especially GAC.

Cathedral Place Revitalisation Project – we generally know most of this, but here's the nutshell version – there are two main hurdles: 1) documentation that the former cemetery has been closed has not yet been found, and 2) the city is now wanting the purchase of the neighbouring municipal parking lot to be at market value. There is a new council, so they will be approached again. To date we have spent under \$100,000 for the environmental study, cemetery and original planning.

Companion Diocese of Cuba – we have been in a formal partnership now for 19 years. It has been a partnership in mission and enriched by sharing ideas and personal experiences. There have been many trips, including the Justice Camp where 25 Cubans and 25 Canadians attended. A water/safe water initiative has helped to improve the health of communities. The Episcopal Church of the U.S. has voted to re-admit the Cuban Church to TEC. We will be looking at how we go forward with this friendship and partnership.

Canterbury Hills Camp – the children's camp continues; some 700 children in a year. “Forever memories are made here”. Registration was full by February, so brought in a yurt to accommodate more! Two camps were added, a Family Camp and an Alumni Camp. Only complaint seemed to be that they were “too short”. Adventure Camp was very successful. (*....hmmmm....a strange thought of mine here.....a theme, e.g. confidence, that culminates in eucharist”.....not exactly sure what I meant.....something to ponder further.....*)

The camp is 50+ years old; woods were ravaged years ago by Dutch Elm disease, and more recently the Emerald Ash Borer, with the cost of removing dead trees for safety at \$35,000. Building maintenance is needed, e.g. Lion's Hall (dining). Funds and prayers needed for staff, board and campers. Active board members needed, especially for fundraising and property; volunteers at camp; spring maintenance in May; parish reps would be appreciated. They have a bursary fund available for families with limited income.

St. John's raised and presented \$7,000, and an anonymous matching donation was also made.

Provincial Synod 2018 was presented by Susan Little. It was held in Ottawa; the theme "A hopeful church in changing times". With the retirement of Archbishop Colin Johnson, a new Metropolitan was elected, Bishop Anne Germond.

Marriage Canon Referral (Canon 21) – this will be coming up for a vote again at the 2019 CoGS (Council of General Synod). It must be approved by all three houses – laity, clergy and bishops. A video made in the diocese of Niagara is being prepared for CoGS. The house of bishops is still in discussion about this canon.

Celebrating the Diocesan Vision – how are we more passionately following Christ today? Bishop Bird's vision, which had been drawn from our vision, was given back to us again as such, and is an invitation to grow as God's people, innovative, generous, ministers, social justice, liturgical, values.....we were invited to write on cards in response to the question.....

Called by Name – an intention to nurture vocations for clergy and lay (in the 15 – 30 years of age group). We will be invited in the new year to identify those in our parish who are/may be leaders in our community.

Of course there are housekeeping things to take care of, like a budget.....nothing startling this year.....

I love that this whole time is done in the framework of a Eucharistic service.....starting with the gathering of the community, at mid-day the sharing of communion, then our closing prayers as we are sent out into the world to walk with Christ into the community.....

by Sue Crowe Connolly

VOLUNTEER MANAGEMENT AND SCREENING

Many people have contributed to the updating, writing and re-writing of the thirty volunteer ministry job descriptions that summarize the extensive work and skills of Cathedral volunteers.

The Diocese of Niagara has a detailed policy about the roles, management and screening of volunteers. This applies to all parishes and is intended to support a safe and compassionate Church.

With the completion of the job descriptions volunteers will be invited to review and confirm their own position.. It is hoped to arrange an appreciation event in the spring. That will also be an opportunity to discuss the policy in more detail and to answer any questions arising from it.

Much gratitude is owed to many people who gave time to preparing their descriptions but particularly to Alison Meredith who keeps us all on track and to Mary and John Ellis who will be taking over this task in 2019

Submitted by Jennifer A. Street

THE LAY WEEDERS

It is over 10 years since I assumed the role of lead gardener, responsible with the help of volunteers and other labour as necessary, for the upkeep of Bishopsgate and the smaller gardens one sees when entering the Cathedral from the parking lot, plus the planters which line the walkway into the Cathedral and stand at the south west corner of the building. This year three volunteers have assisted regularly with this task; Pat Barton, Audrey Fleming and Gwen Peer. In addition a young man, currently a student at Horticultural College has been an amazing asset to Bishopsgate. Eric Geenen joined us in late April and his quiet hard work ethic has made a huge difference in keeping our gardens beautiful. We also appreciate help from Derek Smith and his staff.

Easter 2018 was very early and the first work of the season was ensuring the nine planters were decorated with potted daffodils, icicle pansies and greenery. (We would love to simply plant bulbs to greet us but have abandoned that since we realised that the display was largely providing a reliable food source for the local squirrels.) The work the squirrels do can best be seen in Bishopsgate where they have moved color coded bulbs to their own plans.

I think that 2018 was one of the busiest years at the Cathedral. Bishopsgate played a significant part in in parish,

diocesan and community events as an extension of the building and providing a welcoming space for all.

I am writing this at the time of year when we remember the major benefactress of Bishopsgate, Vera Tomlinson. She provided the bequest which ensures that there is funding for important functions in the garden, maintaining the water systems, caring for the trees and providing the heavy labour. This year having Eric, who was a quick learner, able to take direction and work independently and knowledgeable about the tasks to be done, has made a considerable difference to the responsibilities of the volunteers, particularly me. It has meant that we can do lady-like things, gentle pruning and weeding and leave the heavier tasks to someone who does them much better and faster than we can.

We will welcome new volunteers with open arms. During the gardening season mid-April through September we have been meeting regularly on Friday mornings. This is not set in stone. Should you want more information or have skills to offer please contact me

Jeni Darling

TIME & TALENT STEWARDSHIP REPORT—VOLUNTEER HOURS

With the input of more than 20 Cathedral parishioners and staff, we have assembled a detailed estimate of more than 7,500 volunteer hours that were invested in our Cathedral ministries in 2018.

We often quote the three components of good stewardship as being “time, talent, and treasure”. Then we most often report on the “treasure” because not only does it seem to be the easiest to measure, it’s absolutely necessary to meet our operating budget and pay our bills.

But the reality is (and we know this) that our ministries could not exist without your “time and talent” in addition to your “treasure”. Stewardship is more than simply contributing money through the church, it’s about contributing our time and talents and volunteering for ministry and mission. It’s about reaching out with all three from a perspective of abundance, not scarcity.

The number bears repeating: 7500 volunteer hours! That’s equivalent to more than 4 years of full time effort by one person - should such a person with all of these talents and skills even exist!

It’s a remarkable accomplishment, and it represents in yet another way the deep caring and abundant generosity of the people of this exceptional parish!

Thank you one and all!

James Newman, Chair, Stewardship Committee

FINANCIAL STEWARDSHIP

Summary

We acknowledge, again this year, the significant generosity of many in the congregation, but we are disappointed to report a decrease in parishioners’ regular giving of more than 4%, and a deficit of \$2,626 at the close of 2018. This is particularly troubling as our costs for the year were under budget. We have sufficient financial reserves to cover the deficit this year, but we know that trend must be reversed.

Year Round Stewardship

We consider Stewardship to be a year-round activity, but we focus special attention on the run up to Vestry; most recently the weeks from October 7, 2018 through February 24, 2019.

Our foundational teaching is that:

- Christian Stewardship is not about money, or paying the bills, or keeping the church from closing; it’s really about our ongoing relationship with God.
- Our giving back is a way of saying thank you to God.
- We are to give generously - the best of our time, abilities and possessions back to God’s mission in the world in gratitude for God’s endless love for us, and for all God has done for us.

- We are to give from a theology of abundance, not scarcity.

Our stewardship program focuses on our ministries. We communicate extensively with weekly bulletin inserts that describe who we are and what we do, and we ask parishioners to make brief commentaries outlining why they love, support, promote, and endorse our parish. We encourage first-fruit giving, proportional giving, pre-authorized giving, and Intention Forms that make clear our giving expectations.

Financial summary of Parishioner Giving in 2018 and several prior years:

Comments:

- Many churches are experiencing a decline in attendance; we are holding steady – **a sign of a healthy church!**
- The cost of living increases annually and we must request our parishioners to respond at least in equal manner.
- For the first time in three years total regular giving has declined – **a cause for concern!**
- For 2018 your Corporation asked for an increase in giving of 2% to match the cost of living – a reasonable ask
- What materialized was a 4% decrease in giving - **another cause for concern!**

For an explanation of other signs and trends please refer to the chart on the following page. We have determined that:

- nearly half of our budgeted giving (48%, \$138,942) is supported by only 11% of our givers (15 givers, rows 1-4)
- nearly half of our regular givers (65 or 49%) collectively give only 8% of the budget (\$22,523, rows 7-8)
- the remaining 53 supporters (41%) give the remaining 44% of our budget (\$127,240, rows 5-6)

This analysis includes gifts to: Parishioner Givings, BishopsGate, Dean's Discretionary, Choral Scholarships, Christmas, Easter, Thanksgiving, Outreach, Flowers, and Memorials.

Excluded are gifts to *Directed Donations, PWRDF, Preserve to Serve, and St. Matthew's House.

Givers: Active Members, Members, Shut-Ins, and Deceased. Excluded are Friends of the Cathedral, Visitors, and Past Members.

***Note: Directed Donations refers to gifts given for a specific purpose outside the day to day operation of the Cathedral. In 2018 we received 2 direct donations totalling \$20,697.**

Regrouping for the Future

We understand that some cannot give at significantly higher levels but we are requesting ALL parishioners to ask themselves:

- *Have I considered God's generosity in my life?*
- *Does my giving back reflect God's generosity to me?*
- *Am I willing to increase my support of our Cathedral and our ministries?*
- *Am I willing to "up my giving" starting today? If not, why not?*

Remember, we are all in this great adventure together, and waiting to respond only compounds the problem by requiring a much greater outlay of funds later in the year!

Stewardship Committee

The Stewardship Committee consists of our Dean and Rector Peter Wall, the four Wardens Kerry Lubrick, Janina Vanderpost, John Bradley, and Jim Newman; and Treasurer J. LeFebvre, i.e. the Cathedral Corporation.

Special thanks to Paula Esteves for timely statistical analysis and to Alison Meredith for efficient administrative support.

Because of the close connections between the stewardship of the Cathedral parish and the ongoing business of Corporation, we include stewardship as a regular item on the Corporation's agenda rather than operate as a separate committee. We thank you sincerely for your continuing generosity, particularly now as we strive to eliminate our financial shortfall.

James Newman, Chair, Stewardship Committee
Christ's Church Cathedral

CHRIST'S CHURCH CATHEDRAL - 2018 ANALYSIS OF GIVING

Range of Annual Gift	# of Givers	# of Givers Cumulative	Total Given By This Group	Average Given by This Group	% of Total Donations	% of Givers	Cumulative % of Givers	Cumulative % of Giving
\$15,000+	1	1	\$ 15,800	\$ 15,800	5%	1%	1%	5%
\$10,000-\$14,999	5	6	\$ 63,247	\$ 12,649	22%	4%	5%	27%
\$7,500-\$9,999	1	7	\$ 8,100	\$ 8,100	3%	1%	5%	30%
\$5,000-\$7,499	8	15	\$ 51,795	\$ 6,474	18%	6%	11%	48%
\$3,000-\$4,999	16	31	\$ 60,983	\$ 3,811	21%	12%	23%	69%
\$1,000-\$2,999	37	68	\$ 66,257	\$ 1,791	23%	28%	51%	92%
\$500-\$999	19	87	\$ 14,065	\$ 740	5%	14%	65%	97%
\$1-\$499	46	133	\$ 8,458	\$ 184	3%	35%	100%	100%
Total	133		\$ 288,705	\$ 2,171	100%	100%		

This analysis includes gifts to: Parishioner Givings, BishopsGate, Dean's Discretionary, Choral Scholarships, Christmas, Easter, Thanksgiving, Out-

CHRIST'S CHURCH CATHEDRAL								
TRENDS	2018	2017	2016	2015	2014	2013	2012	2011
No. of givers is up slightly over 2017	133	131	132	142	144	146	134	141
Total giving is down \$12.3M in 2018	\$ 288,705	\$ 301,052	\$ 282,765	\$ 270,441	\$ 287,579	\$ 289,547	\$ 281,118	\$ 282,896
Decrease from 2017	-4.1%	6.5%	1.6%	-3.2%	-0.7%	3.0%	-0.6%	
Avg. annual giving is down \$127 over 2017	\$ 2,171	2,298	2,142	1,968	1,997	1,922	2,098	2,006
Almost half of \$ giving from essentially same no. of givers	18	16	16	14	15	19	Not avail	Not avail

The simple fact is that our giving has not been keeping up with the cost of living for many years and we are now lagging well behind. This is illustrated by noting that we now require a 4.5% increase just to make up the shortfall from 2018, not to mention any COLA or budget increase in 2019.

CHRIST'S CHURCH CATHEDRAL - 2018 ANALYSIS OF GIVING

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James Newman, Chair, Stewardship Committee
Christ's Church Cathedral



CHRIST'S CHURCH CATHEDRAL Statistical Report

SERVICE	2017	AVERAGE	2018	AVERAGE
SUNDAY 8:30	426	12	481	12
Sunday 10:30	5693	107	5564	109
Mid-week (Mon, Wed & Thurs 12:15, Tues 7:30 am)	1086	8	1078	6
Christmas (including Lessons & Carols)	353	-	453	-
Easter	545	-	557	-
Communion Administered (includes Regional Confirmations)	9808	-	11,087	-
# of Individuals on Parish List	AM 194 M 17 SI 7 F 88 Total 306	-	AM 192 M 19 SI 5 F 88 Total 304	-
Confirmation	2	-	0	-
Baptism	5	-	7	-
Marriage	3	-	5	-
Burial	3	-	8	-

AM: (Active Member) regular worshipper, regular givings, member of committee, participates in the life of the church.

M: (Member) sporadic attendance, some financial support.

SI: (Shut-In) unable to attend church, some financial support of the parish, visited by clergy & pastoral visitors.

F: (Friend) financially supports the Cathedral through regular giving (generally PAG), attends services (not Sunday mornings), supports social events, receives Chronicle/Contact electronically.

OUR CATHEDRAL STAFF



The Rt. Reverend Susan Bell, Bishop of Niagara



The Reverend Canon Terry DeForest, Rector in the Interim



The Reverend Canon Dr. Sharyn Hall, Assistant Priest



The Rt. Reverend Dr. D. Ralph Spence, Pastoral Assistant



The Reverend Dr. Dan Tatarnic, Pastoral Associate



Michael Bloss, Director of Music Ministries



Alison Meredith, Parish Administrator and Executive Assistant to the Dean

In the year 2020 OUR SACRED STORY CONTINUES ...



Photo by James Newman

A Place of Community, Compassion and Hope

CHRIST'S CHURCH CATHEDRAL
252 James St. North, Hamilton, ON

(905) 527-1316 x240 Fax: (905) 527-9247

Email: cathedral@niagaraanglican.ca

www.cathedralhamilton.ca

CHRIST'S CHURCH CATHEDRAL PARISH

Introduction

This narrative budget tells the ongoing sacred story of our parish, who we are, what we do, and our plans for the future.

- Christ's Church Cathedral is a place of compassion, community and hope.
- We focus on mission and service, and being an active, friendly, accepting, compassionate, and inclusive parish.
- We offer high quality ministries, exceptional preaching and liturgies, outstanding music, and excellent Christian education.

Our Organization

Christ's Church Cathedral parish is a "community of communities" built upon a broad and strong foundation of:

- understanding our mission and ministries
- hospitality and welcoming
- deep involvement in the community
- clarifying and communicating our needs
- tracking and communicating our financial situation
- being the best we can be in our ministries, music, liturgy, preaching, and Christian education

Our Theology of Giving

Christian stewardship calls for regular and generous giving of our time, talent, and treasure - all year round.

- Your gifts of time, talent, and treasure given through the church enable resources and services to be provided through our ministries and by our clergy, staff and volunteers.
- When you give generously to the mission and ministries of the church and to those less fortunate, you'll discover it's an investment in your own spirituality and happiness.
- Giving changes your perspective. You realize how much you have.
- When we give, we get a glimpse of the abundance of God. When we hold back, we live in a mindset of scarcity that robs us of intimacy with God.
- We are to give from a theology of abundance, not scarcity. Why? Because God is the greatest, most abundant, most generous giver ever – we simply can't out-give God - and since we were designed in God's image, we were designed by God to be generous givers too. It's in our DNA.

Thank you sincerely for your generosity!

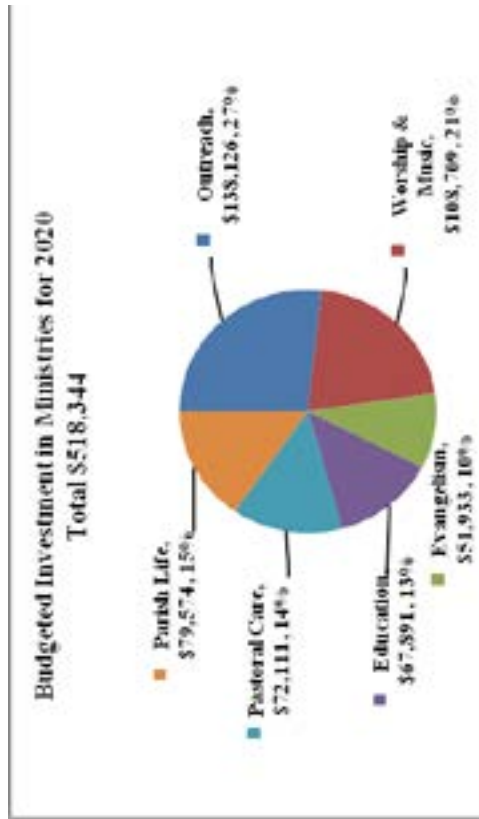
The Corporation, Christ's Church Cathedral

SUPPORTING OUR MINISTRIES

Our six major ministries are supported by your gifts of time, talent, and treasure.

These ministries are overlapping by their nature, and require considerable collaboration, partnership, and careful organization to ensure needs are met through effective use of resources.

We used a spreadsheet to estimate that our financial expenditures for 2020 will be approximately as depicted here:



These six ministries are further organized into four major categories that describe what we do:

- Outreach (including Evangelism)
- Inreach (including Parish Life, Pastoral Care, and Education)
- Worship
- Stewardship

In churches, the word **Stewardship** sometimes is only associated with money. But it's about much more than money – it is a word used to describe the **responsible overseeing and protection** of something considered worth caring for and preserving. That describes our ministries which are outlined on the following pages.

SUMMARY OF OUR FINANCIAL POSITION

INTRODUCING THE NEW DIOCESAN MISSION ACTION PLAN

<https://niagaraanglican.ca/news/new-diocesan-mission-action-plan-launched>

‘Called to Life – Compelled to Love’ is the vision weaving together the three objectives of a new diocesan Mission Action Plan (MAP) that was approved by synod council in January, the culmination of a year-long discernment process.

A mission action plan identifies the ways the people of the diocese are actively seeking of God and God’s mission for a church or diocese and lays out priorities and actions that reflect an intersection of their spiritual yearnings, strengths, and challenges.

The objectives of the Mission Action Plan are:

- Create and implement opportunities to ignite and strengthen faith
- Re-imagine diocesan culture and adapt our structures to enable ministry
- Prioritize social justice action with an emphasis on environmental justice

This Mission Action Plan aligns our priorities and our actions with much space for creativity, innovation and prayerfulness. Even before the official launch of the Mission Action Plan, many initiatives started to be envisaged, inspired by recent consultations and the draft MAP which was presented to synod in November, 2019. A school for missional ministry is being contemplated, a new congregation is being planted in a disestablished Hamilton parish, a diocesan-wide hospitality event is being planned, and a revised mandate for the Greening Niagara committee is in the works; just some of the exciting ideas that have been dreamed up as part of our Mission Action Plan.

Many parishes will be able to identify existing activities and projects that fit or connect to the objectives of the Diocesan MAP, as illustrated in the colour coding shown in the following pages.

For example, our **TUESDAY MORNING FRIENDS PROGRAM** is an example of an existing Cathedral Parish program that fits under Objective 3 of the Mission Action Plan (and is colour coded thusly):

The main focus of this Cathedral parish outreach program is providing hospitality in a non-judgmental welcoming environment. In addition to weekly hospitality we provide socks, underwear and toiletries at various times throughout the year.

The Friends develop a relationship of trust with the volunteers. It is one place that is consistently welcoming and where they are treated with respect in a nonjudgmental and calm environment.

Future possibilities include partnering with other organizations; offering different programs to better meet the needs of the recipients or even offering an outreach program in other areas.

	2018	2019	2019	2020	2021
	ACTUAL	BUDGET	ACTUAL	BUDGET	BUDGET
RECEIPTS					
Offerings	\$ 380,246	\$ 338,510	\$ 335,122	\$ 342,749	\$ 348,880
Funds	\$ 159,340	\$ 143,060	\$ 143,060	\$ 147,183	\$ 147,183
Other Income	\$ 16,109	\$ 16,200	\$ 17,806	\$ 17,500	\$ 17,500
TOTAL					
RECEIPTS	\$ 526,764	\$ 497,770	\$ 495,988	\$ 507,432	\$ 513,563
EXPENDITURES					
Diocesan	\$ 42,172	\$ 42,172	\$ 42,172	\$ 42,172	\$ 42,172
Dean's Discretionary	\$ 5,129	\$ 5,000	\$ 4,363	\$ 5,000	\$ 5,000
Salaries & Benefits	\$ 292,096	\$ 305,615	\$ 294,963	\$ 308,600	\$ 550,645
Music	\$ 60,486	\$ 42,975	\$ 35,314	\$ 43,100	\$ 43,362
Property Administration & Program	\$ 81,479	\$ 66,200	\$ 64,361	\$ 67,200	\$ 68,545
Financial	\$ 47,724	\$ 50,100	\$ 47,092	\$ 52,222	\$ 49,675
	\$ 304	\$ 500	\$ 33	\$ 50	\$ 50
TOTAL					
EXPENDITURES	\$ 529,390	\$ 512,562	\$ 488,298	\$ 518,344	\$ 539,340
EXCESS REVENUE (DEBT) OVER EXPENSES FOR					
THE YEAR	\$ -2,626	-14,792	\$ 7,690	\$ -10,912	\$ -25,786
SURPLUS (DEBT)					
AT START OF YEAR	\$ 45,072	\$ 42,446	\$ 42,446	\$ 50,136	\$ 39,224
SURPLUS (DEBT)					
AT END OF YEAR	\$ 42,446	\$ 27,654	\$ 50,136	\$ 39,224	\$ 13,438

THE DIOCESAN VISION

Called to Life - Compelled to Love

MISSION STATEMENT

Ignited by the irresistible love of Jesus and renewed by the Holy Spirit, we partner with God to deepen faith, share stories and care for God's world.

Objectives and Strategies

1. Create and implement opportunities to ignite and strengthen faith.

Strategies

- A. Nourish and support clergy, parishioners (current and de-churched) and staff in their longing to know Christ. Listen, learn and then act to understand what is required to provide nourishment and support.
- B. Share the Good News of Christ's life changing love for all.

2. Re-imagine diocesan culture and adapt our structures to enable ministry.

Strategies

- A. Invite interested people to gather in incubator groups to pray, discern and propose innovative recommendations around common topics.
- B. Examine personnel, governance, financial and vocational policies and structures of the diocese with the intention of freeing us for God's mission.
- C. Review internal and external communication practices and implement more effective communication strategies.

3. Prioritize Social Justice action with an emphasis on Environmental Justice

The Gospel calls us to work to change unjust structures and help the marginalized and the poor. This includes all forms of injustice including climate crisis, racism, mental health discrimination, human rights, homelessness, human trafficking and poverty. Knowledge and skills will move us to impactful advocacy.

Strategies

- A. Deepen our understanding of local and global social justice needs.
- B. Provide response strategies, training and resources to enable parishes to take appropriate action on issues.
- C. Actively engage in reconciliation work in response to the TRC recommendations.

OUR MINISTRIES OF WORSHIP AND MUSIC

We strive for excellence in liturgy, preaching, and music, and all three are beautifully combined in the setting of our magnificent building.

Two or more services each Sunday:
8:30 and 10:30am

Midweek Worship:

Eucharists: Tuesday, Wednesday & Thursday
Litany of Reconciliation: Friday at noon

Baptisms

Weddings/Blessings

Funerals/Celebrations of Life/Visitations

Diocesan Services

Confirmations

Ordinations

Order of Niagara

Carols & Lessons

Evensongs

All Souls' Requiem

Music

- Choir
- Diocesan Choir
- Choral Leads

Worship Teams

- Greeters
- Servers
- Readers
- Intercessors
- Oblation bearers
- Communion Ministers
- Hospitality After Services
Sunday mornings
Sunday afternoons
- Diocesan Services Liturgy Committee
- Altar Guild
- Seasonal Decorating
- Sound
- Vergers
- Orders of Service

OUR MINISTRY OF OUTREACH

Tuesday Morning Friends We are the area's largest distributor of Salvation Army meal tickets. Come around on Tuesday mornings and meet these friendly folks over coffee.

Knitters Every week a group of knitters meet at the Cathedral to knit "prayer shawls". These are shawls that are then given to those in need of comfort. Prayer shawls become tangible symbols of love when words can't be found to adequately express one's feelings.

Makers' Market was started by Cathedral volunteers as a way of providing local artisans with space and opportunity to market their craft.

Out of the Cold provides a hot, nutritious evening meal for the homeless and near homeless in Hamilton, 6 nights a week from the beginning of November until the end of March.

Tours are becoming one of our best forms of Evangelism

- Super Crawl 12,000+ visitors per year

Art Crawl & Doors Open 9000 + visitors per year

Bishopsgate – our volunteer gardeners have transformed our grounds creating a magnificent green outdoor garden and meeting space on James Street North.

Other Events

- AIDS Vigil
- Jamesville Childcare Centre – Christmas gifts (85+ / year)
- Book giveaway
- Seniors lunches
- Receptions following services and events
- Cathedral Calendars and Christmas Cards
- Christmas Market

Groups and Activities we support directly and indirectly

- HARRRP, Wesley Centre
- Tuesday morning Fellowship
- New Harbours Music Series
- St. Matthews House – food & money & gifts
- PWRDF
- Salvation Army Council
- Dundurn Place Care Centre

Things We Host

- Community meetings/events (e.g. Poverty Roundtable, HOPE (Hamilton Organizing for Poverty Elimination, etc.)

Other activities in prior years:

Jamesville Breakfast Program, Clothing Cupboard, and much more!

OUR MINISTRIES OF INREACH

The activities within these categories often overlap with one another – what may be a social event for one may be an opportunity for pastoral care for another.

Parish Life

Usually some form of hospitality is involved in Parish Life happenings and may take place within the building or elsewhere. Most often we think of social events that build community, such as

Potlucks

Pancake Suppers

Parish Picnics

Lunches

Anglicans for Food and Fun (A.F.F.)

Community Sisters (Women's Breakfast Group)

Concerts

Crafts

Pastoral Care

Formal pastoral care is usually provided directly by clergy and trained lay people, but also includes

Telephone Contact

Newcomers Integration

Prayer List

Prayer Chain

Volunteer appreciation

Education

Opportunities and programs include:

"Living the Questions"

Lenten series

Musical training

Baptismal Preparation

Confirmation Preparation

Altar Guild

Library

Sunday School

Retreats

Guest Preachers

Concert Series

Altar Guild

Setting the altar for Sunday and special services

Caring for linens, vessels, and ornaments

OUR MINISTRY OF CHRISTIAN STEWARDSHIP

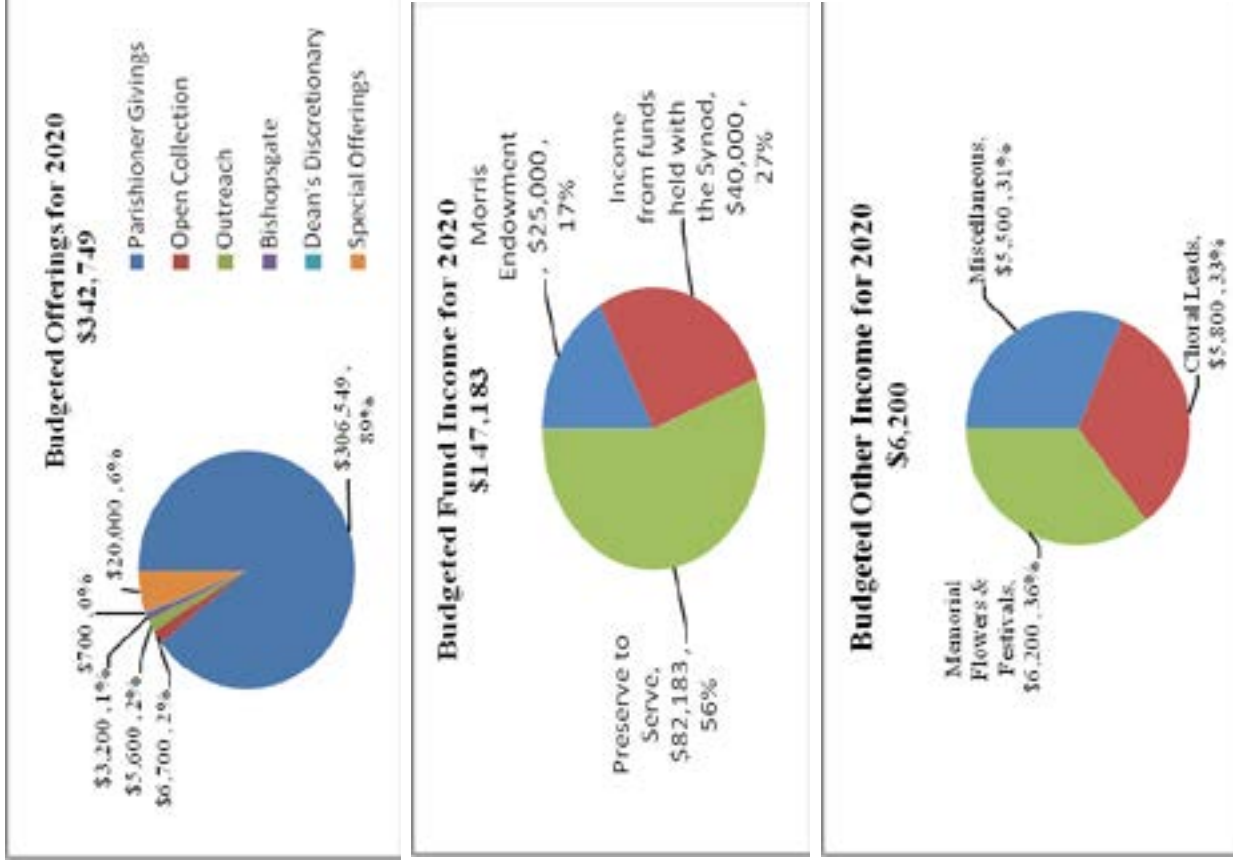
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At Christ's Church Cathedral, stewardship includes:

- Preserve to Serve Campaign
- Endowment Funds
- Support the mission & ministries of the Cathedral
- Parish Administrator
- Treasurer & Assistant Treasurer
- Counters and Envelope Secretary
- Corporation
- Cathedral Council
- Contact
- Chronicle
- Vestry meetings & reports
- Volunteer Management & Screening
- Endowment Committee
- Columbarium Board
- Hospitality
- Cathedral Place Property Management Committee
- Caring for the building
- Lay Weeders and property beautification
- Brass Monkeys
- Chapter of Canons
- Welcome brochures
- Stewardship information & programming
- Website Development
- Virtual tours of the Cathedral
- Public Relations
- Clericus
- Regional Council
- Synod
 - Sending Delegates
 - Hosting
- Looking to next year and beyond

OUR SOURCES OF INCOME IN 2020

Our Total Income from all sources in 2020 is estimated to be \$507,432.



HOW AND WHAT WE GAVE IN 2019

TRENDS	2019	2018	2017	2016	2015	2014
No. of givers is down 8% over 2018	122	133	131	132	142	144
Total giving is down 2% in 2018	\$283,191	\$288,705	\$301,052	\$282,765	\$278,441	\$287,579
+ or - from prev. yr.	-2.0%	-4.1%	6.5%	1.6%	-3.2%	-0.7%
Avg. annual giving up 7% or						
\$150 over 2018	\$2,321	\$2,171	\$2,298	\$2,142	\$1,968	\$1,997
Approx half of \$ givings from fewer givers	13	17	16	16	14	15

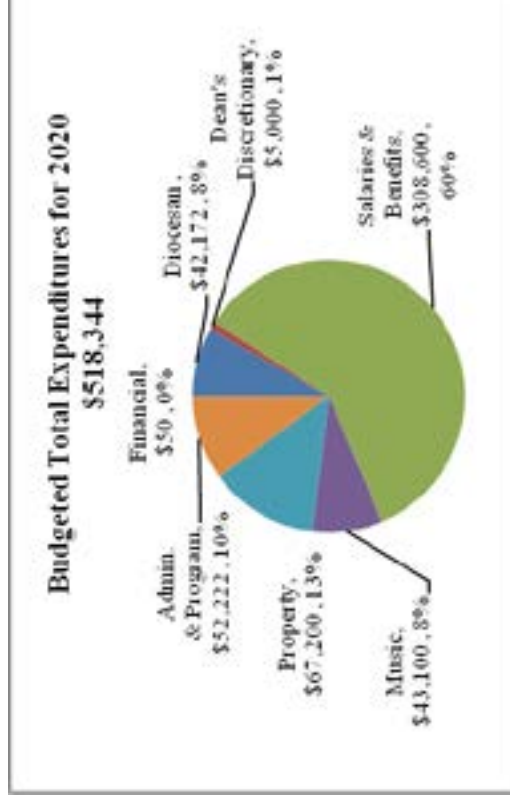
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\$3,000-\$4,999	18	31	\$66,546	\$3,697	23%	15%	26%
\$1,000-\$2,999	39	70	\$71,401	\$1,831	25%	31%	57%
\$500-\$999	13	83	\$9,130	\$702	3%	11%	68%
\$1-\$499	39	122	\$7,610	\$195	3%	32%	100%
Total	122		\$283,191	\$2,321	100%	100%	

This analysis includes gifts to: Parishioner Givings, BishopsGate, Dean's Discretionary, Choral Scholarships, Christmas, Easter, Thanksgiving, Outreach, Flowers, and Memorials. Excluded are gifts to *Directed Donations, PWRDF, Preserve to Serve, and St. Matthew's House. Givers: Active Members, Members, Shut-Ins, and Deceased. Excluded are Friends of the Cathedral, Visitors, and Past Members.
 *Note: Directed Donations refers to gifts given for a specific purpose outside the day to day operation of the Cathedral. In 2019, we received 1 directed donation totalling \$13,289.

Comments:

- For the first time in three years we experienced a decline in attendance (8.3%)
- For the second time in three years total regular giving has declined (2.0%)
- Average annual gift is up about 7% or \$150.00 due to fewer givers
- We continue to be overly dependent on a relatively small number of givers
- The circumstances creating the operating surplus for 2019 masks the downturns in attendance and giving

SUMMARY OF OUR BUDGETED EXPENDITURES FOR 2020



2020: Income \$507,432 – Expenditures \$518,344 = Deficit \$10,912

A PERSONAL NOTE

Biblical scholars say that other than “The Kingdom”, Jesus talked about money more than anything else. He knew that there was a direct connection between our stewardship of money and our spiritual growth. Perhaps you said to yourself – no, I couldn’t possible give 10%. I used to say that, but over several years I became a tither. Here’s how that happened for me: When I reflect on my own spiritual growth, I can see that I got stuck years ago. I attended church regularly, I went to bible studies and other educational events, and I was a regular giver, but I now understand that I had to learn about giving from a spirituality of abundance before I was able to learn about spiritual growth and develop my own spirituality. The fact is, the more generous I became, the more I understood about faith, trust, grace, and commitment. Let me say that another way. In order to grow spiritually I had to first understand the true meaning of generosity. One would think it would be the other way around but it’s not!

James Newman, Christ’s Church Cathedral

TIME, TALENT, TREASURE AND OPPORTUNITIES

Our VOLUNTEERS are amazing! With the input of more than 20 Cathedral parishioners and staff, we have assembled a detailed estimate of more than 7,600 volunteer hours that were invested annually in our Cathedral ministries.

That's equivalent to more than 4 years of full time effort by one person - should such a person with all of these talents and skills even exist! It's a remarkable accomplishment, and it represents in yet another way the deep caring and abundant generosity of the people of this exceptional parish!

- We see OPPORTUNITIES for Cathedral volunteers and staff to play an important role in the development of downtown Hamilton such as:**
- **Greening Niagara will be leading an initiatives for the Diocese to be involved in Environmental justice**
 - **Hamilton Council on Aging is concerned about the number of isolated and lonely seniors in the community. We are an ideal community to reach out to identify and support those citizens, ideally with the assistance of a Parish Nurse**
 - **James St. N. does not yet have a representative group of property and business owners to promote and protect the interest of everyone on the street.**
 - **CMHA Hamilton (Canadian Mental Health Association) could help us identify and support lonely elders, our visitors on Tuesdays, and our volunteers at all levels.**

PLANNED GIFTS are a way of contributing to the mission and ministry of the church from your accumulated assets. It is a deferred gift – you decide now how you would like your assets to be used later. The most popular form of Planned Giving is a bequest – you simply include a gift to the Church in your will e.g. Christ's Church Cathedral., the Primate's World Relief and Development Fund, the Anglican Foundation, etc.

If you know how you would like the gift to be used, be specific, e.g. Cathedral outreach, maintenance of stained glass windows, etc. Some Planned Gifts may provide tax benefits today, others can give you a guaranteed income for life, and some enable you to give a significant future gift at a modest present cost.

As a good steward you will want to make sure any gift is well protected, well managed, and used for things you support. Decisions on these matters are a very personal and important part of your overall financial planning. Contact your Rector, Wardens, lawyer or financial planner for more information concerning wills, wording, and official charitable names and registration numbers.

YOUR FINANCIAL GIFTS MAKE OUR MINISTRIES POSSIBLE

But how much is enough? And how do I contribute?

We encourage you to make a conscious effort to determine an appropriate level of giving in proportion to your income. The **Proportional Giving Chart** below will help you to determine your proportional gift.

If you are not already giving proportionally, we suggest you prayerfully consider giving two percent or more of your income to the Cathedral this year. That's a good place to start. If you are already giving proportionally we hope you will consider increasing your percentage gift by 2%, 5%, or even more for 2019.

You can give by **Pre-Authorized Payments**, through weekly envelopes, or by special gifts and memorials.

We keep accurate and confidential records of your contributions, and we'll send you periodic updates and annual charitable tax credit statements to facilitate your tax preparation.

PROPORTIONAL GIVING – THE BEST WAY TO GIVE!

ANNUAL GIFT BASED ON A PERCENTAGE OF INCOME

Annual Income	2%	4%	6%	8%	10%	12%
\$10,000	\$200	\$400	\$600	\$800	\$1,000	\$1,200
\$20,000	\$400	\$800	\$1,200	\$1,600	\$2,000	\$2,400
\$30,000	\$600	\$1,200	\$1,800	\$2,400	\$3,000	\$X3,600
\$40,000	\$800	\$1,600	\$2,400	\$3,200	\$4,000	\$4,800
\$50,000	\$1,000	\$2,000	\$3,000	\$4,000	\$5,000	\$6,000
\$75,000	\$1,500	\$3,000	\$4,500	\$6,000	\$7,500	\$9,000
\$100,000	\$2,000	\$4,000	\$6,000	\$8,000	\$10,000	\$12,000
\$150,000	\$3,000	\$6,000	\$9,000	\$12,000	\$15,000	\$18,000
\$200,000	\$4,000	\$8,000	\$12,000	\$16,000	\$20,000	\$24,000