

CHURCH OF ST. ANDREW

2018 - PARISH PROFILE

To love and worship God as one family in Jesus Christ; to extend this love into Christian action in the community.



TABLE OF CONTENTS

<u>EXECUTIVE SUMMARY</u>	<u>3</u>
<u>WHO WE ARE</u>	<u>5</u>
<u>WORSHIP</u>	<u>8</u>
<u>MUSIC</u>	<u>13</u>
<u>LEARNING AND SPIRITUAL NURTURE AND DEVELOPMENT</u>	<u>15</u>
<u>OUTREACH, MUTUAL SUPPORT AND FELLOWSHIP</u>	<u>17</u>
<u>PASTORAL CARE</u>	<u>21</u>
<u>HUMAN, PHYSICAL & FINANCIAL RESOURCES</u>	<u>22</u>
<u>OUR NEIGHBOURHOOD AND OUR MISSION FIELD</u>	<u>26</u>
<u>PRESENT REALITY</u>	<u>27</u>
<u>FUTURE VISION</u>	<u>29</u>
<u>OUR NEW PRIEST</u>	<u>31</u>
<u>APPENDIX 1: ANNUAL INCOME</u>	<u>34</u>
<u>APPENDIX 2: ANNUAL EXPENSES</u>	<u>35</u>
<u>APPENDIX 3: ROUND TABLE FEEDBACK</u>	<u>36</u>
<u>APPENDIX 4: ELECTRONIC SURVEY FEEDBACK</u>	<u>38</u>



EXECUTIVE SUMMARY

The Church of St. Andrew is a vibrant church strategically situated in the northwest corner of Scarborough where we have worshipped for over 60 years. Ours is a church steeped in a wonderful tradition of Christian faith and love, looking to grow and flourish in this new millennium.

Our mission at the Church of St. Andrew is “To love and worship God as one family in Jesus Christ; to extend this love into Christian action in the community”. As faithful Anglicans, we prayerfully seek to live out this mission at St. Andrew by meeting the needs of people through outreach. Over the past 60 years we have developed strong connections to our neighbours and carried out many outreach activities that serve the needs of the people in our community.

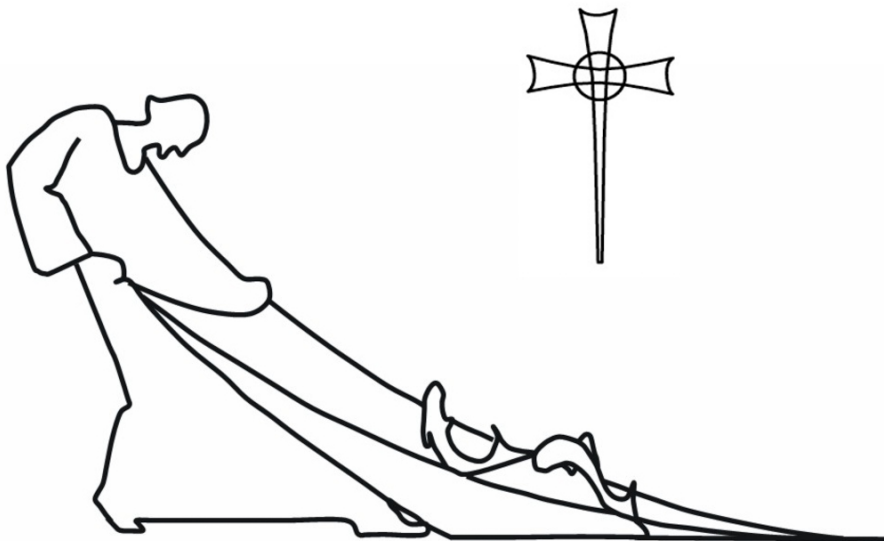
We are a church that appreciates traditional yet vibrant worship, we are passionate about our church and enjoy solid fellowship with each other. We are proud of our strong curacy program that we have supported over the years. We are a diverse, multi-cultural congregation who value meaningful worship and fellowship, inspiring sermons and uplifting music.

Our next incumbent will have the benefit of drawing on the wisdom and experience of many members, while incorporating the ideas and efforts of newer members who have much to offer. We are looking forward to welcoming an incumbent who not only shares our vision but brings new, fresh ideas to enhance our ministry. We seek an incumbent who can lead us in discovering new opportunities to grow and change. We need someone who can build relationships with us as individuals, in our small groups, and in our community.



We yearn to be inspired, motivated and driven through sermons and ministries that bring the Bible to life, making it relevant to the challenges of today's ever-changing society. Our hope is to gain a 'people person' who will come to understand us and become the head of our church family.

In return, we strive to allow the new incumbent the opportunity to try new initiatives, recognizing that some initiatives may not all be successful. We will support the incumbent's desire to try, acknowledging that we can learn from mistakes and create pathways for spiritual success, with the goal of sustainable development for the future of our church. As we embark on this difficult but exciting journey, we will continue to fervently pray for God's insight and guidance.



WHO WE ARE



The Church of St. Andrew is a culturally diverse community of parishioners who purposefully come together to celebrate God's goodness and to grow in God's love. Our rich heritage dates back over 60 years with generations of families who were married here, whose children were baptized and confirmed here. When a parishioner passes away, they are brought back home to St. Andrew where we joyfully share in the celebration of their life.



We are a tapestry of people woven together into an intricate fabric, having woven a familial relationship with each other. The love of God has seen us through our trials and triumphs. As one St. Andrew family in Christ, we support one another when life becomes challenging and come together in times of need, both within our church and in the larger community.

We strive to be a welcoming church, extending fellowship to newcomers and visitors through our worship, ministries and parish life; a life that is rich with groups and activities, food, music and communion with one another and our community. Our services are a mixture of traditional and contemporary worship, meeting the varied needs of our parishioners.

We seek to nurture, not only our faith, but each other as well through regular bible studies, outreach activities, a harmonious choir and wonderful organ music. We are a teaching church, and take very seriously our role in helping to develop new ministers through our curacy program.

We are a church that is sustainable, and we have ensured that sustainability by participating in six rounds of the Natural Church Development program (NCD). With each round, we examined our strengths and areas of opportunity. Gift-based ministry consistently appeared as one of our strongest attributes in the NCD surveys. In general, the leaders of our various ministries effectively organize and employ the members and resources available within the church to serve the church and the broader community.

While working through the NCD process, our parish has been able to strengthen our weaknesses, and as a result, we have grown into one of the healthiest parishes in the diocese. Overall, it is our passion for Christ that continues to sustain us, and our parish.



OUR HISTORY

The Church of St. Andrew first opened in October 1956 in a little portable church with 140 people in attendance for the first service. Through the years, St. Andrew grew to over 600 member families. Today, our parish roll numbers 190 families, about 270 individuals. We have many parishioners at St. Andrew whose parish families are rooted from the beginning and whose descendants still choose to worship at St. Andrew today.





WORSHIP

Worship is very important to the people of St. Andrew. A reverence for God is felt through our prayers. Beautiful music fills our church and lifts our spirits. Our faithfulness is strengthened through partaking of the sacraments, reading of the Word, choral music and excellent preaching. Our regular services include the following:

- **Sunday 8:00 a.m.** – a quiet said Holy Communion, using traditional language, followed by a coffee and fellowship group. Typical attendance is 11 - 20.
- **Sunday 10:00 a.m.** – a traditional Choral Eucharist, with choir and pipe organ. The order of service used is from the BAS, alternating between the traditional and contemporary language versions, with a Choral Mattins service from the BCP used a few times a year. The 10:00 a.m. service ordinarily draws our largest attendance and is followed by our coffee hour, an important time of fellowship. Typical attendance is 100 - 115.
- **Wednesday 10:00 a.m.** – a mid-week said Communion service, appealing mainly to retired members and stay-at-home parents using the BAS traditional language version. Typical attendance is 10 - 20.



- **Saturday 4:30 p.m.** – an alternative contemporary interactive Eucharist, including a sermon, with music provided by a band. Typical attendance is 10 - 20. This service has temporarily been suspended as many of the participants have relocated for various reasons. We plan to re-visit this service, with the hope of establishing both an appropriate time, along with attracting new and additional instrumentalists.
- **Messy Church Saturday at 11:00 a.m.** – a service for very young children accompanied by their parents held several times a year on Saturday mornings. It is a very informal setting where children have the freedom to ‘get messy’ with their crafts while they hear stories of Jesus, play games and activities, enjoy lunches and have a happy time. This service has also been suspended for the interim and needs to be re-visited.

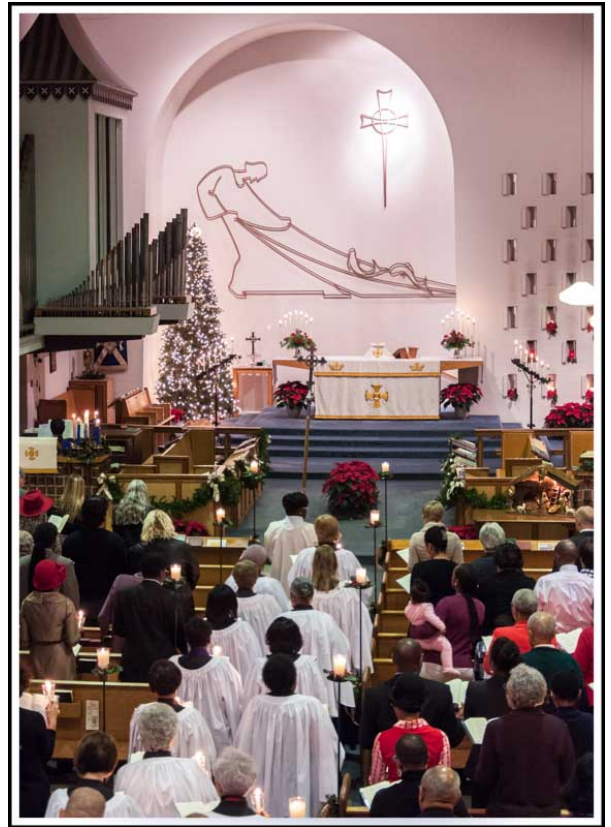


Throughout the year, we have several special services ...

- **Advent Services** – with lighting of the candles on our Advent wreath and service of Nine Lessons and Carols traditionally held on the first Sunday of Advent.



- **Quiet Christmas Service of Remembrance** - votive candles are lit for those who have passed on, being remembered in prayer by name.
- **Christmas Eve at 6:30 p.m.** – a family Eucharist predominantly for parents with young children. Attendance about 40 - 60.
- **Christmas Eve at 10:00 p.m.** – Midnight Mass is celebrated with Carols and Candlelight. At this time of year, the church is always beautifully decorated by the Altar Guild.
- **Christmas Day at 10:00 a.m.** – a traditional Eucharist with hymns and organ.
- **Ash Wednesday** - two services are held, one at 10:00 a.m. and one at 7:30 p.m.
- **Palm Sunday** - a palm liturgy service with procession, indoors and outdoors, that includes both children and adults.
- **Holy Week** – with a service each night including: Maundy Thursday - washing of feet and stripping of the altar; Good Friday - Stations of the Cross and the Lord's Passion; Holy Saturday - lighting of the new fire and blessing of the paschal candle.
- **Easter Sunday** – 8:00 a.m. and 10:00 a.m. Choral Eucharist.
- **Ascension Day** – celebrated on the 40th day past Easter Sunday.
- **Pentecost** - a procession with people carrying their national flags. The Epistle is read in different languages by those from



different backgrounds, and multilingual prayers are offered.

- **Blessing of the Animals** – with pets of various kinds from our congregation and the community.
- **Patronal Festival** – the Feast of St. Andrew – on the Sunday closest to November 30.

Other Services include, *as needed or requested*:



Baptism,
Confirmation,
Reception,
and
Reaffirmation



Services of Ordination

Important to our congregation; five of our most recent assistant curates have been ordained at St. Andrew.



PREACHING



Preaching is important for the parish of St Andrew. Historically, we have been fortunate to be blessed with most excellent preachers. The sermons prepare and direct our journey as Christians, and help us connect the teachings of God to our everyday lives. In the times we live in, having a priest who reminds us of the greatness of God's love, how to live our lives as Disciples of Christ, and to follow Jesus and His teachings reinforces why preaching is a powerful part of our services at St. Andrew.



MUSIC



Music is an integral part of the life and ministry of the Church of St. Andrew. We have a magnificent organ, an accomplished organist and a well-rehearsed volunteer choir who bring the choral repertoire to life. This repertoire is taken from many schools of composition which date from the 17th to 20th century.

The hymns we sing are mostly from the 1998 Book of Common Praise. At times, we use Anglican Chants creating a reverence and spirituality that enhances the communion experience.



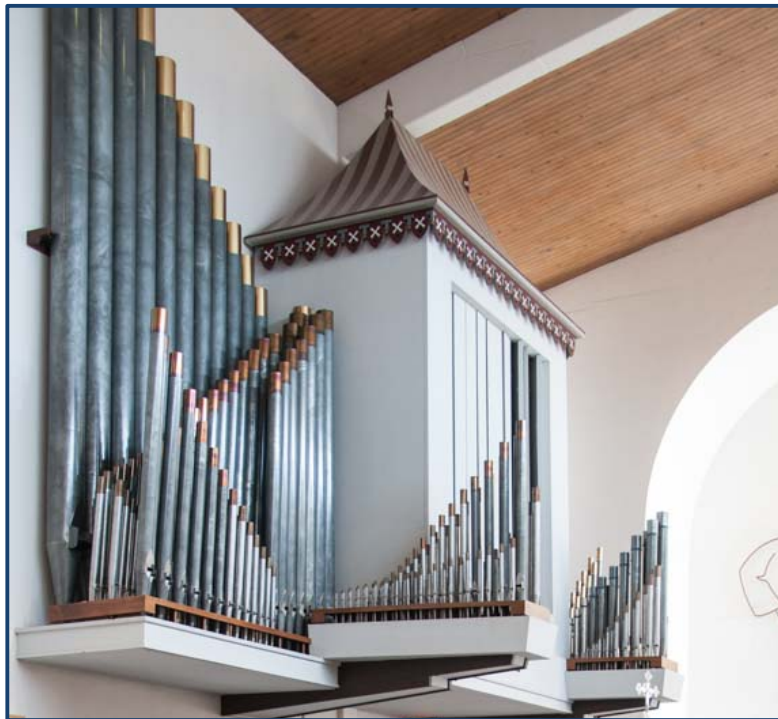


Our contemporary church band consists of youth members and provides an alternative way to worship with music. The band plays during the Saturday service and occasionally at the 10 am service on

Sunday mornings.

ORGAN

We are very proud of our Wicks Pipe organ. It is a two manual, full peddle board organ. Unusually, the pipes are all displayed in the church. It has a new Casavant console installed in 2006, along with several additional upgrades.





LEARNING AND SPIRITUAL NURTURE AND DEVELOPMENT

Bible Study

Bible studies and faith discussion groups are held regularly, mainly two sessions during Advent and Lent, with other studies in between. These opportunities for discussion and prayer are generally well attended with good conversations that enhance our faith journey and deepen our spiritual development.

Baptism

Baptisms are celebrated five times throughout the year usually at the Baptism of Our Lord, Easter, June, September and November. Candidates for baptism, along with their parents and godparents, receive three sessions of instruction in the sacrament prior to the day of baptism. Each candidate is assigned a Parish Sponsor who supports the new Christian following being received into the family of Christ.

Confirmation

The sacrament of Confirmation is most often celebrated in the early teen years, however, it is available to anyone who wishes to take the promises of their baptism for themselves. In the past five years, we have had a number of persons receive Confirmation.





Youth & Children

At St. Andrew, we pride ourselves with diverse, rich bible studies, crafts and activities that help children to grow and learn to know God.

At times our church school has thrived, overflowing with children; at other times, there has been a void for teachers who have very few children to teach. This is an area that we seek to grow as children's ministry is extremely important to us.

Along with developing their Christian education, we work to teach children about outreach and ministering to others. To do this, we have become rather entrepreneurial as the children have sold flowers and cookie jar mixes to raise money or provide items for those less fortunate than themselves.

Youth Group: Our youth group is for teens and pre-teens, including youth from our church, other churches and youth from the community. Again, this was once a thriving part of our church; however, it has dwindled over the years and is in need of help to assist with growth and future development. It has often been at its best when a clergy person (Curate, Incumbent) has been directly involved working with a strong youth volunteer leader.

Vacation Bible School: This one-week program held towards the end of the summer has been well attended in past years and was missed by many children this past summer. The program uses relevant themes that children can relate to and is supported by our youth leaders. It is a good program that is currently in the planning stages for 2018. We are looking forward to this program as it also brings in children from the community to learn about God in their lives.



OUTREACH, MUTUAL SUPPORT AND FELLOWSHIP



Outreach

Our St. Andrew's Outreach Team is very active in the community. This team recognizes and responds to the needs of the community, living out our Christian faith by serving others.

- **Neighbourhood Lunch** – held on the second Friday monthly, a nutritious lunch of soup, sandwiches, salad and dessert is served to people from the community and church members. Funded by donations and members of the team. Attendance: 60 - 75 people.
- **Foster Children** – funded by donations, two foster children, currently one from Africa and one from Haiti, are given financial support.
- **We Care** – donations are provided through envelopes in the pews. These funds go towards St. Jude's Food Bank, Eva's Place and the



Flemingdon Park Community Centre. Donations have also recently supported The Canadian Friends to West Indian Christians, Canadian Bible Society and the Companions of Jerusalem.

- **St. Jude's Food Bank** – supported through donations of food and We Care donations.
 - **Eva's Place** – support is given through financial donations which helps this organization provide 40 emergency shelter beds for youth.
 - **Warm Hands, Warm Hearts** – a drive to collect mittens and toys for refugee children at Muirhead Public School.
-

Other Outreach Activities

We have other organizations and events which also reach out to our community. Some are funded, while others are fund-raising events that build relationships with people living in our neighbourhood and beyond.

Visitors' Sunday & Community BBQ – sponsored by our Communications Team, this annual event provides an opportunity for people in the community to worship with us,



or simply attend the BBQ. The event is funded from our operating budget and by donations from members.



Annual Christmas Bazaar, Garage Sale

Fund-raising events that serve to bring the community closer to our church. At these popular events, brochures are handed out to connect with people visiting our church.



Caribbean Night

This annual cultural event and fundraiser, showcases Caribbean culture, customs, food, music and entertainment, bringing the community and the church together in fellowship.



Anglican Church Women (ACW)

Our ACW is involved in sewing bibs and receiving blankets, sending items from their mitten tree, along with financial support to Moorelands Community Services for the needy in downtown Toronto.



FELLOWSHIP GROUPS

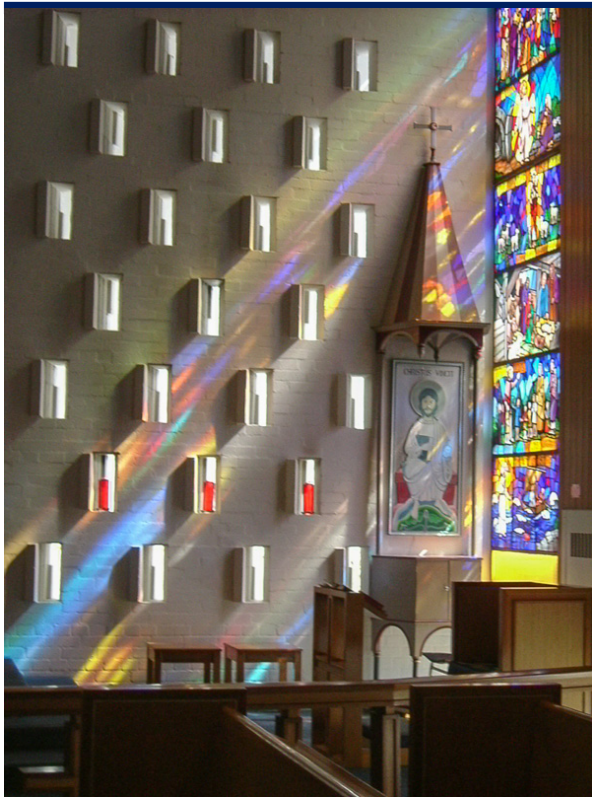
The Men's Friday Coffee Club & Ladies' Lunch & Learn meet monthly, on separate days. Both provide an opportunity for parishioners and people from the broader community to engage in lively discussion, events and fellowship.

Seniors' Drop-In is a relatively new group still in the process of finding its way. It currently meets the first Monday each month enabling seniors from St. Andrew and the community to meet, converse and play games.



Our **Anglers' Softball Team** consists of members, age 13 and up, from both inside and outside St. Andrew, with a long proud history of being a part of a Scarborough interdenominational church league who vie for the Peter Trant Trophy. We can boast that in 2017, our Anglers' team won the trophy for the first time in 30 years!





PASTORAL CARE

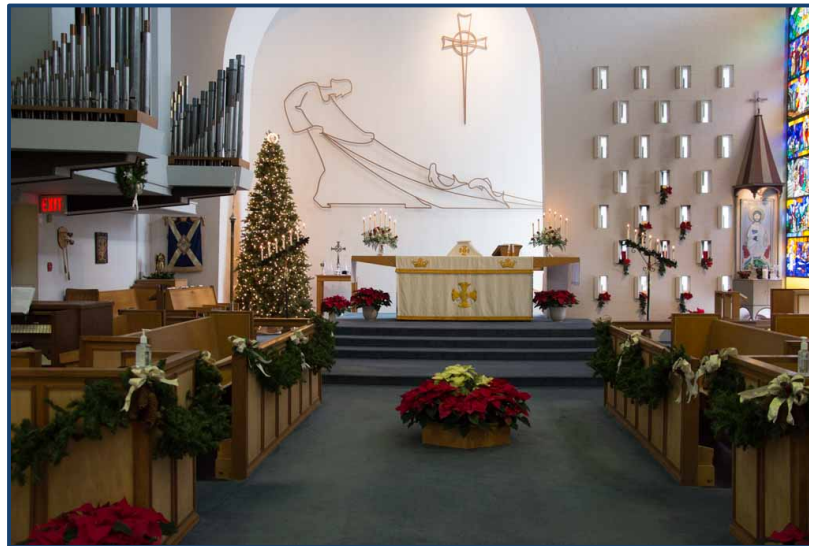
Our pastoral care teams provide emotional and spiritual support to our parishioners and others in the community. Support is given by the clergy and lay pastoral visitors on a regular basis. They visit the housebound, those living in retirement homes and in hospital, administering Holy Communion when possible and desired. Cards

are sent on special occasions.

Prayers are offered for those who are ill, lonely, anxious, or bereaved; and in times of thanksgiving for accomplishments, triumphant and joyous occasions.

Christmas and Easter We visit as many of our housebound as possible, asking parishioners to supply names of people desiring or in need of support as well. During this time, gift baskets are taken to elderly parishioners who are unable to attend services. As an act of care, cards are sent to the sick wishing them well, and to the bereaved for peace and solace.

Community - Once a month, Holy Communion is celebrated at Rayoak Place and The Wexford retirement homes.



HUMAN, PHYSICAL & FINANCIAL RESOURCES

Leadership

Lay People

Lay ministry at St. Andrew is valued. This is demonstrated by the number of people involved. As in many churches, we have people who have been in lay leadership positions for a long time, or for extended terms. To broaden the base of parishioners that we rely on and to expand the number of people in leadership roles, we would like to put in place a succession planning and development program to further develop lay leaders. It is the right time to pass on the wealth, experience and knowledge we now enjoy. Currently, the types of lay leadership include the corporation, the parish council, outreach, property, altar guild, liturgical, sidespersons and hospitality teams.

Human Resources

Assistant Curate

St. Andrew prides itself on being a training ground for curates in the diocese. Curacy is a part of the fabric of our church and our curates traditionally provide strong leadership to the youth group and bible study ministry.

Director of Music and Organist

At St. Andrew, we are blessed to have on staff a very versatile and accomplished organist who along with the incumbent selects all the music required for the many services held at the church.



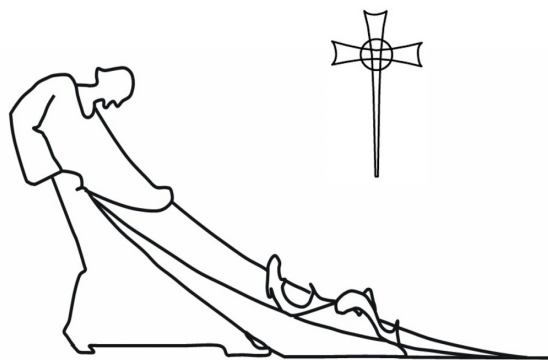
Administrative Assistant

This position involves office administration duties and keeping the church website up-to-date.

Key Volunteers

Our complement of volunteers is comprised of:

Two Senior Wardens	Memorial Team
Two Deputy Wardens	Outreach Team
Altar Guild	Parish Council
Anglican Church Women	Parking Lot Attendants
Archivist	Pastoral Care Visitors
Auditors	Prayer Chain
Church School	Property Chair
Communications Team	Senior Choir
Counters	Sidespersons Team
Envelope Secretary	Greeters
Assist. Env. Secretary	Verger
Hospitality Teams	Stewardship Team
Lay Members of Synod	Treasurer
Librarian	Youth Group
Liturgical Team	





St. Andrew is blessed to have parishioners who are supportive of each other, resourceful teams and leaders with good organizational skills. Our dedicated

volunteer choir provides wonderful music for the choral services. The faithful members of our Liturgical team assist clergy during the various services, while our intercessors, prayer chain, prayer group and pastoral care team uphold the needs of the congregation.



Building and Property

The Church of St. Andrew is a wheelchair accessible facility with elevator access to all floors and to the car park, we also have a chair lift in the basement. Our building consists of the worship space, St. Andrew's meeting room with kitchenette, office of the administrator, the sacristy, and the clergy offices on the main floor. The parish hall, kitchen, choir rooms, classrooms and

nursery/children's play room are in the basement.



Washrooms are on each of the floors and are barrier free and ADA (American Disabilities Act) compliant. Parking is available for 120 cars in two parking lots and public transport is available 'at the door'. The nave has the capacity to accommodate 270 people and the parish hall 168.

Mandatory inspection of the property was completed in July 2017. Planning and scheduling work will begin based on the recommendations of the property inspector. From a security standpoint, we need to install bright evenly distributed lighting in the parking area for our aging population. We expect that the afore-mentioned changes will require funds additional to those allocated for maintenance in the annual budget.

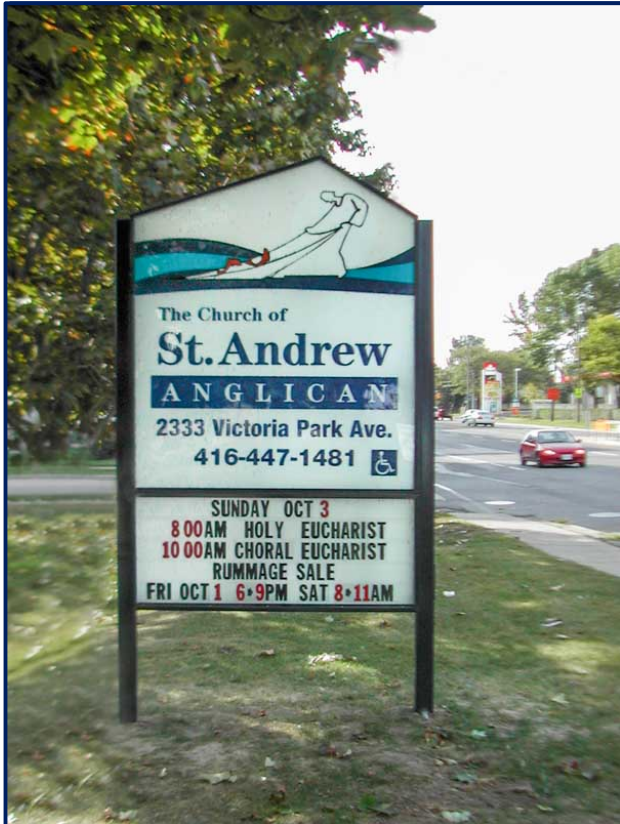
Financial Summary

The Church of St Andrew is listed as a sustainable church in the diocesan listing. We have been blessed with a core of faithful supporters who through their committed envelope giving and other donations ensure financial stability of the parish.

Funds from special events and creative fund-raising initiatives provide a source of supplementary income. These special events include the annual Church Bazaar and Caribbean Night. Space usage donations, parish organizations and miscellaneous designated income round out the other sources of income.

In 2015 and 2016, our finances indicated a deficit because of increased operating expenses and a reduction in committed giving. In 2017, a special appeal was launched to address this deficit. Our faithful parish members responded making a total commitment of \$38,000. The organizer and the diocese were extremely grateful at this act of faith giving and stewardship from our parishioners. Summary of actual revenues and expenses for the year 2017 can be found in Appendices 1 and 2.





OUR NEIGHBOURHOOD AND OUR MISSION FIELD

Demographics

The Church of St. Andrew is surrounded by a multicultural community. A recent demographic profile of our geographic community revealed that many people in this community are young and new

immigrants from South Asia, Latin America and the Middle East. This group of people are experiencing economic hardship and are in need of assistance.

We understand that this presents an important opportunity for our church to participate in outreach and mission. With events like the Community Barbecue, the Church Bazaar and the Neighbourhood Lunch, it is possible for us to reach out to these groups. The rest of the community demographics are from varying cultures who have moderate to high socioeconomic status; many of whom are socially conscious who donate to charities.



PRESENT REALITY

Our journey to find a new Incumbent began when our parish elected a team of 8 individuals, a diverse group representative of cultures, ages and gender, as representatives for the parish on the Parish Selection Committee (PSC).

The PSC entered a process of spiritually led discussion and discernment, using a variety of exercises to identify strengths and areas of opportunity for our church. Through these exercises, we could feel God's spirit working amongst us, filling us with joy and love of our church. We identified that our greatest accomplishments and moments of unity centre around love for our church, strong commitment to our ministry and our ability to persevere because of our faith. Loving and serving our church, and being strengthened through the Body of Christ, enables us to do God's work in our lives and within our community.

Our greatest challenges centre around expanding our youth and young adult programs; developing better ways to communicate with each other, and witness beyond our parish. It was also noted that there is a desire for increased spirit and a show of unity within our church.

At times in our church, we are not always cognizant of the needs of others. A decade ago our parish experienced a time of upheaval centering around issues that created feelings of mistrust, racism and entitlement, leaving wounds that needed to be addressed and healed. We acknowledge that over the years, healing has taken place for some, but not all. We pray that with God's grace, we will continue our journey of reconciliation and welcome the guidance and support of our new incumbent.

It is important to note, this is not about going back to the past, but about finding a way to acknowledge, come to terms with, and heal.



Our church family is committed to facing these challenges and joyfully moving forward to grow as a healthy parish. We find ourselves needing an incumbent who, with God's guidance and by His grace, will lead and work with us through the new challenges facing today's churches. Our parish is looking forward to going through the Fresh Start process when the new incumbent arrives.

To help the PSC further understand who we are as a parish, candid discussions were held in a series of Town Hall Meetings with our parishioners. These discussions were well attended and extremely honest and forthcoming. Through the conversations, we discovered that many of the things discovered through the initial exercises done by the PSC during periods of discernment, were on par with the feedback we received from the Town Hall Meetings. The conversations also revealed that people in our parish feel that we need to work towards having better communication, and a better understanding of church processes. We need a positive vehicle through which we can express concerns. Even if it feels as if concerns are not truly heard, we must be able to trust that they will be.

The following positive things were noted from the Town Hall meetings:

- Faithful Christians helping others within the parish and beyond
- Strong sense of fellowship & church family
- When there is an event everyone comes together, everyone lends a helping hand
- Sermons that connect with people & the opportunity to grow spiritually

The following key concerns were noted as well:

- The church will decline, or close, if changes don't happen
- Many are resistant to change
- Many feel that we are not growing because of the lack of change
- Without some changes, I do not see any growth

Salient points from the town hall discussions are in Appendix 3.



FUTURE VISION

For the parishioners of St. Andrew, our faith continues to be our source of strength. As we embark into the future, guided by the hand of God, seeking to improve our passionate spirituality, we are looking for a priest who will guide us towards becoming ever more faithful Christians, helping us to extend this love into our community and beyond.

Our future includes expanding into new areas by embracing the generational gaps while meeting their needs with God's help. We need to establish a continuous pathway for leadership development, providing mentorship opportunities. There is also a need to feel less fragmented and have more contact between parishioners. The congregation is replete with members who want to be able to contribute to change. This is partly why we are looking for a new incumbent who will not allow these members to be stifled, but rather lift them up and encourage them, creating opportunities for involvement and leadership.

Overall, we need a balance. It is also important for us to explore new ideas and formats in liturgy and music as we are looking forward to new opportunities. It is our hope, that when families come for baptisms and confirmation, they will want to stay and grow with us.

In our Town Hall discussions, we asked parishioners “*Where do you see us going?*”. Some of their valuable feedback is noted below (for additional feedback see Appendix 3) from varying perspectives:



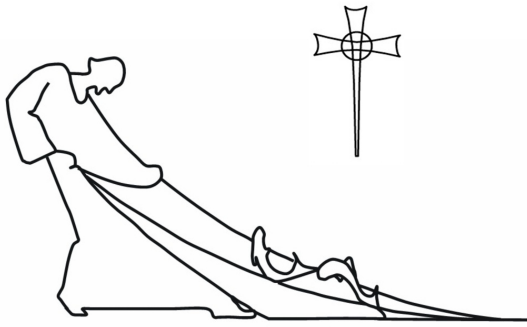
Positive Perspective

- Encouraging members, especially new members, to become involved in one or more of the many opportunities available
- Support and encourage youth and young adults to take on a more active role in the planning and execution of church activities
- Career Day –Parishioners become mentors and bring outside business people in to provide career options and suggestions to youth
- Job Placement / Internship – have local business, members of the diocese and local schools participate in summer job placement and internship programs
- Leadership Workshops for youth and young adults in the area (invite other churches) where professionals provide life skills most youth don't get
- Life Skills Workshops – older youth, young adults and seniors, for those in crisis

Areas of concern:

- Christian Education – youth & adults, concern about young people not wanting to attend church and congregation declining due to aging, want to see thriving youth group & church school
- Christian Guidance, Youth less in touch with God
- Finances for the future
- Declining unless we make changes
- Without engaged families we may not survive
- Need to have opportunities for growth, involving congregation more
- Worship to support individual journeys in faith





OUR NEW PRIEST

We are looking for an incumbent who has a love of Christ, passion for people, a willingness to marshal the talents and resources already present in our church, in leading us to a new level of worship and service, both within and beyond our own walls.

We need an incumbent who will inspire us, a ‘people person’, who will encourage, nurture, and engage us through the word of God; someone who can guide the congregation towards understanding how the teachings from the Bible connect to our daily lives. Our congregation is comprised of persons with varying levels of Christian maturity, and as such, we need a priest who can inspire us through their sermons and ministry. They must be able to aid us in growth and have the acumen to facilitate our embracing and acceptance of change. Inclusion, encouragement and inspiration should be some of the key foci of the new incumbent.

We are looking for a priest with passionate spirituality who will guide us toward continual spiritual growth; someone able to support the congregation, build relationships with parishioners, has a sense of humour; and the ability to bring insight to meet the needs of groups or individuals.



We look forward to having a leader whose discernment is grounded in God's love and His purpose for us. The chosen individual will help us work on breaking down barriers and fostering communication between all members.

It's very important that our spiritual leader be youth-centric with both cultural and generational awareness. In other words, we need a person who can bridge the gap between millennials, generation X & Z, and our baby boomers. Our new incumbent must have strong leadership development, motivational and organizational skills, and be a caring individual who is empathetic, open to personal growth and new ideas. Recognizing that change can be stressful and exciting at the same time, it is important that this person can help our congregation deal progressively with change.

Below are some insights gained from our Town Hall discussions regarding our new incumbent (see Appendix 3 for additional results), and our electronic survey (see Appendix 4 for additional results), provided by parishioners when asked the following:

Electronic Survey Feedback

“What attributes do you think our new incumbent should have?”

- Strong faith background and ability to share their personal journey through preaching and interactions with others as we seek to carry out our work as Disciples of Christ.
- Friendly, down to earth, a good listener willing to adapt to the cultural changes that is evidenced in our church.
- Strong leadership skills and the ability to relate to people of all ages. One who will take ownership of the parish and a personal interest in parishioners. One who is hardworking and who has a vision that will attract people.
- One who can inspire others to become involved in growing the parish.



- Cares for people – concerned about all aspects of their lives within the parish and in larger community (outreach).
- Spiritual guide – generates enthusiasm and able to develop lay leadership.
- Good preacher – challenging sermons with connections to life.
- Humility, great people skills, leadership skills, problem solving and guidance, good sense of humour. Lead by faith and spiritual example.

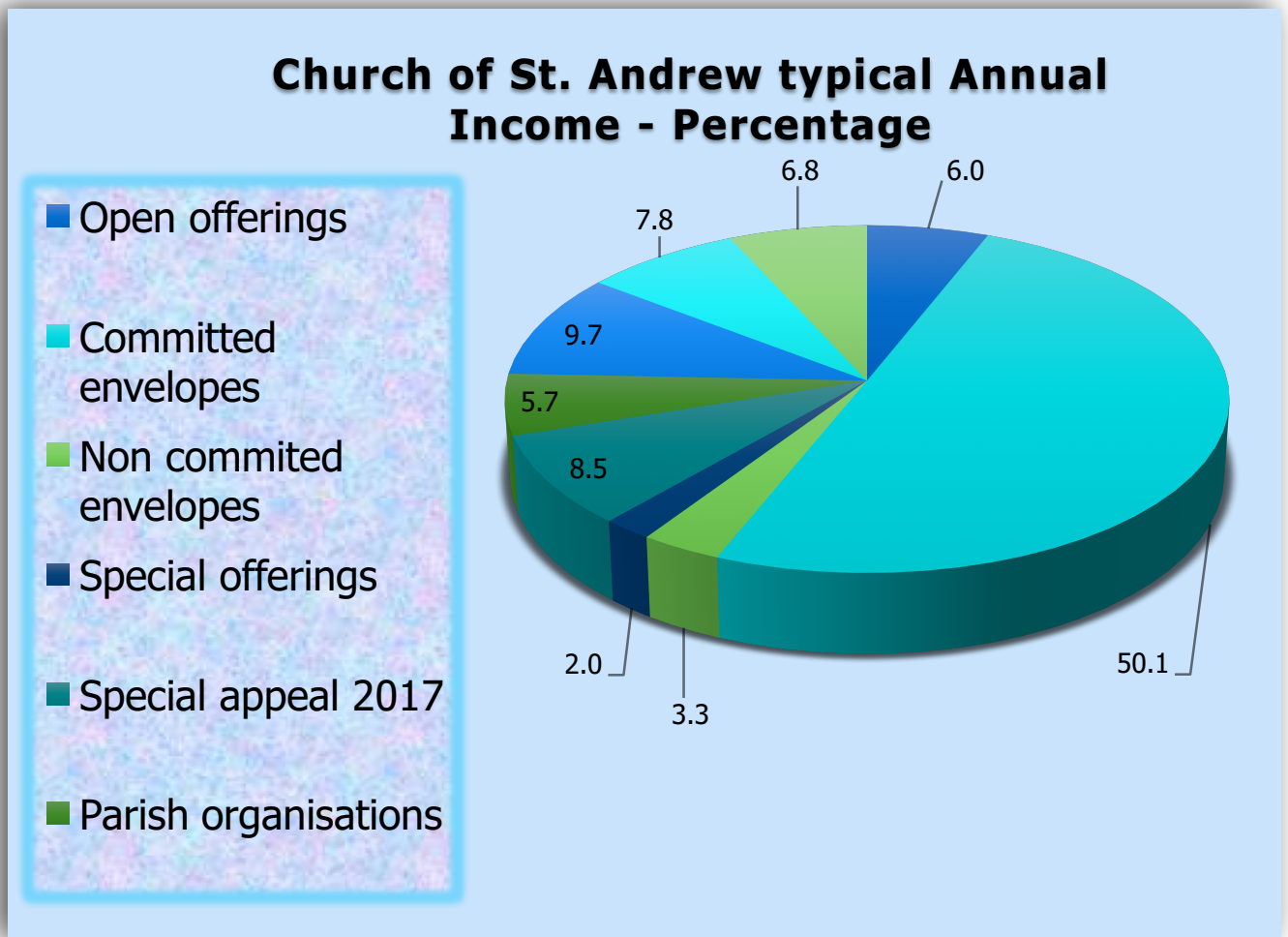
Town Hall Discussions Feedback

“What is most important to you in our new incumbent?”

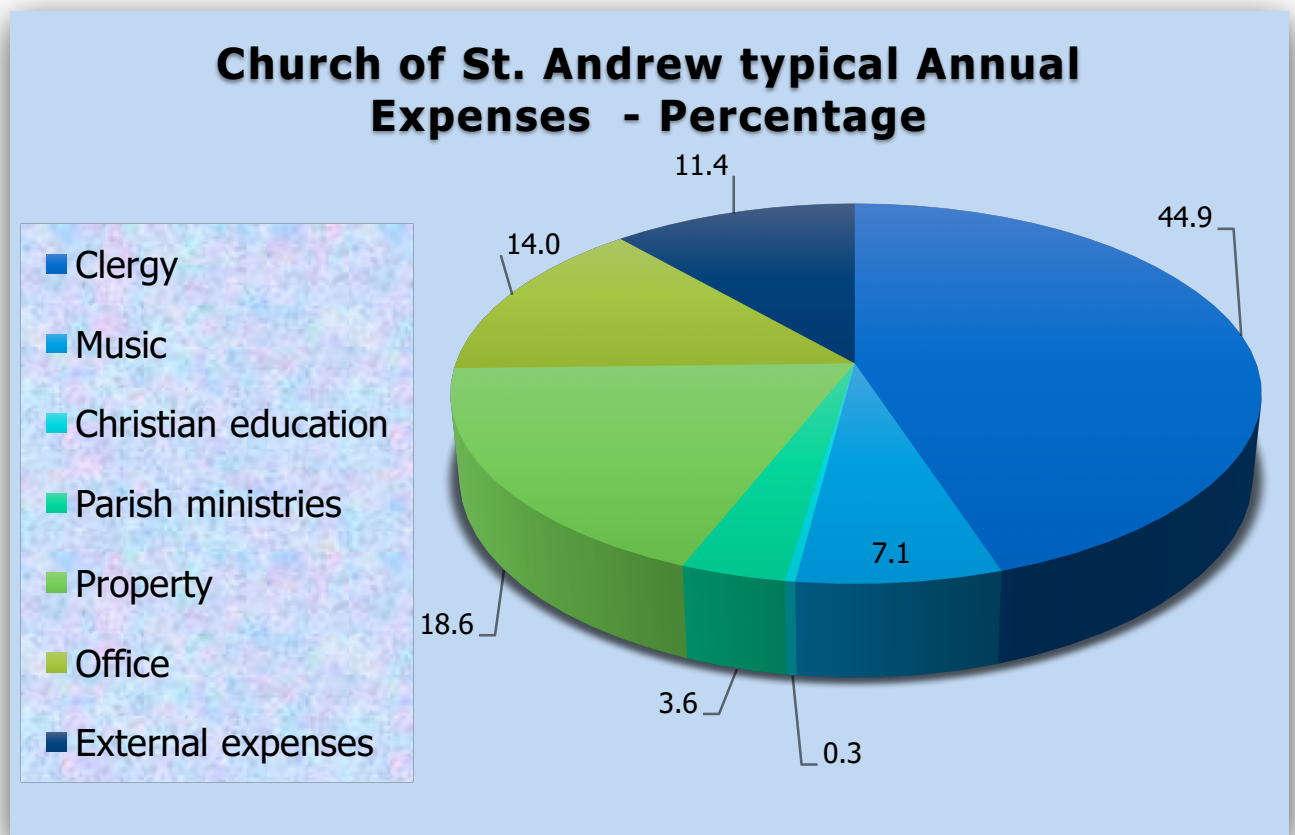
- Someone totally dedicated to prayer as the most important basic attribute.
- Someone dedicated to fulfilling Christ's purpose....to reach out to those in need spiritually, emotionally, physically”.
- Loving, outgoing, joyful and caring, with a sense of humour.
- Multicultural, a priest for all people.
- Provide sermons that are teaching moments relative to our journey as Christians and connects to current affairs.
- Recognize, accept and understand other people’s differences.
- Experience (or understanding of perceived Challenges) in dealing with older parishioners, many retired and shut-ins, frequent illness, funerals and needs of relatives, many of whom might be active members. *The key here is that the children or relatives of these elderly folk will be influenced by the care/concern the church (Incumbent) shows.*
- Someone who is approachable, relates well to parishioners, personable, people skills, vibrant leadership, a growth developer.
- Solid, excellent Preacher – provide well delivered, meaningful, relevant, challenging, thought provoking, academic, evangelistic, sermons.
- I want to feel the sermons (spirit) - I want to feel like I went to church.



APPENDIX 1: ANNUAL INCOME



APPENDIX 2: ANNUAL EXPENSES



APPENDIX 3: ROUND TABLE FEEDBACK

<i>What brings you here?</i>	<ul style="list-style-type: none">• Got married here, Children baptized here, I was baptized here, Neighbourhood Lunch• Music, Service, The Choir• Always wanted to be a member of a church• Always been Anglican, routine• Want to offer my gifts of service• Diversity and sense of community• Caring welcoming warm environment
<i>What keeps you coming?</i>	<ul style="list-style-type: none">• Sense of belonging• Feeling good about services• It's part of my Christian life, I get to sing and worship with my church family• Bible study – evening, teaching education & explanation, discussion• Pastoral Care, a Christian, a Believer, a Teacher
<i>What do we need to do to attract and keep others?</i>	<ul style="list-style-type: none">• Social gathering• Reliable contemporary service on Sunday• Youth ministry: meaningful youth programs, Young people on Sundays, invitations for youth/youth services, bible study for youth• Alternative services, stimulating programs• music that connects to young people, band with different musical instruments, Gospel music (sometimes the music is too solemn)• Opportunities to continue other forms of worship, celebration e.g. Saturday worship• Programs to attract younger families, youth (a tough but critical challenge)• Give responsibility for youth to be on sides-people teams, select music for Sunday worship service
<i>What are some of the things you like about our church?</i>	<ul style="list-style-type: none">• Music, choir, organ• Building, lots of space, accessibility• Access to church, location• Friendly people, willingness of parishioners to use their gifts volunteering, church family, camaraderie, fellowship, kindness, welcoming• Service (worship), traditional service, liturgy, connection to faith• Fantastic preaching, relatable services• Bible study, outreach programs, communication• Community connection, social events in church, social atmosphere• Love, care & support from others during times of celebration & challenges



*What would
you like to
see
changed?*

- Follow up on baptismal family
 - More event announcements, Ringing church bells
 - Better communication with church group leaders
 - Screens for lyrics
 - Vehicle to express concerns
 - Greater sense of church family – less fragmentation, contact between parishioners, Reunion of past families
 - Revival hymns during communion
 - Some music, 21st century music, more gospel, unfamiliar songs
 - Need audio & visual media
 - We resist change – like old traditional; need balance
 - We need to be one
-



APPENDIX 4: ELECTRONIC SURVEY FEEDBACK

ANSWER CHOICES	RESPONSES
▼ I and/or my family has always attended this church	38.46%
▼ Social Connection	7.69%
▼ Spiritual Fulfillment	53.85%
▼ Tradition	0.00%
▼ Community Involvement	0.00%

What brings you to the Church of St. Andrew?

ANSWER CHOICES	RESPONSES
▼ Have always come to this church	16.67%
▼ Friends	33.33%
▼ Mission and outreach	8.33%
▼ Spiritual Fulfillment	41.67%

What keeps you coming to the Church of St. Andrew?

ANSWER CHOICES	RESPONSES
▼ Offer spiritual development opportunities	22.22%
▼ More community involvement activities	11.11%
▼ Find ways to relate to the needs of newcomers	33.33%
▼ Find ways to show people what our church has to offer	11.11%
▼ Modernize the liturgy and/or music	0.00%
▼ Enhance our traditional liturgy and/or music	0.00%
▼ Add a contemporary service	22.22%

What do we need to do to attract and keep others coming to our church?



What are some things we can do to connect or engage with the broader community?

determine needs of the community - re-visit and develop findings identified several years ago by Missional Transformation Process

Programs that young people can enjoy.

survey the community to find out what they want

Invite political and community service agencies reps to speak at a parish forum about the specific needs of our Scarborough and Toronto communities. This will help inform our parish as we make strategic decisions for future outreach projects. Invite Diocesan and National church speakers to update our parish on broader community initiatives and needs.

Programs that young people can enjoy.

survey the community to find out what they want

An open house. I would like to see a choral concert of a number of Anglican churches coming together with invites going out to our neighbours.

What would you like to see changed at our church?

greater positive energy

A less apathetic congregation.

I see our Church aged, tired but also consisting of a wonderful group of people who love God and want to serve together. But many are tired. We need encouraging and understanding new energy.

Right now a few people do a lot of work. More people need to get involved to lessen the work of others.

Some people feel intimidated by long-time members who seem to be in charge of almost everything and appear to be highly opinionated and not so open to others' ideas. Some people have been made to feel unappreciated for trying to fulfill a certain duty or role. Some people feel unwelcomed when they wish to join or belong to a particular committee or group. Why volunteer if one feels "what is the point, I won't be heard or appreciated anyway"

Worship service should have more and different people participating There should be a different style of worship occasionally Improved communication throughout Full time strong clergy leadership More activities

