




There's Life Here!



PARISH PROFILE
Christ Church Deer Park
 Diocese of Toronto • Anglican Church of Canada
 1570 Yonge Street Toronto, Ontario M4T 1Z8
 416-920-5211 • www.thereslifehere.org



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INTRODUCTION



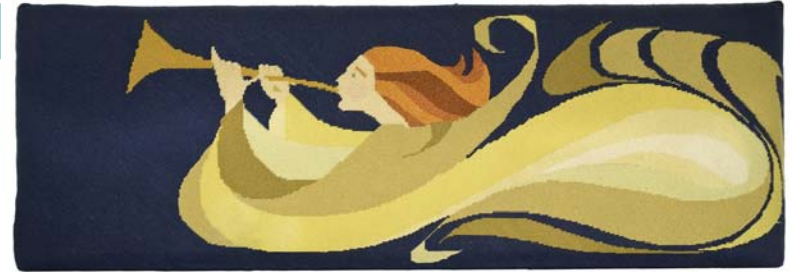
Bless the Lord you angels of the Lord:
sing God's praise and exalt God forever

In this profile, the search committee has attempted to present a current picture of Christ Church Deer Park that balances optimism with realism.

Our motto is, "There's Life Here" – and there is! Newcomers, visitors and others have remarked on the supportive environment that they find. We have a large, diverse pool of "people" resources, and although the congregation is beginning to age, we tend to be active, interested and engaged at Christ Church and in the wider community. The people of Christ Church have a lively intelligence. We tend to be well educated with many professionals from a variety of disciplines.

Of course, we have challenges and we try to address them honestly in this profile, secure in the knowledge that the congregation is committed to Christ Church and to working diligently to evolve as a spiritual community. We have had some difficult times, but the past is the past. We have learned from those events and continue to learn and strive to improve.

We look to the future with a leader who, working with us, can provide the energy, leadership and experience to help us grow in faith and community both here at Christ Church and in the world.



Bless the Lord you angels of the Lord:
sing God's praise and exalt God forever

LITURGY AND WORSHIP

We are a diverse community located at Yonge and St Clair. We welcome all stages and ages in life and backgrounds.

There are two Sunday services:

8 am: Said Eucharist using the *The Book of Common Prayer (BCP)*. A contemplative service usually attended by 20 people.

10 am: Choral Eucharist (35 voice choir) with piano and organ accompaniment using the *Common Praise* hymnal. We welcome congregational participation in the service, through leading prayers, reading the scripture, and administering the sacraments. Communicants may gather in a circle around the altar or attend at the altar rail. The service is a creative liturgy using *The Book of Alternative Services (BAS)*, supplemental and other traditions. The average attendance at this service is 150 to 200 people. The children from PromiseLand and the nursery join the congregation for communion.

Wednesday 7 am: Said Eucharist using the BAS.

The average attendance is 20 people. These highly dedicated people breakfast together after the service.

Choral Matins Sung 4-5 times a year.

Jazz Vespers is held two times a month on Sunday afternoons. The service is short and informal. Some of Toronto's finest jazz musicians add their outstanding talents and attract a large and enthusiastic attendance.

Joint Concert with Yorkminster Park Baptist Park Church in support of Chum/CP24 Christmas Wish.

Remembrance Day and Good Friday concerts

HOSPITALITY (community ministry)

Christ Church is warm and generous in spirit. There are opportunities for parishioners to enjoy fellowship and refreshments weekly in the "Holy Grounds Café" after the 10 am service and monthly (first Sunday of the month) after the 8 am service. Lemonade is served on the lawn in the summer months.

A wide variety of special events includes, amongst others, a Pancake Supper, Resurrection celebration (following the Easter Vigil) and Blessing of the Animals (St. Francis of Assisi).

Art and Spirituality. We have held numerous exhibits along the themes of Advent, Epiphany and Illumination and Imagination, and have recently offered parish artists the opportunity to hang their work in the Arthur Smith Room. The media used include photography, acrylic and oil paint, sculpture and wood-carving. The exhibits have produced varied and dramatic work of obvious talent.

Continuing our cultural events, we have an active Book Club that meets monthly.

SERVING (outreach)

We have a long, proud and enthusiastic volunteer and financial commitment to outreach in and out of the community.

The Churches-on-the-Hill Food Bank opened in 1997 in the basement of Timothy Eaton Memorial Church. Volunteers served over 12,000 people in 2010. We are the second largest food bank in Toronto with a catchment area from Bloor, Oakwood and Bayview to Lawrence. Christ Church provides the largest number of volunteers to this program.

We support the Yorkminster Park Meals on Wheels program and delivered over 12,000 meals in 2010.

At our Community Breakfast we serve a hot breakfast (sausages and eggs) two to three times a month to approximately 33 guests. This breakfast compliments the one served at Calvin Presbyterian Church.

Our Dietary Improvement Program in Malawi is

geared toward providing better nutrition to children with HIV /Aids and offering nutritional planning and prenatal care to women. This program is currently on hold pending a discussion with the Bishop.

Anglican Church Workers (ACW) hold numerous well-attended events during the year including the Christmas Fair, a Spring and Bridge Luncheon, and the Rummage Sales. They actively support such varied programs as Mission to Seamen, Moorelands Camp, Diocese of the Arctic, World Day of Prayer and have prepared and served supper for Ronald McDonald House.

CCDP is committed to providing nourishment through its Deer Park Food Drive in support of Evangel Hall, STOP Community Food Centre as well as the Churches-on-the-Hill Food Bank.

Over Eaters Anonymous, Alcoholics Anonymous, Cocaine Anonymous, and Narcotics Anonymous groups all meet at our church.

Previous programs that were supported by CCDP for many years were:

- Out of the Cold, which provided warm meals and shelter to homeless;
- LOFT lunches for which we prepared and delivered a lunch to LOFT houses in Parkdale;
- Habitat for Humanity;
- Community Kitchen program (in conjunction with LOFT we prepared and cooked simple meals with clients);
- Yonge Street Mission (for the inner city – we served supper regularly and supported the program with the giving tree at Christmas) and work for First Nations (Kashesewan); and
- Primate's World Relief and Development Fund (PWRDF).

TEACHING AND NURTURE/ FAITH DEEPENING ACTIVITIES (Educational Opportunities)

Education and Learning opportunities are an integral part of life at CCDP and these enable parishioners to meet, question, discuss and learn more about our own and others' faith. The attendance varies from 10–60 depending on the event. We take a grassroots approach to learning in that if a group wants a program (i.e., bible study) they will organize and run it themselves.

At present we are providing several Lenten programs including:

- a 40-day journey with Dietrich Bonhoeffer;
- Sundays in Lent – Lunch and Learn;
- Tuesdays in Lent – From Ashes to Equality; and
- an ACW program – The Torah – The First 5 Books of the Hebrew Testament.

In April and May there will be two Fresh Start Sessions. The first, in April, will seek to identify the habits, norms and expectations of our congregation, particularly in the area of liturgy and worship, music, programs, structure and staff. The second, in May, introduces the concept of transition (as opposed to change) and explores ways of responding appropriately.

PromiseLand

This program, for children and youth, takes place in the St Nicholas Chapel during the 10 am service, following which the young people come up for communion. The catch line for PromiseLand is "A place to learn, laugh, grow" and the mission is to offer a welcoming and encouraging place for

children and youth to think and ask questions about their faith. The curriculum is written to follow any significant holidays and feast days in the church and is loosely based on the lectionary. An effort is made to connect the reading or lesson with their daily life and, if possible, a current social justice initiative (Right to Play, Food Bank, writing a letter). A short worship service includes opening and closing prayers, a reading, a reflection/ discussion/ activity, a hymn and prayers of the people. Every 5–6 weeks the children take an active part in the church service with dramatizations.

Challenging Christianity

A monthly get-together to examine and discuss issues faced by the church using biblical text as a starting point. It is run by one of our Honorary Assistants

Faith and Film

We run 6 films a year, which have ranged from *Precious*, *The Bucket List*, *Indiana Jones*, *The Boy in the Striped Pyjamas*, to *The Pool*. Viewing of the film is followed by a discussion of the spirituality and faith issues raised. Discussions have been led by the clergy, director or music composer.

Formal speakers

In the past we have heard from Michael O'Connor with the University of St. Michael's College and Sarah McKinnon with the Ontario College of Art and Design to discuss the connection between art, music and spirituality.



The Nest

Certified child-care is offered for children up to age 3 during the 10 am service. Children come into the main church for communion.

Adolescents

There are few activities for this age group, but they are encouraged to participate in parish events and services such as the Holy Grounds Café, rummage sales, and Christmas Fair.

ECUMENISM

We are part of a community of churches called Churches-on-the-Hill (COTH) which consists of 8 churches: Calvin Presbyterian, Deer Park United, Grace Church on-the-Hill Anglican, Holy Rosary Roman Catholic, Our Lady of Perpetual Help Roman Catholic, St John's Latvian Lutheran, and Yorkminster Park Baptist.

We are part of the Pulpit Exchange during the Week of Christian Unity, Churches-on-the-Hill Foodbank and the COTH Good Friday Walk. We also participate in the InterFaith Dinner.



Bless the Lord you stars of heaven:
sing God's praise and exalt God forever

DEMOGRAPHICS

Survey Results

A brief survey was recently conducted amongst parishioners. Approximately 53% responded, although this understates the number of parishioners covered as many families provided only one response. Comments appended by parishioners to their surveys, while most illuminating, were too many in number to adequately summarize in this document. We would be pleased to provide this additional information to serious applicants.

The following gives a few of the highlights:

- About 58% live within the two postal code areas that roughly coincide with the official boundaries of CCDP;
- 84% usually attend the 10 am service, while both the 8am service and Jazz Vespers attract about 21% (note that a number of respondents attend both Jazz Vespers and morning services);
- 63% attend 20 or more times a year;
- 70% have been members of CCDP for at least 11 years;
- Two thirds of respondents are women, and 60% are 65 years old or older;
- 23% have children that attend CCDP;

- Regarding reasons why they first came to CCDP: 55% include the proximity of CCDP to their home or work and 45% said because of the music, followed by clergy, liturgy and a welcoming community;
- Regarding reasons why they continue to come to CCDP: 89% included the music, followed by the welcoming community, the liturgy, proximity of CCDP to their home or work, clergy and spiritual growth.

Several conclusions may be drawn from the survey regarding future growth for CCDP. With such a high number of parishioners "found" because of CCDP's location, improved signage



and local marketing will likely assist us in identifying new members in our neighbourhood.

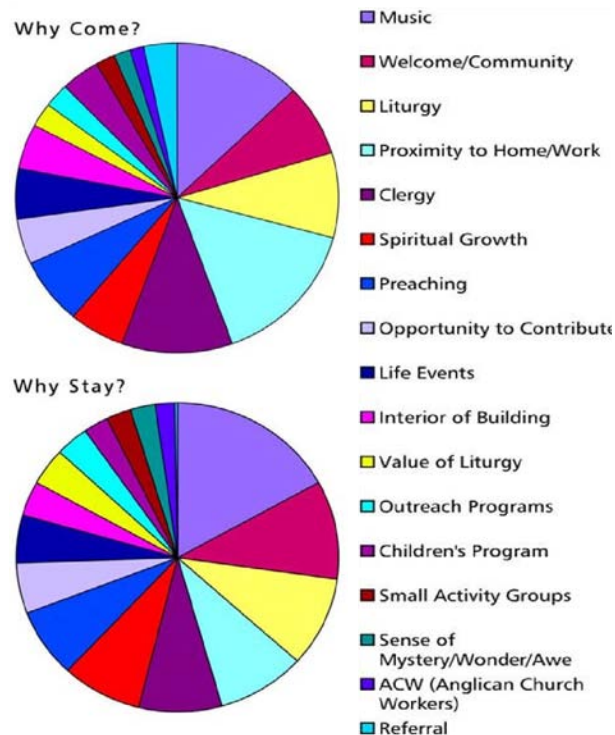
A significant proportion of parishioners either have children at CCDP or had children at CCDP. Thus, if we can continue to attract young families, we will not only build a younger membership but, based on past experience, the parents will stay with CCDP long after their children have grown up (and some of those children will stay/return to CCDP).

Another significant group is made up of people without children. A welcome community/fellowship along with enhanced Christian education (as is currently underway with our several different Lenten study programmes) may be the best way to attract more of this target group.

In terms of our current strengths, music, a welcoming community and diversity of liturgy were amongst those reasons cited regularly as to why parishioners found a home at CCDP.

Following are two pie charts showing why persons first came to Christ Church and why they stay. A summary of the survey results may be found in Appendix 1.

WHO WE ARE *continued from previous page*



ATTENDANCE

Sunday Church attendance in the period from 1990 to 1999 was relatively stable – ranging from a high of 15,653 in 1998 to a low of 13,643 in 1995. In 2000, a Jazz Vespers Service was added on Sundays and the other Sunday services showed an attendance of 15,194 parishioners. From that year, there was a decline in attendance in the three morning services to 13,605 in 2003. In 2004, Sunday morning attendance dropped to 10,561, attendance then stabilized in the 10–11,000 mark, when it once again dropped in 2009 to 9,862 and 9,167 in 2010.

A detailed chart of attendance figures is included as Appendix 2.

HOW WE ARE GOVERNED

In addition to the Interim Priest, there are the Rev. Samantha Caravan, Assistant Curate, the Rev. Canon Douglas Graydon, Associate Priest (part time), the Rev. Dr. Peter Slater, Honorary Assistant, and the Rev. Canon Dr. David Neelands, Honorary Assistant.

Support Personnel

Eric Robertson is Director of Music; Hilary Keachie is the Director of Children’s Education; Jean King is the Parish Administrator and the Parish Secretary; and Denis Delisle is the Chief Custodian. For more information, go to our excellent web site designed by Brian Dench: www.thereslifehere.org.

CCDP is governed in accordance with the Canons of the Diocese of Toronto. That is to say, the incumbent is responsible for the worship and spiritual needs of the parish and the three churchwardens are responsible for its temporal affairs. Practically speaking, however, the boundaries between these areas of responsibilities are permeable, and the incumbent, the churchwardens and the associate priest or curate form the management team of the parish. They meet regularly and make decisions by consensus on matters including service times, property maintenance and repairs, human resources and finances. Since the wardens are off-site volunteers, it is the incumbent who provides day-to-day supervision and management of the church and its employees.

In addition to the legal responsibilities that they assume, the churchwardens tend to be given special social/ceremonial status by the more established members of the parish. For instance, there is an unstated assumption that wardens will occupy designated pews and perform certain duties during Sunday worship services. There is also a general expectation that they will play a leadership role in special events and communications.

The management team relies on and is assisted by many others in the performance of its responsibilities. These include:

- A volunteer parish treasurer who provides periodic financial reports and analyses with background data generated by a part-time financial secretary and newly installed accounting software;
- An external auditor who examines and reports on the churchwardens’ accounts annually;
- The property committee, consisting of four members, is responsible for providing guidance and direction in relation to the use, maintenance and future needs of the physical structure of the church building and outside grounds;
- The trusts committee, consisting of four members, manages investments contained in four separate trusts with an aggregate value in excess of \$1.3 million; and

- The parish secretary, a longstanding employee of the parish, who is the repository of a significant amount of corporate memory; it is she who establishes and maintains records (including employment records and third party contracts), has established relationships with suppliers, and manages tenants and external users of the parish premises.



In 2010, the parish began a series of periodic facilitated meetings known as Parish Forum, an initiative to provide advice to the incumbent and churchwardens and to engage parishioners on issues that are important to the congregation. This new structure replaced Parish Council, which essentially served a reporting function among different ministries and committees.

Parish Forum is co-chaired by two members of the congregation who lead a working committee of approximately 20 individuals drawn from a cross-section of the parish. Its meetings are open to any interested individuals and sessions conclude with a summary of the conversations, suggestions and remarks made at these sessions.

This initiative has been an exciting one for the parish. It will be evaluated and, if appropriate, formalized over the next twelve months. Efforts are being made to provide alternative delivery

modes (such as on-line or hard copy questionnaires) for individuals who are unable or unwilling to participate in oral group discussions.

OTHER CHURCH COMMITTEES/ INITIATIVES

These Church organizations are composed of parishioners, who provide a variety of valuable supporting ministries within the Parish. The activities that they perform are outlined in the section “What We Do.” The names of the organizations are simply listed here to give an indication of the amount of involvement of parishioners in the life of Christ Church:

- Hospitality
- Communications
- Learning Ministry
- Outreach
- The ACW
- Church School
- Parish Forum
- Worship
- Lay Members of Synod

MUSIC

Music plays an indispensable part in the worship at Christ Church. It is under the direction of Eric Robertson, one of Canada’s most experienced organists and musicians. The congregation at Christ Church is musically sophisticated and finds inspiration through sacred music that is presented with both excellence and sensitivity. Our music at Christ Church could be termed middle-of-the-road: catholic in scope – excellent in quality. Music plays a major role in the life of the parish. A 3-manual tracker organ was installed in the church in 1982.

At present, the CCDP choir numbers about 35 people who sing at the 10 am service every Sunday and at major festivals during the year. There are six paid leads in the choir, and the choir sings at services 12 months of the year. The choir also participates in an annual Good Friday concert and a concert for Remembrance Day here at Christ Church, and joins with Yorkminster Park Baptist Church choir across the street for an annual charity Christmas Carol Sing in December.

Our choral repertoire at Christ Church is drawn from a 500-year period that includes the best music from the Renaissance, Tudor, Classical, and Romantic periods, right through the twentieth century and up to the present day. We are in the process of building the “Christ Church Psalm Book” – a three-year project that will eventually include a collection of unique responsive settings of all the psalms.

Each week, the choir presents one of the psalms from the collection (with the congregation joining in on the refrain). During the summer we sing metrical settings of the Psalms. We use the *Common Praise* hymn book every Sunday at Christ Church and requests by parishioners for their favorite hymns are always welcome.

The sanctuary houses a magnificent three-manual Karl Wilhelm organ (built in 1982) that is used regularly at our church services. In addition, the two grand pianos that stand in the sanctuary (one owned by the church, the other owned by the Music Director) are also used every week. From time to time, other classical instruments (e.g., flute, trumpet) are also used during our services. Like our choral music, the instrumental music chosen to enhance our worship is drawn from a wide and varied repertoire.

The Sunday Jazz Vespers series, held twice a month, brings the very best jazz performers to Christ Church in a spiritual and meditative setting at 4 pm from September to June. In addition, Christ Church (in collaboration with the Nine Sparrows Arts Foundation) presents "Lunchtime Chamber Music" recitals every Thursday at 12:10. The recitals run from the first Thursday after Thanksgiving until the end of November, then resume again in January and run every Thursday (with the exception being Maundy Thursday) until the end of June.



We have developed a strong connection with the Faculty of Music at the University of Toronto and many of their best students take part in the series on a regular basis.

The Christ Church sanctuary is also rented as a major concert venue in the city, and in recent years has begun to be used as a recording venue for major artists as well.

There is certainly musical life at Christ Church!

COMMUNICATIONS

The Herald is a quarterly publication reporting on the life of the Parish with reports from the clergy, wardens, committees and individuals outlining past activities, upcoming events and topics of interest. *The Herald* is distributed in paper form at the Church, by mail to shut-ins, by email and on the web site.

Email is used extensively to communicate with parishioners. For example, each week an email is sent entitled "This Week at CCDP" with the Sunday bulletin attached.

Publications. There are a wide variety of pamphlets and brochures produced outlining special events and programs. *Jazz Vespers* is advertised in a monthly music magazine. Copies are posted to the web site and are available there.

The web site is recognized as one of the best church web sites. Rather than attempt to describe it, here is the URL:

- www.christchurchdeerpark.org or
- www.thereslifehere.org.

WHERE WE ARE



Bless the Lord you ice and snow:
sing God's praise and exalt God forever

A BRIEF HISTORY

In 1870, there was no Anglican church between St. Paul's Bloor Street and St. John's York Mills, and so the Bishop of Toronto created a new parish named Davisville Mission, Christ Church. Land was purchased at Yonge and Heath and the first Christ Church was completed in just 11 weeks. This little frame church served the parish for 40 years.

In June 1910, a new church was opened at the site of the first church in the then newly incorporated village of Deer Park. Due to an ever-increasing congregation the second church existed for only 12 years.

Then in conjunction with the appointment of a new rector, the Reverend H.F.D. Woodcock, a new church, the present building at Heath and Yonge, was built and opened on June 17, 1922, after the demolition of the second church. Canon Woodcock built a house at 38 Oriole Gardens and later sold it to the parish. This continued to be the rectory until it was sold in 2004. Because of Canon Woodcock's astute business acumen, the property to the west of the church was acquired. Today this treed land also houses an extensive playground.

The Church has been renovated numerous times since 1922. Most recently, the sacristy was renovated in 1982 when the new Karl Wilhelm tracker organ was installed.

In 1995 the building was extensively renovated, including being made wheelchair accessible. The basement rooms were upgraded for use by the Church School, choirs, a third-party day care operator and as storage. CCDP has been blessed with many gifted leaders including the incumbents since 1922:

- 1922-1948 The Rev. H.F.D. Woodcock
- 1948-1953 The Rev. Northcote Burke
- 1953-1967 The Rev. F. Arthur Smith
- 1967-1973 The Rev. Fraser Bournes
- 1974-1987 The Rev. Ronald R. Davidson
- 1988-2002 The Rev. Canon Dr. R. T. Elliott
- 2004-2010 The Rev. Canon Dr. J.D. Rois

The period between 2002 and 2004 was a difficult one for CCDP although we were led by a number of excellent interim pastors.

PROPERTY

Identification

Parish Name Christ Church Deer Park
Address 1570 Yonge Street, Toronto, ON
M4T 1Z8
Phone 416-920-5211
Fax 416-920-8400

Christ Church is located on the northwest corner of Yonge Street & Heath Street West in mid-town Toronto, a prominent location two blocks north of the major Yonge / St. Clair intersection. It is within the Eglinton Deanery in the Episcopal area of York-Scarborough in the Diocese of Toronto.

Parish Boundaries

The official parish boundaries are:

- North* From Forest Hill Road along Chaplin Crescent and Davisville Avenue to Mount Pleasant Road
- East* Mount Pleasant Road to Mount Pleasant Cemetery, then the Belt Line to the CPR tracks
- South* CPR Tracks, Summerville Avenue and Walker Avenue to Avenue Road
- West* Avenue Road, West on Lonsdale Avenue and North on Forest Hill Road to Chaplin Crescent

Note that more than 50% of parishioners live outside of the official parish boundaries.

Property

The church property is situated on a prominent corner, with approximately 130-foot frontage on the west side of Yonge Street and 350-foot on the north side of Heath Street. There is a landscaped area approximately 130 feet by 90 feet to the west of the building with a fenced-in playground used by Oriole Nursery School. To the north is a shared lane with parking.

Church

The church, a stone building with a bell tower and a slate roof, was built in 1922. It is situated directly on the corner of Yonge and Heath. There are two convenient entrances, the main one off Yonge Street and a barrier-free side entrance under the bell tower on Heath Street.



The interior of the church is extremely attractive, with wood roof trusses, stained glass windows on all sides and a magnificent stained glass window on the east side. The nave is a towering unobstructed space. It has fixed seating for approximately 450 worshippers. The church is equipped with a wireless speaker system.

The chancel is at the west end of the church. It is very flexible, accommodating multiple types of liturgy, both traditional and contemporary, as well as concerts. On the back wall is a 3-manual tracker organ built by the Karl Wilhelm Company of Mont St. Hilaire, Quebec, which was installed in 1982. The organ is flanked by choir stalls on either side. The altar is moveable. At the altar rail are the “Benedicite Kneelers” a 13-section set of kneelers stitched by 11 CCDP women with its theme based on Psalm 148.

The chancel is flanked by a chapel on the south side and a sacristy to the north.

Parish Hall

The parish hall and administrative spaces are to the west of the church itself, and are connected directly to the church. They were built at the same time as the church, with the same type of materials, and were extensively renovated in 1995.

The facilities include:

- administrative offices and offices for the clergy, Directors of Music and Children’s Education;
- a board room;
- Elliott Hall, an attractive space used for large gatherings with an attached kitchen in which new ranges were recently installed;
- The Arthur Smith Room, a nicely furnished, more intimate space for smaller groups;
- a large community hall in the basement hall with attached kitchen; and
- a chapel and other dedicated facilities in the basement for children’s education as well as space for the Oriole Nursery School, choir rooms, archival and storage spaces, washrooms and mechanical rooms.

There are two entries off Heath Street, one giving direct stair access to the upper and lower levels, and the other providing a barrier-free entrance to all areas. An elevator provides barrier-free access to the upper and lower levels.

Rectory

The original rectory and a subsequent one were sold in 2004 and 2007 and the proceeds of the sale are held in a Fund administered by the Diocese.

Condition of Facilities

The buildings have been constantly maintained and are in good condition for buildings built in 1922. The parish hall was renovated in 1995 and all the flat roofs have been replaced within the last few years. There is an ongoing program to re-point the exterior masonry walls. A consultant has been retained to carry out a study of the sloping slate roofs and make recommendations as to their future.

The grounds have been well maintained by both professionals and parish volunteers.

Public Transportation

TTC bus, streetcar and subway stops are all within easy walking distance.

Parking

The church has 10 parking spaces accessed off a shared lane on the north side of the church. There is an arrangement with the Toronto Parking Authority to provide free parking during Sunday Services in an underground lot on the south side of Heath Street directly opposite the church. Free parking is also available on adjacent streets.

FINANCE

Like many other Anglican Churches, CCDP has experienced declining revenues from the congregation in the past 5 years.

Recently, our congregation has recognized the need for a renewed focus on, and attention to, Stewardship. At our Vestry meeting on February 27, 2011, the matter of Stewardship was given top priority as we move forward this year. A new chair has been elected who is building a team and programme to drive a more direct approach to fundraising that will use “friendraising” and other techniques to enhance operating and capital revenues. It is anticipated that our new Rector will fully support this initiative. While this support will require a time commitment, we do not expect the Rector to lead this initiative – leadership will come from the Stewardship Chair and committee.

Over the past four years the Corporation or management team, (see How We are Governed) recognizing the need to reduce expenses, has diligently worked to do just that, this without seriously impacting our important programs at Christ Church.

Appendix 3 gives a summary of the financial results for 2006 to 2010. They should be read in the context of the following:

1. CCDP had over 30 years of stability and growth until the retirement in 2004 of our then incumbent. In the ensuing two years, CCDP was led by four Incumbents, two of them interim.

2. In 2010, after lengthy discussions by the congregation, it was agreed to combine the 9:15 am and 11 am services at a new time of 10 am. Although this caused some initial discontent, the majority of people have indicated that the combined service is more enjoyable with the larger congregation and choir and the invigorating participation of our young people.
3. Our congregation has always supported capital campaigns very generously. In 1994, CCDP raised \$1,400,000 for improvements and renovations. In 2000, CCDP raised approximately \$315,000 for the restoration of the Bell Tower and to pay down the then existing bank loan. In 2001, \$264,000 was raised for capital projects and Freedom for Ministry. During 2004, \$54,000 was raised to reduce the deficit. In 2007, a member of our congregation paid off the then deficit of \$152,000.
4. In 2007, the Church received a bequest of approximately \$485,000. The bequest was deposited into two segregated funds designated for building and other capital projects.
5. A selected passive approach to parishioners for annual givings has been followed since 2001. In 2005 and 2008 letters were sent to all then current givers describing the finances at CCDP and asking them to increase their donations by a specified amount. Selected but limited follow-up calls were made. The success rate of these two letter campaigns was marginal.

CCDP is blessed with several segregated funds that in aggregate amount to \$2.26 million (as at December 31, 2011). However, most of the capital is not available to CCDP and there is currently a bank loan of some \$105,000 secured against these funds. That being said, these funds provide a base for future fundraising endeavours.

1. **The CCDP Endowment Fund** is \$1,048,000. The income from this fund is directed to the operations of the CCDP. No encroachment of capital is permitted.

2. **The 1870 Fund** is \$168,915. Income may be used for the operations of the church. Use of capital above \$35,000 requires prior approval of Vestry.

3. **The Building Fund** is \$87,260. Both capital and income may be used to upgrade the physical assets of CCDP. In 2010, \$140,000 was transferred to CCDP for capital purposes.

4. **The Woodcock Theological Fund** is \$54,060. Total income from this fund is applied to theological education. No capital may be withdrawn.

5. **The Rectory Fund** is \$901,239. These funds are from the proceeds of the sale of the Rectory. They are held in trust by the Diocese, which distributes 50% of the income to CCDP. The balance is reinvested in the Fund to provide inflation protection. The capital may only be used for the purchase of a Rectory.

The financial condition of CCDP has been communicated to our parishioners over the years by letters from the Wardens, letters from the Stewardship Committee, on our web site, at two financial forums held prior to Vestry and, of course, at Vestry.

The Alban Institute

The Alban Institute is an ecumenical, interfaith organization founded in 1974, which supports congregations through consulting services, research, book publishing, and education.

The Alban Institute has published a series of benchmarks to assist congregations in evaluating their financial status. The following shows Christ Church's position in 2010 in relation to those benchmarks.

Percentage of operating income dedicated to clergy compensation (including honoraria):

Benchmark	Small congregations	60%
	Large Congregations	40%
CCDP		27%

Percentage of operating income dedicated to Staff compensation (including Clergy):

Benchmark	not more than	60%
CCDP		70%

It is important to note that CCDP is open for outreach services, religious services, and rentals 7 days a week, and some days for over 14 hours per day. The Church is staffed during those times and a large portion of the expenditures are for custodian and security services.

Percentage of operating income dedicated to all building related costs:

Benchmark	Not more than	30%
CCDP		12%

This does not include capital repairs funded from our Building Fund.

Percentage of operating income dedicated to Outreach:

Benchmark	At least	10%
CCDP		18%

Percentage of operating income from building rentals/weddings/funerals:

Benchmark	Not more than	20%
CCDP		15%

Percentage of operating income from endowments/investments:

Benchmark	Not more than	20%
CCDP		7%

This percentage is lower than some previous years because of the difficult investment climate over the past two years.

Percentage of operating income from current giving

Benchmark	At least	80%
CCDP		66%



O let the earth bless the Lord:
sing God's praise and exalt God forever

Like other parishes, we would identify three issues of concern – attendance, finances and demographics.

The first two, attendance and finances, were compounded by an extended period of interim leadership. Upon the retirement of a successful incumbent, with the parish in excellent shape in 2002, our search for a competent successor culminated in the appointment of a candidate who was unable to fill the role. Six months later the Search Committee was back at work and chose an excellent candidate who ultimately declined the position for personal reasons.

By the time Canon Judy Rois accepted the challenge, two years had passed without stable leadership. This handicap caused our revenue and attendance to suffer dramatically. In effect we have now had four searches in eight years.

Despite these setbacks, the parish has been encouraged of late with the formation of the Parish Forum and with the search process, including the preparation of the parish profile and the parish survey. Over 200 parishioners have been involved. We sense that there is even greater potential to engage individuals in the life of our parish and look forward to an incumbent who can help us to do this.

We have not had a financial campaign for six years and we are now poised to undertake a new impetus toward stewardship with the formation of a strong committee. With consecutive deficits that have been dealt with capably, we made a number of cutbacks to expenses that have not impaired our activities.

We are certain also that our attendance will increase once a new Incumbent is in place. A year ago we decided to combine our 9:15 and 11 o'clock services and we now have a 10 o'clock service. While there was some leakage of attendance, we have been encouraged with the unifying and family feeling that pervades the 10 o'clock service.

There is a strong, active, and loyal older group of parishioners who have been involved in the parish for many years. As their numbers decrease, we must replenish the congregation with a more youthful group. This will require imagination and a new strategy.

Despite these issues, we are not discouraged and feel energized to accept the challenges under the leadership of a new Incumbent. Our motto being "There is Life Here" does in fact represent the positive dynamics in our congregation that are quite alive. We are waiting to move on with vigour.

POSITION SPECIFICATION

CHRIST CHURCH DEER PARK POSITION – INCUMBENT



Bless the Lord all people on earth:
sing God's praise and exalt God forever

THE OPPORTUNITY

CCDP could well be on the threshold of great things because of a very dedicated and enthusiastic congregation (yes, once again, there is life here) poised to become one of the great Canadian parishes.

There are challenges with regard to membership and finances, but the parish is anything but passive, and is eager and ready to rally around a leader who can show us the way to thrive in this transition to modernity.

This is a terrific opportunity for the right candidate to shepherd a loyal and faithful flock of Anglicans.

RESPONSIBILITIES

- The Incumbent will oversee all activities of the Parish.
- He/she will focus efforts and resources on initiatives and activities with high impact on the parishioners and community.
- The Incumbent will be responsible for articulating a vision for the Parish and for translating the vision into *practical* annual objectives.
- The incumbent will ensure that a strong and co-operative relationship is developed and maintained with all parish groups and staff.
 - He/she will oversee the effective coaching and development of a high performance team and the attraction and retention of volunteers, which will help constitute the health of the Parish.
- The Incumbent will interface with the Bishop, the Diocese and the Deanery to keep abreast of developments that may have an effect on the Parish.
- He/she will also participate in the dialogue with other Churches on the Hill to ensure that CCDP is represented and maintains a positive relationship with this group.
- The Incumbent will monitor the situation of neighboring parishes to entertain the sharing of resources should it prove feasible. He/she will view the changing landscape to keep CCDP current in this new age of modernity.

SPECIFICALLY THE INCUMBENT WILL:

- Provide intellectual leadership on religious matters through inspirational preaching and by engaging parishioners through Christian Education programs;
- Exude passion, intensity, and excitement to promote enthusiasm for all church-related activities;
- Oversee and participate in pastoral care to all members of the congregation;
- Regularly celebrate the Eucharist and officiate at baptisms, weddings, and funerals;
- Promote membership and commitment to the parish;
- Encourage fellowship at Church gatherings;
- Give leadership to stewardship of the parish to ensure it is meeting its financial objectives;
- Support and recognize the importance and value of the music programme;
- Annually assess the strengths and weaknesses of the staff and encourage training and development where necessary;
- Continue to build the Church School and Youth Program;
- Regularly take steps to promote self-development;
- Have a burning desire to make a difference in the lives of parishioners; and
- Be savvy and pragmatic on how to effect change to translate a vision into reality.

QUALIFICATIONS:

THE INCUMBENT WILL HAVE:

- A degree in theology from a recognized college;
- Shown the interest and ability to continually study and to expand his/her knowledge;
- Demonstrated success as a leader in a pastoral parish;
- Created a vision in a parish and has been successful in creating a plan to implement the vision;
- Successfully led a team in a parish;
- An excellent reputation for preaching the Gospel and inspiring parishioners;
- Proven management skills, such as planning, organizing, motivating, communicating, and developing people;
- Energy and flexibility;
- Been creative and innovative in developing programs to encourage participation and excitement amongst parishioners;
- A reputation of complete integrity and trust amongst his/her colleagues, parishioners and family;

Interested candidates should contact Bishop Yu at the Diocese of Toronto.

WHAT WE WOULD LIKE TO BE



Bless the Lord you waters above the heavens:
sing God's praise and exalt God forever

**We would like to be a viable parish growing in faith,
providing an interesting, warm, welcoming, spiritual home
for Anglicans at Yonge and St. Clair.**

We welcome applicants who will inspire us to grow towards this vision.

APPENDIX 1: WHO WE ARE

A survey was distributed to the congregation and the results from those that responded are shown below. Please note that not all respondents answered every question. The survey may not accurately reflect the actual demographics and/or opinions of the entire congregation. Note also that some questions could have multiple answers, so the total percentages may sometimes exceed 100%.

1. I attend these services at CCDP?

	RESPONSE PERCENT	RESPONSE COUNT
Sunday - 8 am	20.7%	36
Sunday - 10 am	84.5%	147
Sunday - Jazz Vespers	21.3%	37
Wednesday - 7 am	4.0%	7

2. I attend services at CCDP about:

	RESPONSE PERCENT	RESPONSE COUNT
up to 4 times a year	11.4%	21
5-19 times a year	26.6%	49
20 or more times a year	62.0%	114

3. I have been a member of the parish for:

	RESPONSE PERCENT	RESPONSE COUNT
Less than 1 year	4.7%	8
1-2 years	10.5%	18
3-5 years	5.8%	10
6-10 years	8.1%	14
11-20 years	26.2%	45
20+ years	44.8%	77

4. I found Christ Church Deer Park through:

	RESPONSE PERCENT	RESPONSE COUNT
Family or friends	46.4%	78
Advertising	1.8%	3
Music	11.9%	20
Neighbourhood	52.4%	88
Other		28

5. Before I joined CCDP

	RESPONSE PERCENT	RESPONSE COUNT
I was a member of another Anglican Church	66.9%	113
I was a member of another Christian denomination	20.7%	35
I did not attend church	2.4%	4
I did not attend any church but was brought up as Anglican	14.2%	24
Other		50

6. I am a donor who gives to CCDP by:

	RESPONSE PERCENT	RESPONSE COUNT
Open collection	16.8%	28
Envelope	38.3%	64
PAP (Pre-Authorized Payment Plan)	26.9%	45
Credit Card	18.0%	30
Other		25

7. I live in Postal Code areas

	RESPONSE PERCENT	RESPONSE COUNT
M4T or M4V	58.2%	107
Other	41.8%	77

8. I am

	RESPONSE PERCENT	RESPONSE COUNT
Male	32.2%	59
Female	67.8%	124

9. I am - age

	RESPONSE PERCENT	RESPONSE COUNT
10-14	0.5%	1
15-19	2.2%	4
20-34	1.1%	2
35-49	13.6%	25
50-64	23.9%	44
65-74	16.3%	30
75+	42.4%	78

10. My children

	RESPONSE PERCENT	RESPONSE COUNT
I do not have children	33.3%	61
I have children that attend CCDP	23.5%	43
I have children that do not attend CCDP	44.8%	82

11. Why I FIRST came to CCDP:

	RESPONSE PERCENT	RESPONSE COUNT
Music	44.3%	74
Liturgy	31.1%	52
Variety of liturgy	8.4%	14
Children's program	15.0%	25
Sense of mystery/ wonder/awe	6.0%	10
Proximity to Home/Work	55.1%	92
Referral	12.0%	20
Welcome/Community	26.3%	44
Life events	18.6%	31
Outreach programs	8.4%	14
Anglican Church Workers	4.2%	7
Small activity groups	6.6%	11
Preaching	24.6%	41
Clergy	38.3%	64
Interior of the building	16.8%	28
Spiritual growth	19.2%	32
Opportunities to contribute	16.8%	28
Other		37

12. Why I CONTINUE to attend CCDP:

	RESPONSE PERCENT	RESPONSE COUNT
Music	69.9%	116
Liturgy	50.6%	84
Variety of liturgy	21.1%	35
Children's program	13.3%	22
Sense of mystery/ wonder/awe	12.0%	20
Proximity to Home/Work	46.4%	77
Referral	1.2%	2
Welcome/Community	52.4%	87
Life events	24.7%	41
Outreach programs	16.9%	28
Anglican Church Workers	11.4%	19
Small activity groups	12.7%	21
Preaching	36.1%	60
Clergy	43.4%	72
Interior of the building	19.3%	32
Spiritual growth	42.2%	70
Opportunities to contribute	27.7%	46
Other		27

APPENDIX 2: CHRIST CHURCH DEER PARK ATTENDANCE AT CHURCH SERVICES 1988-2010

Year	Total Sunday Attendance	Jazz Vespers	Wednesday Morning Service	Christmas Attendance	Easter Attendance	Baptisms	Funerals	
1988	13,312			929	727	25	44	
1989	11,701			864	546	27	48	
1990	14,352			767	620	22	56	
1991	14,725			966	772	36	61	
1992	15,385			802	802			
1993	14,628			681	895			
1994	14,002			552	808			
1995	13,643			870	749			
1996	13,715			983	666			
1998	15,653			1003	1,833			
1999	14,440			939	1,700			
2000	15,194	895		942	1,848			
2001	14,931	2,191		859	1,863	36	29	28 May 2000 add Jazz Vespers
2002	13,493	2,009		913	775	28	30	
2003	13,605	2,375		784	506	19	8	
2004	10,561	1,433	533	769	532	15	18	1998 to 2001 Easter attendance is probably Holy Week attendance rather than Easter Day only
2005	10,422	1,885	638	880	510	15	26	
2006	11,371	2,549	786	908	539	11	15	
2007	11,162	2,386	908	764	465	6	27	
2008	10,074	2,818	920	646	473	10	27	2010 9:15 Service discontinued and time changes for services at 11 a.m. on Sunday to 10:30
2009	9,862	3,718	870	623	442	16	12	
2010	8,524	2,509	981	553	406	7	13	

APPENDIX 3: FINANCIAL SUMMARY

	2006		2007		2008		2009		2010	
REVENUES										
Congregational giving	529,527	66%	513,215	65%	497,331	65%	467,418	65%	429,168	62%
Property use	98,565	12%	106,141	13%	101,746	13%	113,135	15%	91,649	13%
ACW	1,132	0%	2,943	0%	2,690	0%	7,075	1%	5,900	1%
Investment income	72,866	9%	63,240	8%	71,297	9%	88,849	12%	79,161	12%
Other (excluding bequests)	99,692	12%	103,780	13%	90,701	12%	71,842	10%	82,221	12%
Total Revenues	801,782		789,319		763,765		748,319		688,099	
EXPENSES										
Salaries	431,170	53%	422,989	50%	420,823	51%	444,236	55%	449,727	57%
Synod allotment	105,268	13%	101,689	12%	115,720	14%	113,633	14%	115,525	15%
Utilities	66,969	8%	68,948	8%	64,248	8%	64,713	8%	54,534	7%
General & administrative	61,078	7%	65,093	8%	59,185	7%	59,180	7%	57,025	7%
Music program	53,742	7%	63,517	8%	51,229	6%	46,416	6%	52,880	7%
Repairs & maintenance expensed	38,638	5%	45,580	5%	43,759	5%	42,756	5%	25,118	3%
Outreach	17,313	2%	11,604	1%	19,103	2%	5,222	1%	9,567	1%
Christian education	16,167	2%	11,334	1%	16,257	2%	13,743	2%	6,540	1%
Discretionary	11,949	1%	10,053	1%	11,196	1%	4,533	1%	4,120	1%
Other	15,206	2%	37,395	4%	16,722	2%	14,489	2%	15,848	2%
Total Expenses	817,500		838,202		818,242		808,921		790,884	
Operating Fund Deficit at start of year	-110,433		-133,101		-45,087		-93,600		-118,654	
Operating surplus/deficit	-15,718		-48,883		-54,477		-60,602		-102,785	
Bequests taken into operations	9,138		12,293		4,355		9,448		2,211	
Contribution to deficit reduction	0		133,101		0		0		0	
Transfers from (to) Segregated Funds (1)	-16,088		-8,497		1,609		26,100		140,000	
Operating Fund surplus/deficit at year end	-133,101		-45,087		-93,600		-118,654		-79,228	

- NOTE: 1. These transfers include transfers to/from the Building Fund, the Capital Fund and the Woodcock Fund
 2. The ACW has its own budget and in each year makes contributions to outreach which are not included in this Financial Summary. In 2010 these contributions totaled \$5,350.