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**Appendix I****Governance as Leadership: An Introduction**

This framework offers governors and executive staff practical and energizing approaches to enrich non-profit leadership. The central construct in the framework is described in three distinctive yet interdependent “modes” of governance that allow leaders to anticipate and set effective mindsets or mental models to support decision-making, strategizing and imagining possible futures for their organizations. The three mindsets, mental models, or **modes** are:

### **Fiduciary (Type I)**

When working in this mode, governors seek to ensure that the organization's assets are conserved and optimized to advance the mission and vision and that all regulatory and compliance issues are addressed. The focus of Type I/Fiduciary governance is on oversight/monitoring of audits, budgets, assets, investments, funding, facilities; lawful and ethical conduct (compliance with regulations/policies/bylaws/codes), and on CEO/GS performance.

When attending to Type I/Fiduciary issues, governors tend to *look at issues from the inside out*, they focus on **oversight** and act like **sentinels**.

Disposition: Oversight

Key Questions: "What...?"

### **Strategic (Type II)**

When working in this mode, governors seek to ensure that the organization is actively seeking to align its internal strengths and opportunities with external strengths and opportunities to maximize its impact; governors intend to construct consensus about what the strategy should look like while avoiding the operational. In an effective Type II/Strategic mode, board structures, meetings, and information are all designed to facilitate strategic work; form follows function/purpose.

In Type II/Strategic work, governors' *attention shifts to outside in* (from "conformance towards performance"); they focus on **foresight** and act as **strategists**.

Disposition: Foresight

Key Questions: "How...?"

### **Generative (Type III)**

Working in the generative mode encourages cognitive processes for deciding what to pay attention to, what it means and what is possible in response. Generative thinking produces a sense of what knowledge, information and data mean; it is a subjective process that illuminates multiple perspectives and dominant frames and allows thinkers to deliberately shift frames to take perspective and see opportunities. In the generative mode, *problem framing* precedes *problem solving*.

As governors work in this mode, they focus on **insight**, they are **sense makers**, interrogating their current reality by acknowledging their preferred frames, *re-framing*, and *anticipating* future challenges facing the organization.

Disposition: Insight

Key Questions: "Why...?"

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## Appendix II

### Consent Reports / Information

#### GENERAL SECRETARY'S ACCOUNTABILITY REPORT

Origin: General Secretary

**2 Corinthians 3:12** "With that kind of hope to excite us, nothing holds us back." (*The Message*)

We continue to operate from a space of hope, conscious of the realities of the challenges facing the world, the Canadian society and the church, seeing them as opportunities to explore the question of what it means to be bold disciples of Jesus in this time. Our collective imagination being shaped by the conviction that as a church we are "seeking to continue the story of Jesus by embodying Christ's presence in the world." Living into the reality that we are called to "be a blessing to the earth." It is for that reason we seek to be...

a church with purpose:  
faith nurtured and hearts comforted,  
gifts shared for the good of all,  
resistance to the forces that exploit and marginalize,  
fierce love in the face of violence,  
human dignity defended,  
members of a community held and inspired by God,  
corrected and comforted,  
instrument of the loving Spirit of Christ,  
creation's mending. (*Song of Faith*, 2006)

#### Framework for the Report

For the triennium, my report to you will be shaped around the five **strategic** objectives of the Strategic Plan – *Embolden Justice, Nurture Common Good, Deepening Integrity (Climate), Strengthening Invitation (Growth) and Leadership*, in addition to *the Indigenous Pathways*.

This report is divided into three sections; the first section will provide some context for a generative conversation related to an emerging challenge facing the organization. This is the start of a series of iterative conversations. The second section, for the most part, will offer you an update of the ongoing work of the staff of the General Council Office, and the third section identifies a number of risk management issues that we are currently managing.

#### An Emergent Challenge

Consistent with the principles you approved in the November, 2022 meeting, the budget before you at this meeting allows for a \$4M deficit, which includes a \$1.5M investment in the strategic

operational plan. The budget assumes no reduction in staffing or grants for 2023. It also assumes some repurposing of the Embracing the Spirit grants to support the growth initiative of the strategic operational plan. The rationale for the deficit is the critical need to give the strategic plan the opportunity of being successful, and, additionally to shift the narrative of decline within the church. It is also based on a commitment to change the culture of the institution and the way in which the General Council Office supports the work of the church as a whole.

We are seeking to do this in a hope-filled, faith-filled and faithful way as is possible. At the same time being conscious that the data on the state of the church is not encouraging - the recent census data shows a sharp decline not only in our membership, but also in our “affiliates.” Coupled with the realization that the United Church is one of the least racially diverse churches in Canada, the ongoing impact of COVID-19, as well as the financial, volunteer and ministry leadership challenges for our communities of faith, none of this is necessarily new or surprising.

There is no doubt that 2024-25 will be a difficult time. There are a number of critical financial pressures on both the local, regional and national parts of the system - we know, given our formula for Cost-of-Living Economical Adjustment (COLA), the COLA for 2024 will be somewhere in the range of 6.4-6.7%. This is bound to have severe impact on the entire system. Although Mission and Service (M&S) continues to be somewhat stable, it is on a declining pathway; in 2025 we will celebrate our centenary and host GC45 in Calgary. We have a mandated review process to complete. At the same time, we need to wrestle with the question of what does it mean to “live within our means,” as directed by the 42nd General Council.

All these components are part of a perfect storm as we look to the future. So, as we look ahead:

- What principles, processes and policies should we be attending to with regard to our finances?
- How should we be understanding the General Council’s direction to “live within our means?”
- What should we commit to doing, no matter what?

## **General Council Office Updates**

### **Strategic Plan**

#### **Operational Plan Development**

Building on the confirmed initiatives and activities for the five strategic objective areas and Indigenous pathways, we confirmed activity leads for all 2023 activity streams, except those in which we are firming up a plan to hire. Activity leads have been given a guidebook and training on their role. We have almost completed confirming teams, where appropriate, to work with activity leads, and identified key results per quarter. Staff commitments in the operational plan will be reflected in workplans, and supported by a new Human Resources Information System. We have created a system and process for monitoring the plan on a monthly and quarterly basis, including a senior management dashboard and reconfigured management meetings.



Work to align both existing and investment budget resources to the activities in the plan is continuing and will intensify once the budget is approved. Based on an approved budget, we hope that in the first quarter we will complete hiring for those priority positions needed to enact the plan. We are working on how to depict this high-level monitoring of the plan on the united-church.ca website.

Even as the operational plan is confirmed and moving towards implementation, we are seeing areas of initial action such as movement on the self-insurance plan, a part of our objective on the Common Good. We continue to share the Call and Vision across the church, and are developing new tools, while already seeing significant engagement in regions and in some communities of faith.

We welcome two new staff team members, **Lori-Ann Livingston**, as the new *Public Relations and Media Lead*, who will be supporting our communication capacity, and **Ronda Parkes** as the Director of Communications. Both these positions are a part of strengthening the strategic engagement.

#### **Common Good: Work from General Council**

*GS10 (GC44) - Remit 1:* You have, as part of the Consent Agenda, the wording for the remit question, and educational resources. The remit will be made available to regional councils and communities of faith for March 1, 2023, with a closing date of March 30, 2024.

*RC1502 (GC44) Support for Ministry Personnel Taking Maternity And/Or Parental Leave:* GC44 mandated that a survey of ministry personnel who have taken maternity/parental leave about their experiences and how the church can better support this form of leave at all levels be undertaken, that resources outlining best practices before, during, and after a maternity/parental leave to be used by ministry personnel, the local community of faith, ministry personnel covering the leave in an appointment or pastoral charge supervisor, and regional councils be developed, and that funds for the maternity/parental leave top-up payments come from the national church.

Staff of the Ministry & Employment Unit have begun work on the survey and are looking at augmenting existing resources on best practices. They are looking at providing the benefit as an insurance program that replicates either the current RCP (Restorative Care) or the employer indemnity programs. The first would provide a benefit for all employees of the denomination working 14 hours or more while the second would be for ministry personnel only. Both approaches would assess premiums so that the benefit cost is shared equitably across employers. The proposed benefit needs to be both simple to access and administer.

*GC43 MNWO 05 Moving Expenses:* A proposal to re-establish a denominational moving fund for moving ministry personnel came to the 43rd General Council and was referred to the General Secretary. While staff did research on the proposal at the time, no recommended action was

brought back to the Executive. With the rationale outlined in the proposal, I am recommending that you decide to take no further action on MNWO 05 (GC43).

*Reference Group for DLM proposals resources:* You accepted a work plan in the fall for moving forward proposals about the future of designated lay ministry to the fall 2023 GC44 annual meeting. Staff are engaged with the many elements of that plan. One component calls for careful preparation of documentation to assist Commissioners in their decision-making. ***I am asking for a member of the Executive to work with that reference group.***

*Reference Group for Total Compensation Study:* GC44 directed that a total compensation study be undertaken of compensation practices and levels in both the pastoral relations and the staff (General and regional council offices) systems. ***I am asking for a member of the Executive to work with staff to develop a mandate and scope for this work for your consideration in the spring of this year.***

*Theology and Inter-Church Inter-Faith Committee (TICIF):* The TICIF Committee continues to work on the pieces assigned from the 44th General Council. I have attached [their workplan](#) for your information. In addition, you have proposals in Consent from Region 15 and Fundy St. Lawrence Dawning Waters regional councils asking you to instruct TICIF on how to engage the work on antisemitism; in addition, they are requesting your direction to the Church in Mission Unit to establish a partnership with Independent Jewish Voices.

*General Council 45:* We have started the preparation for GC45, to be held in Calgary, Alberta in July of 2025. Working with the Chinook Regional Council, **Rev. Taylor Croissant** of Southminster United Church, Lethbridge, Alberta has been appointed as the chair of the Planning Committee. The Moderator and myself will appoint the chair of the Worship Committee, and Chinook Winds Regional Council will identify a local arrangements chair. Shortly, we will be recruiting through the nominations process, the chair of the Business Committee, to be appointed by you. The first planning meeting is scheduled for September.

### **Common Good: Human Resources**

***HR Policy Updates:*** These updates have to do with wording changes. One is for clarification of a provision and one is a proposal for compliance with new Ontario legislation.

*The Workplace Discrimination, Harassment, and Violence Response Policy* has been revised to clarify references to the responsible body in complaints against congregational designated ministers (see section under section I.1.11.4 of *The Manual*). The previous Sub-Executive approved revisions to this policy at its meeting in May 2022 [link to GC43EX minutes](#). This is a clarification, for your information, of the policy.

*Electronic Monitoring:* An Electronic Monitoring Policy is being added to comply with recent Ontario legislation. It does not introduce any new provisions or monitoring activities. It

identifies what monitoring capacities are part of our current systems and notes that they are only actively engaged for security provisions or in the event of a workplace investigation.

**Staff Performance Reviews and Senior Staff 360 Reviews:** As reported to you before, work has been done to revitalize the performance review tools to reflect the call and values of the strategic plan. This work has been undertaken with the assistance of an external human resources consultant and is now being introduced to managers. The new competency model has also been applied to the 360-review tool which I will begin to use with executive ministers this spring, aiming to complete with all senior executive staff in this triennium.

### **Common Good: Support to Communities of Faith**

**Regional Cost of Living Group Communities of Faith Assignments:** As reported in November, the regional COL model was revised to incorporate multiple cost of living components in addition to housing, weighted to reflect the average Canadian household expenditure experience and determined by federal economic data. The review and subsequent changes have been publicized in *Connex*, *E-ssentials*, and the treasurers' webinars. A letter went to all communities of faith in December providing details about the review and links to the data and assignments. A second letter was sent in January to communities of faith whose assignments have changed, as well as a letter to ministry personnel describing the revisions to the model and providing them links to the data. Staff have been fielding telephone calls and emails from both treasurers and ministry personnel. Most treasurers and ministry personnel are asking for clarification or further information. There has been some consternation expressed that an increased regional COL is financially challenging for communities of faith and, from ministry personnel, strong consternation that the model has not resulted in significant increases in compensation, particularly in the higher COL groups. Staff, supported by the external regional compensation consultants and regional council ministers, will continue to work with communities of faith in the implementation of the revised assignments effective July 1, 2023.

**Pastoral Charge Payroll Service:** You may have heard that some pastoral charge payrolls did not run at the end of December. This was due to uploading annual pension adjustments (PAs) on accounts that treasurers had authorized for early runs because of the holidays. Approximately 100 employees in 39 payrolls, out of 1800 payroll runs in December, were affected. As soon as this became evident, staff in the General Council Office and at ADP worked over the holidays to rectify the omissions and run payrolls or have cheques cut and sent. During the first week of January the two teams convened to identify the cause and what needs to be done to ensure that this does not happen again. Our General Council Office staff continue to partner with ADP to address issues, improve service, and support local treasurers.

### **Common Good: Finance**

The Finance update is provided as an appendix to my report.

**Mission & Service:** As noted in a previous report, generosity amongst church members continues to be quite strong. Gifts in support of the people of Ukraine exceeded \$1.4M. The Advent & Christmas campaign raised just over \$200,000 for Mission & Service which is in keeping with the success of prior years. Overall, congregations, communities of faith, the UCW, and individuals, continue this amazing, tangible show of faith. As we move forward this year, we will continue to assess how best to promote and clarify the role of Mission & Service within the denomination, and lay the groundwork for a special 100th anniversary campaign in 2025.

The *Your Generosity Matters 2023* series has recently arrived at all pastoral charges across the country. Accompanying videos can be found on YouTube (search 2023 Your Generosity Matters). The 2023 series focusses on showcasing the broad themes of the work of the denomination through interviews with key staff people including me, Adele Halliday, and Murray Pruden, as well as others.

### **Leadership: Board of Vocation**

**Board and Office of Vocation Accountability:** You will find included in your package the annual accountability report of the Board and Office of Vocation. It includes a narrative report on activities of the Office and Board and an appendix providing statistics from Office of Vocation engagements. The Reverend Norm Seli, chair of the Board, and the Reverend Marlene Britton, Team Lead Policy and Programs for Ministry Personnel, will join us for discussion of trends and challenges, and to answer questions arising from the report.

### **Executive Governance:**

**Pension Board Strategic Plan:** The Pension Board at its meeting in December adopted a strategic five-year plan. It is part of the documentation for this meeting (found in the Reports section).

### **Risk Management**

We are attentive to a number of reputational risks issues that could have an impact on the life of the organization. As you are aware, the church has been named in a couple of lawsuits, one related to the operation of *Maternity Homes* and another related to *Sexual Abuse*. Both of these are being managed by legal counsel. There have been some news stories and requests for interviews, however, there hasn't been much blowback publicly. We are aware, that in a time when we have an intentional focus on growth, these items could impact the imagination of folks in the society we would want to engage.

We also recognize the lingering impact of COVID-19 on our communities of faith, both Ministry Personnel and members. The stress on finances, people not returning to in-person worship, lack of volunteers, the uncertainty of the future, and anxiety are becoming evident in relationships - people are frayed - and there is an increase in the number of congregations choosing to disband. Regions are working hard to support their Ministry Personnel and communities of faith.

In December, [John Egger the last remaining overseas personnel](#) solely funded by the church and deployed to the Presbyterian Church in Korea, returned home to Canada. This is the end of an era for The United Church of Canada, and represents a transition in the ways in which the church will continue to engage in sending personnel to work with partners. Moving forward, the church will only participate in personnel partnership as collaborative efforts with others. Given the fact that the global engagement continues to be a part of the imagination of the church in regards to Mission & Service, we will be monitoring to see what the impact might be.

## Appendix A

### TICIF Workplan for 2023-2024

From January to October 2023, members of TICIF will be working on four priority areas:

1. Developing a **principles-based framework** for all our justice work – to come to GCE September 2023 for information; to GC44 in October 2023 for decision.
2. Developing **education and advocacy resources and animation strategy for countering antisemitism** in the United Church and in Canadian society. This working group is comprised of members of TICIF and of the Anti-Racism Common Table. The working group begins meeting in early February.
3. **Reflecting on the word “mission” and its colonial history**, with the intent to bring recommendations about continued use of “mission” to the General Secretary and/or a subsequent GCE/GC meeting. This working group is comprised of members of TICIF, the Anti-Racism Common Table, and the Indigenous Church. The working group begins meeting in early March.
4. **Designated Lay Ministry** – some elements of the workplan that GCE approved in November 2022 require feedback from TICIF in the first half of 2023.

Following the annual meeting of General Council 44 in October 2023, TICIF will turn to the following areas of work:

1. Engaging the church in a **study on discipleship**.
2. **Revising the 2012 Statement on Ministry**. A joint working group comprised of members of TICIF and the Board of Vocation will be formed by early fall 2023 and will start meeting late fall 2023/early 2024.
3. Reviewing the proposals related to **essential agreement** from GC44 and bringing recommendations to GCE for decision. This will also happen in conjunction with the Board of Vocation.
4. Engaging with **interfaith** and **ecumenical** work happening in communities throughout the country and nationally.
5. Continuing the work on **“mission.”**

## Appendix B

**Finance Update to Various Committees and Stakeholders****Erik Mathiesen, Executive Minister, Finance****New Year 2023 edition**

“Church financial management continues to involve managing greater variability and uncertainty in the current results as well as projecting potential future scenarios in support of an emerging strategic plan.” This would likely have been true without the pandemic, but has been exacerbated by same.

**New items or new reporting from our Advent report**

- 1. GCE Proposal for 2023 Operating Budget**
- 2. GCE Proposal for deployment of Hope Bequest**
- 3. Updates –land bank concept 2023, Cost of Living (COL) groups confirmed, strategic plan finalized, pension plan news**

Recent inflation pressures have abated somewhat, but our 2024 COLA factor now confirmed by Stats Can at 6.6%. Additionally, Cost of Living Group changes are now public and come into effect July 2023 which increases costs for 43% of congregational employers. None of our revenues are inflation protected. We are wrestling with this issue from a General Council Office (GCO) perspective, but perhaps more importantly, as it impacts both minister living expenses and increased costs for congregations through any minimum salary policy decisions plus the related Cost of Living Groups. In short, we have significant cost pressures as we try to also ensure adequate compensation for ministers and lay staff.

Double digit investment returns in 2019, 2020 and 2021 were the major factor in balance sheet improvement/growth. On the pension side, this enabled the granting of ad hoc increases to the members (2019 4%, 2020 2%, 2021 4% and 2022 4%) and on the church side a growth in reserves and funding of the United Property Resource Corporation, captive insurance and a commitment to further indigenous reconciliation. 2022 investment losses will obviously reduce net assets for all church entities for 2022.

The November YTD investment return is -4.5% and will have worsened somewhat in December. Final December numbers will be available soon but will be in the range of minus 5-7%. Pension side funded status remains strong because the adverse investment results are offset by the increase in discount rate and the Pension Board approved a 2023 increase.

GC44 ratified maintaining the existing assessment rate and sharing formulae for 2023, which is the final year of transition, bringing all pastoral charges up to the target assessment rate contemplated in 2019. Assessment revenue is projected to increase in 2023 from \$10.5 million

to almost \$11.5 million based on statistics received to date (90%). This increase arises entirely from bringing folks to target (as opposed to revenue growth). Assessment is expected to decrease in future years in line with membership.

The captive insurance program is launched including capitalization of \$3 million in seed capital to potentially deliver annual premium savings of over \$1 million to congregations and other ministries participating in the plan. This has required a tremendous effort from all involved to meet the tight timelines. The December cycle includes 453 policy renewals involving \$ 3.65 million annualized premium and insured value of \$\$1.7 Billion. Further quarterly renewals will happen in March and June 2023 with an increased focus on underwriting new entrants as well.

On another positive note, a very large bequest in the magnitude of \$9 million (security values can fluctuate) is confirmed and monies will arrive in January 2023. **Management is recommending that the General Council Executive policy be applied to this bequest even while the policy has been suspended for smaller ones.** Finance staff strongly recommend against using such windfalls to fund ongoing structural deficits. Windfall gifts – if retained – could potentially contribute to long term sustainability.

For the 2022, the financial exhibits reflect the dramatic impact of investment results. We show multiple versions:

1. The budget format as approved (with target investment income in revenue section)
2. The same budget but with investment results below the line
3. Separate detail for the strategic plan investment of \$1.5 million.

Harry Li is working on ongoing refinement of our accounting processes to support full quarterly reporting. This work may be delayed however to support realigning our reporting to the new strategic plan.

**The 2023 operational plan proposes a \$4 million deficit budget which was the ceiling amount recommended by the Financial Advisory Council and approved as a target by the General Council Executive in November 2022. We have also provided additional detail on the underlying composition of revenues and the \$1.5 million investment in incremental hiring and program activities related directly to the strategic plan implementation.**

We anticipate a need to invest heavily in the strategic plan and have assured regional funding from assessment for a fifth year (2019–2023). M&S Grant funding cuts have been deferred and are held level for 2023 to give the strategic plan a chance to gain traction. Looking ahead though, the need for significant cost reduction seems inevitable, and conversations have begun since regional councils in particular will need notice of any cuts for 2024 funding. The 2023 plan includes a refocusing of the Edge budget in particular to focus on growth. We will continue to reallocate resources in some areas in 2023 and revisit broader cost containment for 2024 as the congregation picture becomes clearer.



We seek to apply a risk management lens to all we do. In addition to financial balances, we have focused considerable attention to risks related to technology investments—both in protecting our investments through proper data security and in our IT-related choices and execution.

Many of our Human Resources policies have been updated in the past year to align with regulatory requirements and best practices generally. We continue to maintain a confidential online whistleblower program even though it is rarely accessed. Policy adherence is a key element in managing reputation risk. We have no update yet after receiving notice of a class action lawsuit relating to UCC administration of maternity homes 1920-1980. It is too early to comment further. Risk management reporting will be a recurring theme as we roll out the strategic plan.

The church has adopted a much more hybrid office occupancy model that will allow many staff to work remotely. A staged re-opening is underway with some meetings now held on site. The hybrid model also has implications for our target new office space in 2026 with the likelihood that the archives operations for all three denominations could now be included. This concept has been very well received by our Presbyterian and Anglican peers.

Harry Li, Sarah Charters and I are happy to field questions before or when we gather.

Blessings,  
Erik

### **Assessments**

A key element in reaching financial sustainability lies in completing the transition to the new assessment funding model by 2023. In April 2021, the Executive approved a one-year extension so that all pastoral charges will be assessed at target level by 2023, but with a further one-year transition for those facing larger increases. 325 pastoral charges got an increase of \$500 or less which brought them to target. A further 570 pastoral charges were looking at an increase of more than \$500 and absorbed 50% of their increase in 2022 and are looking at a similar increase in 2023 depending on what happens with revenues. You will recall GC43 approved an assessment of investment balances rather than market gains, which can fluctuate dramatically. This concept had been well received in presentations to several regions and in national treasurer webinars. However we will hear some complaints in 2023 when the assessment calculation uses investment AUM (assets under management, or total investments) values that may have declined. (It is still only 25 basis points or ¼ of one percent).

### **United Church Property Resource Corporation**

The Property Corporation is fully funded from a United Church investment perspective since 2021 (\$10 Million) and is working with property proposals from Halifax to Vancouver Island. UPRC is now reflected on an equity basis on the church financial statement showing a \$1.6

Million loss in 2021 which is a cumulative adjustment arising from the change in accounting methodology. It will begin contributing to denomination revenues in 2024.

Several regional councils have formalized a working relationship with UPRC. There are currently 22 active projects in pre-development/municipal approval process, representing over 2,300 total rental units. UPRC is anticipating four projects with shovels in the ground in spring 2023. The full \$20M from the CHMC Affordable Housing Innovation Fund was drawn by December 31, 2021, as required under the funding agreement, exceeding the targeted number of affordable units required to draw the funding.

UPRC has intentionally been operating “under the radar” for its first two years. However, in May 2022 a more public phase began. Part of this was a re-branding the development arm of UPRC to Kindred Works.

<https://www.newswire.ca/news-releases/kindred-works-sets-out-new-approach-to-solving-canada-s-housing-crisis-834924041.html>

UPRC / Kindred Works continues to refine a focus on building affordable rental housing with community space across Canada through a self-supporting model that leverages real estate to invest and re-invest in building long-term communities for the common good. UPRC’s buildings address the climate crisis through environmentally responsible building practices aimed at net-zero carbon emissions. UPRC’s model will prioritize Indigenous and social enterprises and excellent progress has been made on this front.

From a governance perspective, General Council’s ongoing involvement is that of sole shareholder. UPRC will be a key element in UCC strategic planning with initial return on investment now expected in 2024. In addition, developed projects will return the net income to the respective communities of faith quarterly, based on regional property policies, to support local ministry and mission. UPRC’s model aligns with the polity of property in the United Church. Work is underway to establish a “land bank” concept where regional councils and the General Council can transfer properties for future development and at same time provide UPRC with a vehicle to support funding agreements and capital raises. This concept will be rolled out in Q1 2023.

## Appendix C

**An historic moment in United Church of Canada Partnership in Mission**

**Dr. John Egger** will complete his service as United Church of Canada mission co-worker in June 2023. He has served as Co-Worker in Mission to the General Assembly Office of the Presbyterian Church in the Republic of Korea (PROK) since 2018. His time in Seoul ended the first week of January 2023, with his home assignment in Canada running through June 2023. The conclusion of his home assignment will mark the end of last mission co-worker appointment solely-funded by the UCCanada. We celebrate the ministry of John Egger in The Republic of Korea, as well as the continued partnership with the PROK. The end of this appointment also marks the end of some 124 years of UCCanada mission co-worker related presence in Korea.

The United Church of Canada's history with the people of Korea began in a formal way when Canadian Presbyterians established the "Canadian Mission" in 1898 in Wonsan, in what is now the Democratic People's Republic of Korea. The Canadian Mission is well-remembered for a blended commitment to sharing the Christian Gospel and devoting attention to the social well-being of Korean people, particularly the underprivileged with its emphasis of health (clinics, hospitals), education (especially for girls, and impoverished women), and leadership development and capacity building for a Korean-led Presbyterian church.

Canadian missionaries related to the United Church and its predecessors served, lived, died and are buried in what is now North Korea as well as what is now South Korea. UCCanada missionaries served in Korea during the Japanese occupation (1910-45), the Korean war (1950-53), and the immediate aftermath. After division, United Church mission partnership was limited to the south, and accompanied Korean efforts for independence, for democratization and respect of human rights.

In 1953, The United Church of Canada was the only global partner church that stood in solidarity with the fledgling Presbyterian Church in the Republic of Korea (PROK). Those who would become PROK leaders were expelled from the Presbyterian Church in Korea after fundamentalist reaction to the introduction of more progressive theology, historical-critical methods and biblical study in a prominent PCK theological seminary. The 70-year old relationship between the PROK and UCCanada is deeply treasured by PROK colleagues.

The history of 124 years of UCCanada-Korea mission partnership is well documented, among other places in ***Growing Together into One Hope: Celebrating the Centennial Anniversary of the Partnership in Mission of the Presbyterian Church in the Republic of Korea and The United Church of Canada*** (1<sup>st</sup> edition 1998, 2<sup>nd</sup> edition 2018, © UCCanada). Since 1898, 110 Canadian

mission personnel related to the UCCanada and its predecessor Canadian Presbyterian Mission to Korea have served in Korea.

In 2023, the UCCanada–Korea mission partnership continues in diverse ways, including through the leadership of those in Canada of Korean heritage who are part of the UCCanada *in* Canada, and through the Mutual Recognition of Ministry agreement between the PROK and the UCCanada. The UCCanada is blessed with the leadership of many whose roots lie in the PROK and other Korean churches, including the Rev Dr. Cho Hyuk, who represented the UCCan as a delegate at the Karlsruhe WCC Assembly and now represents the UCCan on the WCC Central Committee, and the Rev Dr. HyeRan Kim-Cragg, installed November 17, 2022 as Principal of Emmanuel College, becoming the first Asian woman to be a principal of the theological school in Canada. HyeRan came to Canada as an exchange student from the PROK Hanshin Seminary in 1995.

## BOARD AND OFFICE OF VOCATION ACCOUNTABILITY REPORT

**Origin:** The Reverend Norm Seli, chair of the Board of Vocation, and  
the Reverend Marlene Britton, Team Lead Policy and Programs for Ministry Personnel  
**Date:** January 19, 2023

### INTRODUCTION

Theological Grounding

Words taken from Holy Scripture remind us that

*"The gifts he gave were that some would be apostles, some prophets, some evangelists, some pastors and teachers, to equip the saints for the work of ministry, for building up the body of Christ, until all of us come to the unity of the faith and of the knowledge of the Son of God, to maturity, to the measure of the full stature of Christ." Ephesians 4:11-13*

The tenets contained in those verses undergird the work that is reflected in this report.

The Board of Vocation is the elected body that oversees the Office of Vocation, honouring and living into intercultural mission and ministry. The Office of Vocation ensures faithful, well-equipped, and effective ministry personnel, where inquirers are encouraged, candidates for vocational ministry grow in learning and competency and where ministry personnel vocation is nurtured and supported throughout their active service, and where allegations of ministry personnel misconduct are dealt with quickly and fairly and action taken for the well-being of ministry personnel and communities of faith. The Board and Office of Vocation are critical and valuable components of our strategy to call up, form, and support deep, bold, and daring ministry leadership in our denomination.

This report will begin its reflection with the place and work of the Board of Vocation in the big picture that is our denomination and wend its way through the various pieces of the vocational experience which come together under its purview.

### STRATEGIC PLAN

During the year under review, the Strategic Plan was taking shape in a very methodical way, with some members of our staff team being very involved in the initial planning and drafting processes. The Office of Vocation is expected to be fully engaged with this plan primarily through the Leadership Objective, paying particular attention to recruiting, preparing and mentoring ministry personnel for leadership of the new communities of faith which will ultimately be established and those that are being revitalized for ministry in the 2020s.

As preparations were made to actualize the plan in January 2023, it was important to ensure that the regular operational aspects of the Office of Vocation remained unaffected. Specific members of the staff team were asked to be activity leads for various points of the Leadership initiative. Each activity lead identified pieces of the work which could be paused, while members of the team who were not asked to be activity leads assumed some of the responsibilities which would need to be ongoing.

## **STAFF**

The staff team which responded in very positive ways to the various asks of the Strategic Plan was also one that had seen significant changes during the year. The team that started the year in January looked very different from the one which ended the year in December. The Revd. Dr. Jenny Stephens, who was responsible for taking a concept and bringing the Office of Vocation into being, retired from this work at the end of April 2022. On behalf of the entire United Church of Canada, she was honoured by the Board of Vocation and by the General Council Office, even as the loss of her tremendous knowledge base and skill sets were acknowledged.

In addition to a new Team Lead, there were three new vocational ministers, two new program assistants, and a new program coordinator appointed to the team. There were significant learning curves which needed to be navigated by each of these team members, who joined at different times and required particular supports in order to transition into their roles. At the same time one member was on restorative care for several months. The role was covered by team members. In September the new staff team benefitted from being together over a week-end for an in-person gathering which was a time of reflection, learning and connection.

## **GENERAL COUNCIL 44**

The changes experienced at the staff level were replicated on the level of the elected members as the 44<sup>th</sup> General Council culminated in the summer of 2022. Those who had served at the pleasure of the 43<sup>rd</sup> General Council (the longest one in the history of The United Church of Canada) had come to the end of their first term. Some chose to end their time of service to those bodies at that time. The Board of Vocation received three new members, while the boards and committees of the Board of Vocation also received new members according to their needs, and the availability of volunteers.

Some boards and committees expressed the need for an increase in the number of people serving in the roles. With this information the Nominations Committee set to work, and many of the wish lists were able to be filled.

The 44<sup>th</sup> General Council directed that a task group of the Theology Inter-Church Interfaith Committee and the Board of Vocation be struck to

“review the Statement on Ministry (2012) in the context of the 2020s and to more fully develop the understandings of the priesthood of all believers as it relates, in particular, to the recovered roles of lay ministry in the church; and recommend to the 45th General Council any proposed revisions.”

## BOARD OF VOCATION

In September the Board of Vocation hosted an in-person meeting of all its boards and committees. The meeting was held over four days in Toronto, and provided an opportunity for relationship building as well as training. New members learnt about the work in which they would become engaged, while everyone was exposed to the ways their work was integral to the whole of the Office of Vocation mandate and linked to the strategic plan. They received an introduction to the Grandmothers' Circle, participated in a workshop on Equity, Diversity and Anti-oppression, all while being grounded in very meaningful theological reflections.

The gathering was privileged to have one such reflection led by our newly minted (at the time) Moderator, the Rt. Revd. Carmen Landsdowne. The reminder was given to be intentional and mindful as we continued to walk with our Indigenous Siblings, as we live in to the parallel pathways, and strongly support the evolution of the Indigenous Office of Vocation.

This was an invaluable opportunity for new staff members to interact with their elected members along with colleagues from other units in the General Council Office. While candidacy boards will have some in-person meetings during this triennium, in particular to meet, assess, and support new inquirers and candidates, for the most part their work will be done remotely in consideration of the environmental impact of travel and the containment of expenses.

The Board continues to meet quarterly, over two days, virtually. Attention is given to worship and prayerful reflection in consideration of matters before it and in decision-making.

## INDIGENOUS OFFICE OF VOCATION

The first Call to the Church received by the 43rd General Council calls for:

- A. The establishment of an Indigenous office or department within the Office of Vocation so that ministry personnel in our communities have services provided by
  - people who are knowledgeable of Indigenous ways of being and working,
- B. That this office or department have an advisory group that is engaged in the development of Indigenous ministry policy.

Subsequent calls also relate to the Office of Vocation: formation to be grounded in a trauma-informed approach; ministry placements options outside of the church context; the establishment of an Indigenous Testamur; and decision making which is highly consultative of Indigenous Communities of Faith.

Relationships and supports within the Board of Vocation with the Indigenous Office of Vocation over the last four years have grown. We have learned that there is much more work around reconciliation and right relations that needs to be done in order for the Board of Vocation to be effective in supporting the Indigenous Office of Vocation.

Specifically, the understanding of the complexity of Indigenous Identity/spirituality needs more than an oral understanding. Some of the challenges involved in the development of resources needed by the Indigenous Church include:

1. Acknowledgement by non-Indigenous staff and elected members that the existing systems are built upon the non-Indigenous systems that have had almost 100 years to develop with minimal Indigenous input, and cannot be simply transferred laterally.
2. Communities of Faith have been slow to engage the cultural shift that will enable reconciliation. Currently elected members/leaders feel unprepared to support the needs of the Indigenous Church, in particular the Indigenous Office of Vocation.
3. The Board of Vocation and the National Indigenous Council have not yet had the opportunity to meet or discuss their own relationship.
4. The adoption of the National Indigenous Council proposal at GC 44 will affect the accountability and, potentially, the structure of the Indigenous Office of Vocation in the future.

### Parallel Path

The Parallel path is a teaching that acknowledges the co-existence of our Christian faith and Indigenous spirituality. It has been identified and agreed that this teaching needs to be established as a cornerstone of our relationship. Once established, this teaching will provide the core foundation and framework upon which we can build:

1. Training for non-Indigenous Ministers that serve the Indigenous Church (Calls to the Church)
2. A pathway for identifying and building opportunities for shared learnings for training resources while supporting the self-determination of the Indigenous Church.
3. This work to be led by the Grandmothers' Circle, with support from the Vocational Minister.



## Indigenous Candidacy Board and Grandmothers' Circle

In 2022, The Indigenous Candidacy Board went through a transition with the membership as several folks left the Board (including our new Moderator) and new folks joined. During the late summer and early Fall, the Grandmothers' Circle and the Candidacy Board worked together to develop a proposal that was centred around the needs of Indigenous Leadership within the Indigenous Church. The following were identified:

- There are significant gaps in supporting Indigenous leadership, especially around recruitment as there is an absence/disconnect of Regional Council structure and supports for many rural Indigenous Communities.
- The conversation about the Medicine Bundle, between the National Indigenous Elders Council and the National Indigenous Council, that was started in 2020 needs to be re-engaged.

The proposal was presented in November to both Councils.

In addition, there were Gatherings of the Indigenous Ministers in three provinces – Ontario, Manitoba and BC. These offered

- Support to the Candidates and Ministers as they dealt with the Impact of the Unmarked Graves at Residential Schools by having a healing Circle.
- Opportunities for mandatory Boundaries training to be offered in person, using Indigenous Traditional Knowledge.

## CANDIDACY PATHWAY

The formation of ministry personnel is guided by six candidacy boards encompassing all of the regions across the Church (one of which also serves all Francophones pursuing ministry formation) and one national Indigenous Candidacy Board.

Each board is comprised of at least 12 elected members, and one staff person. As time has passed, the staff who resource these boards have found that they are not simply representing a denominational office, but are in fact integrally engaged in the vocational journey of ministers.

At the end of December 2022, there were 213 candidates for ministry in the Candidacy Pathway, being guided by the seven Candidacy Boards and the associated Vocational Ministers.

**Table 1: Candidacy Boards Across the Country**

CANDIDACY BOARD	NUMBER OF INTERVIEWS	NUMBER OF CANDIDATES
Indigenous CB	14	14
Atlantic CB	16	33
Quebec and Eastern Ontario CB	37	35

Mountain CB	28	41
North and Central Ontario CB	57	28
Prairie CB	40	30
Southwestern Ontario CB	30	32
<b>TOTAL NUMBER</b>	<b>222</b>	<b>213</b>

The emerging trends that have been noticed across the Boards are:

- Strong preference for in-person interviews as opposed to virtual events.
- More retired people with pensions becoming candidates.
- Majority of candidates in the ordained ministry stream.
- Twenty percent of the work of the Quebec & East Ontario Candidacy Board being done in French.
- Increased diversity among candidates, particularly in North & Central Ontario Candidacy Board.

## **ADMISSION**

The Board of Vocation acted on concerns raised by the Admission Board in July 2021, as they reviewed the statistics around the number of ministers who were approved for search. At the time, 49 ministers were approved and in search, 41 of whom were racialized. By September, when the Board of Vocation met with the Admission Board, 3 of the 41 racialized ministers had been offered appointments, while ALL of the 8 white ministers had found appointments.

After the meeting with the Admission Board, and receiving a recommendation about a way forward, the Board of Vocation appointed the Admission Matching Committee. That committee has been working feverishly, and has garnered interest and tangible support from the Pastoral Relations Ministers in the regional councils, who are critical partners in this work. Further details about this part of the work can be found in the Appendix to this report.

## **ONGOING VOCATIONAL SUPPORT, FORMATION, AND DEVELOPMENT**

An integral part of the vision of an Office of Vocation, coming out of the extensive studies done over the last 18 years, beginning with the Isolation in Ministry Study, was the need for ongoing support, formation, and development of vocation and call. With this in mind, after the thrust to establish the Office and its necessary protocols, a change in nomenclature from “Office of Vocation Ministers” to “Vocational Ministers” has been introduced. The Office of Vocation is

not just about formation and discipline, but, equally important, continued formation and maturation as faithful, well-equipped, and effective ministry personnel through the full arc of ministry service. The vocational ministers engage ministry personnel on matters of continuing education and sabbatical plans, discernment regarding changes in pastoral relationships, support in re-animating call, and many other aspects of the evolution of a dynamic, life-long call to vocational ministry. This, coupled with the role of regional councils in supporting the health, joy and excellence in ministry practice, will keep our ministry personnel leadership vital and engaged. In addition the Standards for Accreditation Committee and Board of Vocation are actively developing standards for continuing education and for mandatory training which will further enhance support for vocational development.

### ENHANCING EFFECTIVENESS, OVERSIGHT AND DISCIPLINE OF MINISTRY PERSONNEL

The culture shift caused by the ‘split episcopacy’, which required the Office of Vocation to focus on responding to formal concerns and the regional councils to focus on collegiality has been occurring, although the journey is sometimes challenging. Over the past year, there has been a focus on intentionally consulting with regional councils through an increased number of case conferences during the informal phases of oversight and discipline proceedings.

As the response committee continues its work there is recognition of the need for more trained investigators, reviewers and consultants, as some people have stepped away from the work, for a variety of reasons.

The remedial committee noted that of the 15 cases processed over the course of the year, nine were ministers who had already served for 20 years or more.

**Table 2: Remedial Committee 2022**

ITEM	NUMBER
New Cases 2022	7
Carried Over from 2021	8
<b>Total case load</b>	<b>15</b>
Effectiveness Support Committees	7

Some of the themes which arose out of the remedial work were:

- isolation in ministry practice,
- emotional intelligence (lack of self-awareness and relationship management skills),
- recognizing boundaries and
- power dynamics.

With this knowledge, efforts are being made to have these skills developed earlier in the vocational life of ministry personnel.

## **CHURCHHUB**

Concurrent with the need for the Office of Vocation to gather both data and documents about all ministry personnel and candidates into one place, was the broader decision by the General Council Office Information Technology (IT) Steering Group to consolidate and update the more than 30 databases used in the General Council system. Ministry personnel documentation was scattered across ninety-some presbyteries, twelve Conferences, one Circle, and the General Council Office. Consolidation of documentation has been a monumental but critical undertaking. It allows for consistency of record keeping, timely and accurate responses to queries and investigations.

In addition, the General Council directed action around environmental sustainability, including moving away from paper files. Development of electronic means for storage of documents and a database began in 2017 prompted in part by the move from two and a half floors to one at the General Council Office. Paper personnel files no longer exist. Files are stored in SharePoint and the database is in Dynamics, both part of the MS Office 365 Cloud suite.

The database is accessed through the portal, which is used by various groups including now all the boards and committees, called ChurchHub. State of the art security protects the information and controls who has access to what information.

**Table 3: ChurchHub Use 2022**

Record of Call/Appointment Completed	1337
Annual Declarations completed	2000
Ministers requested to be approved for search	889
Communities of Faith profiles posted	361
Total number of ministers in calls/appointments	1471

The online Record of Call/Appointment form replaces the paper PR450 forms (4 pages) that were used until 2020. Each of these online forms is saved electronically in the Private Documents folders in ChurchHub for each of the minister and the Community of Faith, as well as in the ministry personnel files in the Office of Vocation Pastoral Relations (OVPR) Sharepoint library.

The use of online forms has significantly decreased errors in minimum salary numbers at time of appointment or call as all information on the minister (years of service, salary category) and

on the Community of Faith (regional Cost Of Living group) is gathered directly from Dynamics and Sharepoint and not entered manually by any participant. The Regional pastoral relations staff play an important role in reviewing the details on each form and approving them via ChurchHub.

While ChurchHub is associated with the Office of Vocation, it is far broader in its application. The complicated development, roll out and slow uptake in the constituency flags how large a culture shift this is. For the Office of Vocation, ChurchHub allows ministry personnel to file their annual declaration regarding criminal charges and take responsibility for updating their mandatory training. Behind the scenes the data and documents are accessible, as required by role, to Office of Vocation staff and appropriate regional council staff.

In 2022, approximately 2000 ministers completed their annual declarations via ChurchHub.

When ministers made the request via ChurchHub to be approved as eligible to seek calls or (re)appointments, Vocational Ministers confirmed that ministers were “On the Registry” of accredited ministers (up to date Annual Declaration and mandatory trainings and no outstanding OV orders). Once approved, the ministers’ names were included on the Available Ministers list.

When Communities of Faith positions were submitted via ChurchHub, the Regional pastoral relations staff was notified by email. They then reviewed and approved the Community of Faith profile and position descriptions. Once approved the position/profile is added to the list of Available Positions on ChurchHub and can be viewed by approved/available ministers.

ChurchHub functionality continues to be developed and improved for purposes of the Office of Vocation. It is also expanding to include statistics and assessments, annual reports, and a PAR module. In the future Regional Council staff will have access to statistical and assessment information for their communities of faith. ChurchHub is in continuous improvement as users, ministry personnel and community of faith leaders, identify glitches and request enhancements.

## CONCLUSION

The work summarized in this document, and detailed in the appendix, was realized through the herculean efforts of very capable elected members, an indomitable staff team, engaged consultants, under the guidance of the Holy Spirit. Even as we continue the cultural transition from 90-some presbyteries, 12 Conferences, and one Circle with 1,500 volunteers holding and exercising responsibilities for this work, we are excited as 150 volunteer appointed members and 14 staff to move forward with the whole Church as the strategic plan is operationalized.

Words from one of our Creeds remind us that

*We are each given particular gifts of the Spirit.*

*For the sake of the world,*

*God calls all followers of Jesus to Christian ministry.*

*In the church, some are called to specific ministries of leadership,  
both lay and ordered;*

*some witness to the good news;*

*some uphold the art of worship;*

*some comfort the grieving and guide the wandering;*

*some build up the community of wisdom;*

*some stand with the oppressed and work for justice.*

*To embody God's love in the world,*

*the work of the church requires the ministry and discipleship  
of all believers.*

*A Song of Faith: A Statement of Faith of The United Church of Canada (2006)*

May it be so.

**APPENDIX TO THE BOARD OF VOCATION ACCOUNTABILITY REPORT****January 15, 2023****Origin:** Team Lead and the Staff Team of the Office of Vocation.**Contents of the report.**

The report follows the arc of the vocational life of ministry personnel.

- |   |                                       |
|---|---------------------------------------|
| i. Ministry formation:                          | Candidacy Boards                      |
| ii. Welcoming other leadership:                 | Admission Board                       |
| iii. Investment in vitality and specialisation: | Standards for Accreditation Committee |
|   | Credentialing Committee               |
| iv. Enhancing effectiveness:                    | Response Committee                    |
|   | Remedial Committee                    |
|   | Boundaries Training                   |
| v. Discontinued Service Lists and Readmission:  | Board of Vocation                     |

**i. MINISTRY FORMATION: CANDIDACY – Janet Gear****Introduction**

In September 2022, seven Candidacy Boards were commissioned to a second triennium of their mandate. More than 50% of the members returned to serve a second term, keeping a wealth of acquired experience and knowledge within each Board. Because the Candidacy Boards have the mechanics of the Candidacy Pathway well in hand, the regular national trainings which ended in the spring of 2022 gave way to addressing implications for candidates of the Leadership Outcomes articulated in the strategic plan: how will bi-vocational ministry, church-planting, collaborative ministry and lay ministry affect who is called into ministry and how they are formed, accompanied and assessed? How does a commitment to anti-racism and decolonization shape our expectations of candidates? How do we live out our equity aspirations in recruitment to ministry? These become critical conversations for the Boards to engage, within the context of the Competencies for Formation for Ministry and Lifelong Ministry Leadership.

**Trends and Challenges**

*Denominational Pathway.* Work remains to standardize the implementation of the Candidacy Pathway, while remaining responsive to contextual differences across the regions. Vocational Ministers and Candidacy Board Chairs committed to turn their attention to the shared practices

and policy interpretations which safeguard the pathway's denominational ethos, particularly with respect to prior learning experiences, harmonizing approaches to supervised ministry experiences, assessing use of vocational assessments, and oversight of duration of time in the pathway.

*Competence and standards of practice.* The Candidacy Boards' dual mandate to honour the vocation of individuals on the pathway **and** to attend to the ministry leadership needs of the church becomes difficult when these do not align. A session at the national gathering in September led by Andrew Richardson opened this important on-going discussion about *the art of saying 'no'* at any point along the pathway when the applicant or candidate does not demonstrate the *ability to meet the needs of the church, navigate well the social and global contexts in which the church finds itself, and exercise the professional standards of practice in ministry*. (Competencies for Formation for Ministry and Lifelong Leadership, 2022).

*Formation and Assessment Eco-system.* Several bodies contribute to the formation and assessment of candidates for ministry, including theological schools and centres and their teaching faculties and tutors, ministry personnel serving as Educational Supervisors, communities of faith serving as learning sites, and their Lay Supervision Teams. These bodies share the current challenges and opportunities the church is experiencing. Theological educators are focussed on content and delivery of programs of formation and education tailored to the needs and priorities of the church's commitment to vitality, growth, diversity, and the economic realities of ministry. Faculties are also resourcing our anti-racism and decolonizing focus.

*Reporting.* The reality of stress and fatigue in communities of faith has inspired an examination and stream-lining of current supervised ministry reporting mechanisms, including the technologies developed to assist Candidacy Boards in maintaining a global picture of each candidate throughout their process.

*Recruitment.* With very few exceptions, Boards meet only those applicants who have self-selected to discern a call to ministry. The Candidacy Boards look forward to the fruits of the church's commitment in the Operational Plan to rigorous recruitment efforts. Candidacy Boards highlighted the following key foci for recruitment of inspired faith leaders at the Board of Vocation national gathering: calling ministers who help us achieve our equity aspirations, are collegial, emotionally intelligent, and committed to life-long learning, are innovative and creative (where the church offers opportunity for safe-fails), and locally engaged.

The reports which follow in this section give a numerical synopsis of the work of the Vocational Ministers and their Candidacy Boards, as well as a brief commentary summarizing trends which they have noticed over the last year.



**Indigenous Candidacy Board – Tim Hackborn**

Type of Interview	Number of Interviews	Outcome of Interviews
Promise	1	Confirmed
Suitability	1	deferred
SME		
Ready for Appointment	0	
Ready for Ordination	1	confirmed for ordination
Ready for Commissioning	1	1 confirmed for commissioning
Mid SME	1	
Benchmark		
Check-ins	5	5 completed
Progress	1	status confirmed
Switch Programs	1	1 confirmed
Final	1	1 confirmed
Termination of Candidacy	1	Candidate was not Terminated
Total Number of Interviews	14	
Total Number of Candidates as of December 31 <sup>st</sup> ,2022	14	
Total Number of Inquirers	7	
<b>Trends:</b>		
<p>Some meetings that were not included in the numbers above:</p> <ol style="list-style-type: none"> <li>1. There were 5 meetings in regards to the Orientation of a new Chair, and new members.</li> <li>2. In addition to the Board of Vocation orientation, the Grandmothers Circle and the Indigenous Candidacy Board met in person.</li> </ol>		

### Atlantic Candidacy Board –Andrew Richardson

Type of Interview	Number of Interviews	Outcome of Interviews
Promise	2	
Suitability	4	
SME	6	
Ready for Appointment	4	
Ready for Ordination	2	
Ready for Commissioning		
Mid SME		
Benchmark		
Check-ins		
Progress		
Switch Programs		
Final		
Termination of Candidacy		
Total Number of Interviews	16	
Total Number of Candidates as of Dec. 2022	33	
DLM Candidates	6	
Diaconal Candidates	1	
Ordained Ministry Candidates	26	
Inquirers	13	
<b>Trends:</b>		
<p>I would say the major trend is a there are more and more retired people with pensions entering ministry. I am seeing older and older applicants in the 65-70 age group. As more and more Communities of Faith (CoF) go to part time ministry this demographic becomes the only one who can afford to work part time. The impact of that is that as a demographic emerges to take part time work more and more pastoral charges see part time as viable. Vicious circle. I am not seeing many bi-vocational ministers; however, it is a topic I discuss with any current candidates/applicants as the opportunity for full time work diminishes. I am seeing little racial diversity in applicants/candidates in the Atlantic regions. In fact, they are all white.</p> <p>I would say that it is overwhelmingly an ordained stream. As well I am noticing more and more applicants applying without an undergrad degree.</p> <p>As the DLM path closes-even temporarily-the ordained stream is now dominant. Interestingly, those who start the path thinking about DLM almost always are choosing that path because the perceive it as being more accessible and easier rather than out of a commitment to lay ministry. When they discover the AST distance program, they have little trouble switching gears. Very little uptake on the diaconal path.</p>		

### Quebec & East Ontario Candidacy Board – Caroline Penhale

Type of Interview	Number of Interviews	Outcome of Interviews
Promise	1	Promise
Suitability	4	1 Found not to be suitable
SME	6	All ready
Ready for Appointment	1	Ready
Ready for Ordination	5	5 Found for Readiness
Ready for Commissioning	0	n/a
Mid SME	4	All acceptable
Benchmark	0	n/a
Check-ins	12	6 SME complete; 5 continuing; 1 discerning whether to change streams All Successful
Progress	0	All Successful
Switch Programs	0	Agreed
Final	5	All Successful
Termination of Candidacy	0	Candidacy terminated.
Total Number of Interviews	37	
Total Number of Candidates as of Dec 31, 2022	35	
<b>Trends:</b>		
<p><i>Since assuming the role in September, I have become aware that many candidates were anxiously awaiting resuming next steps with respect to their candidacy pathway. Staffing circumstances being what they were and the retirement of half of the Candidacy Board members with the rise of GC43, progress on these files slowed down over the summer months and come Autumn, candidates and applicants were keen to get going. With that sense of urgency propelling us, the newly formed Candidacy Board met in person in September and then again over Zoom in October, November and December. The Board was able to interview 9 individuals in October and November and has scheduled 10 more interviews for January 2023. 4 of that combined interview total of 19 requested their interviews in French. In other words, approximately 20% of the Board's work with candidates and applicants is being done in French and I anticipate that percentage increasing to at least 25% in 2023. As such, we have secured a service provider to offer Vocational Assessments in French as we need them.</i></p>		

### Mountain Candidacy Board – Brenda Fawkes

Type of Interview	Number of Interviews	Outcome of Interviews
Promise	5	Found to have Promise
Suitability	4	Found not to have Suitability
SME	9	8 Successful, 1 delayed
Ready for Appointment	1	1 Found for Readiness
Ready for Ordination	3	3 Found for Readiness
Ready for Commissioning	1	Ready
Mid SME	4	Evaluation Reviewed
Benchmark	1	Approved
Check-ins	4	2 of these were complaints, no termination
Progress		
Switch Programs	0	
Final	5	5 Found as Ready for Ordination or Commissioning
Termination of Candidacy	0	
Total Number of Interviews	28	We usually do Promise and Suitability together. This year only 1 Promise only interview
Total Number of Candidates as of Dec 31, 2022	41	This includes Applicants that have done the paperwork
<b>Trends:</b>		
<p>We found most outcomes to be positive and there were only a couple of delays with 0 interviews with the outcome of “no.” We have a couple of candidates who we have received complaints about. This was followed up in relation to the process for regular Office of Vocation complaints but with the Candidacy Board the oversight body.</p> <p>We also found the Vocational Assessment to be limited in that the three months were preventive to being responsive and nimble. The Candidacy Board prefers in-person interviews and receive free space for interviews with our regional office.</p>		

Type of Interview	Number of Interviews	Outcome of Interviews
Promise	8	1 found not yet ready
Suitability	9	1 was given work to do before moving to readiness for SME
SME	11	all successful
Ready for Appointment	2	1 given work to do before being ready for full time solo ministry as a year 1 student
Ready for Ordination	8	successful
Ready for Commissioning	2	successful
Mid SME	3	successful
Benchmark	5	successful
Check-ins	5	successful
Re Entry	1	Found not suitable for ministry
Switch Programs	1	successful
Termination of Candidacy	0	
Total Number of Interviews	57	
Total Number of Candidates as of December 31, 2022	28	
DLM Candidates	1	
Diaconal Candidates	2	
Ordained Candidates	25	
Inquirers	11	
<b>Trends:</b>		
Steady number of individuals inquiring about ministry. The vast majority engage within a year or two of their initial conversation with Vocational Minister. Most individuals discern before engaging in the process. There is an increase in cultural diversity of applicants. We seem to have more applicants who come with more skills and experiences that fit well with ministry. Some of the requests in the last year are requiring the board to be even more flexible in how we support a student on their pathway.		

Prairie Candidacy Board – Laura Fohse

Type of Interview	Number of Interviews	Outcome of Interviews
Promise	5	all affirmed
Suitability	6	all affirmed
SME	2	all approved
Ready for Appointment	3	all approved
Ready for Ordination	5	all approved
Ready for Commissioning	0	
Mid SME	6	all affirmed
Benchmark	13	all affirmed
Total Number of Interviews	40	
Total Candidates as of December 31, 2022	30	
<b>Trends:</b>		
<p>We currently have 3 applicants. In 2023 we expect that there will be 8 candidates beginning their SME and 9 candidates who will be completing the pathway.</p> <p>We have a full and diverse board representing all three regions. Our meetings in 2022 were all on Zoom and we will be having our first in person meeting in January 2023. The board would like to continue meeting on Zoom for all meetings except the final interviews each year. As a result, we are shifting from 3 two- or three-day interviews per year to interviews scheduled every second month.</p>		

**Southwestern Ontario Candidacy Board – Tanya Cameron**

Type of Interview	Number of Interviews	Outcome of Interviews
Promise	4	4 yes
Suitability	7	5 yes, 2 not yet
SME	2	2 yes
Ready for Appointment	2	1 yes, 1 no
Ready for Ordination	1	Yes
Ready for Commissioning / Recognition	2	Yes, and yes
Mid SME / Benchmark	2	
Benchmark		
Check-ins	9	
Progress		
Switch Programs	0	
Final		
Termination of Candidacy	1	Candidate withdrew
Total Number of Interviews	30	
Total Number of Candidates as of December 31, 2022	32	
<b>Trends:</b>		
<p>Many are in ministry-based programs requiring SME sites; have 15 SME running at December, 2022. This means heavy investment of evaluations, training, Educational Supervisors and ongoing support via Pastoral Relations (charge supervisors etc.).</p> <p>Some candidates have a very linear process and some are very casual about proceeding through formation. It is a challenge to meet every candidate at least once per year; however, technology makes video conferencing a good option for the check-in and guidance interviews. The SW Ontario CB adopted a liaison approach where each member has up to 4 assigned candidates that they do a phone call/Zoom a few times a year, in order to gain clarity about their process and how the CB can support them in continued suitability for ministry.</p>		

ii.

**ii. MINISTERS ENTERING THE UNITED CHURCH OF CANADA: ADMISSION – Janet Gear**

## **Introduction**

In the fall of 2022, the Admission Board, under the continuing leadership of expert Chair, Edna Baker-Graff, added four new members.

As a result of the Admission Board bringing to the Board of Vocation's attention the alarming statistics concerning appointments for racialized admissions ministers, the General Secretary announced in June a pause on admissions for at least six months. Notice of the pause was put on the UCC website on the start date of November 1, 2022. Taking into account what is learned during the pause, the Admission Board will consider the pace at which to resume first interviews. Second interviews will continue for Admission of those already serving in the United Church whose orientation requirements have been met.

In the months leading up to that pause, the Admission Board held two rounds of three to four interviews per month in order to clear a back-log of qualified ministers whose applications were complete and credentials cleared. The activity of the Admission Board in 2022 is summarized below:

Inquiries received 2022	18
Cumulative applications in process	26
Applications completed 2022	9
Credentials reviewed 2022	12
Initial Interviews for eligibility for appointment 2022	17
Second interviews for admission 2022	3
Celebration of Admission 2022	6
Diaconal and Ordained Supply interviews 2022	4
Mutual Recognition Interviews 2022	3
Cumulative Approved and Searching	73
Cumulative appointed	13
Cumulative admitted and serving	42

Also in the fall of 2022, the Admission Board struck the Matching Committee to begin work on the mandated pilot project [Admission Matching Process](#) to assist admission ministers in securing appointments. At the November meeting of the Pastoral Relations Ministers (PRMs) with the Office of Vocation, the Matching Committee, through members Marie-Claude Manga and Andrew Lairenge, introduced the work of the Matching Committee to the PRMs and invited them to join the project. The invitation was enthusiastically received and two PRMs joined the committee whose work, under the leadership of Chair Rev. Cameron Watts, is proceeding apace.

## **Trends and Challenges**



In addition to the identified challenges taken on by the Matching Committee Pilot of identifying and offering practical support and racial justice orientation to communities of faith in preparation for appointing an admissions minister, the Admission Board acknowledges the additional support needed to better serve ministers who have passed their first interview and are making applications for appointments. Mentorship for moral and vocational support, as well as practical assistance with writing culturally attuned profiles and tailored cover letters are two distinct areas in which volunteers are needed.

Guidance in navigating the immigration process remains a concern for Pastoral Relations Ministers supporting communities of faith in appointing ministers living outside Canada. Provincial differences limit the utility of resources developed and shared between regional colleagues.

Pastoral Relations Ministers used the opportunity of their meeting in November to learn the Admission process more intentionally and to raise questions about how to use the Pilot to learn well how to support both communities of faith and admission ministers in their faithful attempts to understand and bridge potentially divergent understandings of generational roles, leadership style, religious language, and theology. Members of the Admission Board used the opportunity of the Matching Committee's presentation to speak honestly about the painful experiences of accompanying ministers who are rejected both before and after their appointments in communities of faith. All present understood that the Matching Project is not merely about filling vacancies or appointing ministers, but an opportunity to address systemic racism and to nurture the kind of relationships that hold the potential for transformation for self, church and world.

### **iii. INVESTMENT IN VITALITY AND SPECIALIZATION**

#### **STANDARDS FOR ACCREDITATION COMMITTEE – Adam Hanley**

In 2022, the Standards committee met 5 times (last meeting was November 24, 2022).

During 2022, the Standards for Accreditation Committee continued exploring how to meet its responsibility to set standards for the continuing education and professional development of ministry personnel (The Manual E.2.2.d). This was a responsibility that was passed from presbyteries to the Office of Vocation. The lack of current standards, other than the requirements for mandatory training, is a gap that the Standards Committee is working to fill.

The committee worked on creating a survey for ministry personnel and Ministry and Personnel (M&P) Committees to help the committee in the work of developing standards for the continuing education of ministry personnel. The goal of the surveys was to gather data about how ministry personnel currently use their study leave and continuing education allowance, the

level of oversight provided by M&P Committees, the expectations of the M&P Committee and specifics on beneficial experiences of continuing education throughout one's vocational life. Ministry personnel and M&P Committees were invited to participate in the survey in late April. The committee received 457 responses from ministry personnel and 136 responses from M&P Committees. When the Standards Committee was developing these surveys, they hoped that the results would provide greater awareness of how the existing policies on continuing education were being lived out by ministry personnel and M&P Committees in communities of faith.

The new term of the committee began in September and the survey results have provided the committee with important insights as the group continues their work towards developing continuing education standards in 2023. Currently, the committee is revising a draft of continuing education standards based on the calls to Deep Spirituality, Bold Discipleship, and Daring Justice.

The committee had a key role in leading the development to the [Competencies for Ministry Formation and Lifelong Ministry Leadership](#) (a major revision of the Leadership Outcomes for Ministry Leadership), which the Board of Vocation approved in the fall.

The committee also received a request from the Board of Vocation to re-examine the [Standards of Practice for Ministry Personnel](#) and determine how the use of digital technology (aligned with the local context) is now part of the practice of ministry. The recommended revisions have been shared with the Board of Vocation.

### **CREDENTIALING COMMITTEE – Adam Hanley**

In 2022, the Credentialing committee met 6 times (last meeting was November 14, 2022).

During the year, the committee has completed the following for the designation of intentional interim ministers:

- 3 ministers interviewed and approved for initial designation as an intentional interim minister (after completing interim ministry training)
- 1 minister interviewed and not approved for initial designation as an intentional interim minister (after completing interim ministry training)
- 4 ministers interviewed and approved for continuing designation as an intentional interim minister (after completing their first intentional interim appointment)
- transition team reports, exit interviews and self-evaluations reviewed for 6 intentional interim ministers and their gifts were affirmed for continuing designation (for intentional interim ministers who have been serving in intentional interim ministry for a number of years)

The committee has completed the following for the designation of educational supervisors:

- 4 individuals interviewed and approved for designation as an educational supervisor (after completing the ministry of supervision training program)

The committee has completed the following with applicants for readmission:

- 3 individuals interviewed for readmission and recommended to the Board of Vocation to be readmitted to the order of ministry

The committee has partnered with the Working Group on Canadian Military Chaplaincy (including 3 serving United Church military chaplains) to support the endorsement of 3 ministry personnel towards serving as chaplains in the Canadian Armed Forces.

The Office of Vocation currently (including those who were previously designated or approved by Conferences) has:

- 73 designated intentional interim ministers (17 currently serving in intentional interim ministry appointments)
- 425 designated educational supervisors (both lay people and ministry personnel)

Some of the other work that the committee is involved in:

- a) the committee continues to provide support to intentional interim ministers and educational supervisors and discuss what else might be helpful
- b) the committee reviewed one application to the Interim Ministry Sabbatical Fund
- c) the committee has interviewed ministers who required a letter of endorsement from the denomination as part of their re-accreditation process with the Canadian Association for Spiritual Care.

#### **iv. ENHANCING EFFECTIVENESS**

##### **Response Committee – Janet Gear, Travenne Smallwood, Karen Valley**

- Meets monthly, more regularly as needed. During this reporting period, they met 14 times plus 2 Administrative Leave Hearings were held.
- 4 new members and Chair, 4 members retired including Chair
- Change in staff resource mid-year
- 9 new formal cases
  - 8 Ordered ministry personnel, 1 Candidate for ministry
  - 6 ethical breaches

- 3 under the Sexual Misconduct Prevention & Response Policy & Procedures (SMPRPP)
- 6 investigations (4 completed, 2 in progress at end of year) – reports to Remedial Committee
- 2 reviews, completed – reports to Remedial Committee
- 1 Accessibility Assessment
- 2 Administrative Leave Hearings: 2 full suspensions, with one leading to RCP/LTD
- 19 informal cases (not all Vocational Ministers reported data for this category, this will be tracked in 2023)
- 2 cases carried over from previous year, reports received and provided to Remedial Committee

#### Themes and opportunities

1. Ensuring the Response Committee is aware of what informal measures have been attempted/considered.
2. Increased case conferences with regional council colleagues during informal phases.
3. Holistic approach allowed for utilizing the Accessibility Assessment to consider whether a health situation may be impacting the behaviour giving rise to the concerns received, leading to provision of appropriate resources such as restorative care leave.
4. In person Board of Vocation meeting with dedicated time shared with the Remedial Committee provided a rich mutual learning experience.

#### Remedial Committee – Jenny Stephens, Marlene Britton, Karen Valley

- Meets monthly, more regularly as needed. During this reporting period, they met 28 times with additional small group interview preparation times.
- 1 new member, 3 members retired, change of Chair
- Change in staff resource mid-year
- 7 new cases
  - 5 ethical breaches
    - 1 found effective, returned to standing
    - 1 remedial work ongoing
    - 1 found ineffective, chose to retire with Minutes of Settlement & Release completed and no future functions of ministry
    - 1 met conditions for return to standing, chose to retire
    - 1 carried into 2022
  - 2 under the SMPRPP
    - 1 found not within the SMPRPP but ethical breaches, on restorative care leave

- 1 unfounded
- 8 cases carried over from 2021
  - 3 ethical breaches, remedial work ongoing
  - 1 SMPRPP, remedial work ongoing
  - 1 ethical breach, unsuccessful completion, Minutes of Settlement & Release completed with no future functions of ministry, and ministry personnel retired
  - 1 ethical breach, unsuccessful completion, Formal Hearing 2023
  - 1 SMPRPP, Minutes of Settlement & Release completed, minister placed on the Discontinued Service List- Disciplinary (DSL-D)
  - 1 in process, awaiting adjudication of human rights complaint against London Conference and UCC
- 7 Effectiveness Support Committees
  - 2 new committees established
  - 5 committees continued their work

#### Themes and opportunities

1. Of the 15 cases this year, 1 was a retired ministry personnel, 9 have served for 20+ years, and 4 are newer to ministry.
2. One continued on partial Administrative Leave until the resolution of the case and were returned to standing. Two remain on full Administrative Leave pending the successful completion of their Directed Programs. One had their Administrative Leave lifted to accept an appointment for the integration phase of their Directed Program. Two remained on full Administrative Leave until the resolution of their cases with Minutes of Settlement. One remains on Administrative Leave pending the Formal Hearing regarding unsuccessful completion. One successfully completed their Directed Program; Administrative Leave was lifted and they were returned to standing.
3. Proposal submitted to, and approved by, the Board of Vocation to make changes in Appendix A of the *Office of Vocation: Structure and Responsibilities* resource.
4. It was recognized that some in our church are called to serve on Effectiveness Support Committees and have offered to serve again, with some having done so this year. A denominational pool of these individuals will be curated in 2023 to expand this resource, allowing for more efficient remedial work. We have seen that technology such as Zoom allows for a national pool to be possible.
5. The themes arising in the remedial work continue to be growth in emotional intelligence (particularly self-awareness and relationship management); boundaries; power dynamics; awareness of church's new (2019) procedures; isolation in ministry practice; relationships with persons served and concerns related to social media use (various platforms and nature of concerns). Interestingly, the theme of isolation in ministry

practice is noted in those serving in rural and urban contexts; of all lengths of ministry experience; all ages, and is not limited to a particular gender.

6. In person Board of Vocation meeting with dedicated time shared with the Response Committee provided a rich mutual learning experience.

### **Personal and Professional Boundaries for Church Leaders Training – Karen Valley**

- Throughout 2022 there were 23 Personal and Professional Boundaries sessions offered by staff of the Office of Vocation. Approximately 400 ministry personnel, candidates, applicants for ministry, Admissions applicants and Licenced Lay Worship Leaders attended these sessions.
  - 6 *Introduction to Boundaries* sessions
  - 6 *Social Media* refresher sessions
  - 6 *Finances and Gifts* refresher sessions
  - 5 *Retiring With Grace* refresher sessions
- Curriculum transition to new platform, CHURCHx in the last quarter, with the beginning of some asynchronous training pieces.

### **Themes and opportunities**

1. As with the Remedial Committee's experience, themes experienced in these sessions are isolation in ministry practice; self-care; boundaries (dual relationships); awareness of the church's resources, structure, policies and procedures; social media; power dynamics, and emotional intelligence.
2. The new CHURCHx platform affords the opportunity to expand the modalities the training can offer, along with pre and post session work and follow up assessment of integration of learnings.
3. Updates and a refresh of the curriculum content are currently underway.
4. A core group of facilitators has been designated to deliver the sessions in 2023.

### **v. DISCONTINUED SERVICE LISTS AND READMISSIONS**

The Office of Vocation is responsible for administering and maintaining the following lists:

- a) the Discontinued Service List (Disciplinary);
- b) the Discontinued Service List (Voluntary); and
- c) the Discontinued Lay Ministry Appointment List. (The Manual E.2.9).

Readmission is the process by which people who were previously ministry personnel within The United Church of Canada and are on the Discontinued Service List are restored to good standing and service. A net loss of 7 ministry personnel.

### **Ministry Personnel Re-admitted to the Order of Ministry or placed on the Discontinued Service List**

<b>Discontinued Lay Ministry Appointment List.</b>	<b>Discontinued Service List (Voluntary)</b>	<b>Discontinued Service List (Voluntary)</b>	<b>Discontinued Service List (Voluntary)</b>	<b>Discontinued Service List (Disciplinary)</b>	<b>Re-admission – removed from DSL.</b>
By their request.	By their request.	Serving another denomination.	through Memorandum of Agreement.		
2	5	2		1	3



# **Pension Board Strategy: 2023–2027**

The Pension Plan of  
The United Church of Canada





## About the Strategy

The Pension Plan of The United Church of Canada (the plan) is a multi-employer defined benefit plan for ministry personnel and employees of the church who work 14 or more hours a week. It is registered in the province of Ontario and under the terms of the Income Tax Act, Canada. The plan had 9,486 members and assets under management of \$1.6 billion as of December 31, 2021. It is a mature plan, with 3,242 active members representing 34 percent of total membership.

This Pension Board Strategy, adopted in 2022, is the first such strategy and provides guidance for 2023 through 2027. It will help to position the pension plan to face potential obstacles and challenges such as plan maturity, reduced number of participating employers, increased member life expectancy, and other risks identified in future studies.

## The Call

**The Board of The Pension Plan of The United Church of Canada seeks to be a faithful steward of the assets of the plan, building on the established foundational principles of good governance, responsible investment, and timely and accurate administration. As the plan anticipates trends and challenges, the Board continues to strengthen the plan for success so that members can have confidence that it is a secure, reliable, and valuable asset in their retirement. The Board is guided by the following strategic objectives:**

## The Strategic Objectives

### 1. Continue to actively prioritize plan stability and sustainability

The Administrator of the plan (the General Council Executive) and the Pension Board will provide a sustainable defined benefit pension plan in accord with the plan's [Statement of Beliefs and Guiding Principles](#), and they will take actions to enhance the likelihood that contribution rates will remain stable and predictable while providing benefit improvements when it is prudent and affordable to do so. This will be accomplished by continuing to

- actively monitor the plan's financial health to prioritize plan stability and sustainability
- use actuarial valuations and quarterly tests of the funded position on both a going-concern and a solvency basis
- regularly review and update the [Funding Policy](#)

- conduct asset-liability management studies to inform asset mix decisions
- take actions to enhance the likelihood that members' contribution rates and benefit levels will not fluctuate significantly throughout their working lives
- strive to eliminate exceptions and grandparented provisions in plan design to enhance sustainability and contain administration costs

## **2. Enhance risk mitigation**

Identifying and managing risk is core to securing benefits, particularly in volatile political and economic environments. The Pension Board will actively monitor and manage risks using multiple levers. We will

1. develop an enterprise risk management policy that takes into consideration strategic, operational, investment, legal, and regulatory risks
2. ensure that economic and demographic assumptions used for actuarial valuations, quarterly monitoring, asset/liability studies, etc. are determined and applied to manage risk
3. continue to monitor investment risks and industry standards
4. maintain a diverse investment portfolio that meets risk/return hurdles
5. deliver a clear total portfolio strategy within our risk-return targets

## **3. Strengthen approaches to active and responsible investment**

With the primary objective of positioning the plan for strong and sustainable long-term performance while considering the values of the church and the General Council's commitment to deep spirituality, daring justice, and bold discipleship, the Pension Board will be an active and responsible investor. We will

1. extend active investor engagement on environmental, social, and governance elements such as climate change, decent work, human rights, and investment in reconciliation and racial justice
2. build transparent reporting practices on responsible investment activities
3. engage fund managers to improve and develop robust integration of environmental, social, and governance issues in their investment processes and in reporting to investors
4. enhance transparency in reporting responsible investment strategies and activities to members
5. establish an implementation plan to meet the net zero emissions goals by 2050, as outlined in the [Canadian Investor Statement on Climate Change](#)

**4. Elevate plan members' and employers' appreciation for the value of the plan**

It is important that members and employers appreciate the value of the plan so it remains relevant and meaningful to members, provides employers with an attractive benefit for current and future employees, and fulfills the church's objective of contributing to the financial well-being of members during retirement. The Pension Board will work to enhance the members' and employers' appreciation for the value of the plan to its members and to the church. We will

1. enhance communications with the participating employers and plan members (active, deferred, and retired) by considering audience age and stage, communication channels, access to information, and self-service transactions
2. provide opportunities for plan members and employers to understand the distinct advantages and workings of a defined benefit pension plan in general and the United Church plan in particular
3. enhance members' understanding of the comprehensive nature of retirement planning, emphasizing the importance of personal savings and government retirement funds as critical components, in addition to a pension from the plan, for retirement
4. develop resources and programs to enhance members' retirement experience
5. expand Web and e-mail services that allow members to receive educational information about the plan and its design and benefits, pension environment, and responsible investment initiatives and engagements
6. hold regular and informative member and employer sessions based on expressed needs

**5. Enhance and modernize administration to better serve members and employers**

During the extended period of transition to in-house administration and the implementation of a new administration system, timely service to members has been challenging. The Pension Board commits to enhancing both timely and accurate service to members and employers. We will

1. continue to develop service-level standards and track service experience
2. advance operational and administrative capabilities through the resources of the new Ariel administration system
3. enhance data capture and processing capabilities using the new ADP data loader in conjunction with Ariel
4. deploy and promote self-serve online employee opportunities, including a pension calculation tool, on the [Benefits Centre website](#)
5. continue to recruit and retain diverse talent in the pension and benefits team
6. focus proactively on service solutions focused on members' age and stage in the plan

## **The Implementation**

Establishing the initial Pension Board Strategy is an important first step in building on the foundations of the plan. Measuring our progress toward those goals is equally important. We will

1. continue to review and monitor the skills and areas of expertise of the Board, committees, and management team, with a view to succession planning
2. set metrics to measure progress against the above strategic priorities
3. include estimated costs of initiatives in the plan budget
4. communicate the strategy to stakeholders
5. periodically review this strategy and adjust as necessary, including in 2025 to coordinate with the General Council's new plan

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## **BUSINESS PLANNING COMMITTEE ACCOUNTABILITY REPORT**

### **Origin: Business Planning Committee**

The primary responsibility of the Business Planning committee is to plan and coordinate the elements of the General Council Executive (GCE) meetings. The committee does so, following the priorities, directions and decisions of the Executive. This report offers an update on some the Executive's directives:

### **Governance Focused-Agenda**

Following your affirmation at the last meeting, we presented the agenda for this meeting in a manner to specify the governance mode required of each item as well as its relationships to the strategic objectives. We have endeavoured to structure the time and format to enable the appropriate engagement for each item.

### **Consensus Decision-Making**

At the last meeting, there was general agreement to explore how we might use a consensus-based process to give consideration to issues and to support decision-making. As a result, we will be using a process, led by the Moderator, in the coming meeting. The Business Planning Committee looks forward to hearing about that experience to inform ongoing practices.

### **Commissioner Relations**

At our last meeting, we discussed the importance of principles that would inform and guide the ways in which Commissioners might participate in GCE Meetings. As well, the use of the in-camera process was also discussed. The Moderator and General Secretary had agreed to do some further research, and so they consulted with Dan Hotchkiss in his role as a governance coach. Dan noted that this was a question of both authority and accountability. Specific authorities have been delegated to GCE by the General Council and those authorities are outlined in *The Manual*. As the GCE exercises those authorities, it bears in mind what it means to be accountable; and seeks to exercise accountability through ongoing communications that are effective and comprehensive. Communication procedures now in place can provide more effective, broader accountability. The addition of annual meetings of the Council in the new structure also provides opportunity for accountability. The GCE has a specific set of governance roles; distinctive from those of the General Council. The participation of Commissioners, through observation or engagement, has implications for the work of the GCE which are important to consider.

For the time being no further work will be done on Commissioners attending GCE meetings, until the Executive finishes working through the governance action plan.

### **Equity Aspirations**

In our November meeting we explored a reflective format for raising up the Equity Aspirations at various points throughout the time together. The Business Planning Committee recommends

that we continue to invite Executive members to reflect on the ways in which both individual and collective commitments to the Equity Aspirations are being experienced. Specifically, the Business Planning Committee recommends that several Executive members create space for the Executive to reflect on those aspirations at each meeting. In addition, at the beginning of the meeting, Holy Manners may be read aloud.

### **Participation of Elders at GCE Meetings**

The General Secretary and Moderator have been in dialogue with representatives from the National Indigenous Elders Council about how Elders might be in relationship with the GCE through meetings and other engagements. After having met with Elders' Council, the General Secretary and Moderator, hearing clearly how the Elders see their role and the gifts they wish to offer, and, having conferred with Murray Pruden, Executive Minister for Indigenous Ministries and Justice, the recommendation is that Elders be invited to participate in the November planning meeting of the in-person Executive meeting and not in the regular online meetings. The in-person in November would be a more appropriate context to experience the fulness of the gifts the Elders seek to offer.

### **GCE Member Vacancy**

Kit Loewen and Mitchell Anderson worked with staff to articulate the required skills, abilities and experiences for Executive members along with the priorities for the current vacancy. Considering the central role of the strategic plan in the oversight work of this Executive, this recruitment has named as a priority people with the ability to lead or contribute to governance-level conversations in the areas of growth initiatives or climate commitments. Appreciation to everyone who submitted their knowledge self-assessments to assist in this analysis.

*Submitted on behalf of the Business Planning Committee: Kit Loewen (chair), M Chorney, Arlyce Schiebout, Carmen Lansdowne (Moderator) and Michael Blair (General Secretary). Staff: Diane Bosman and Shirley Welch, with additional support from Adele Halliday.*



**MEMORANDUM OF AGREEMENT****BETWEEN:****THE UNITED CHURCH OF CANADA**

(the “United Church”)

**- and -****UNITED PROPERTY RESOURCE CORPORATION**

(“UPRC”)

**BACKGROUND:**

**A.** The United Church and UPRC are corporations, each having been incorporated federally under the laws of Canada. The United Church is the sole shareholder of UPRC such that UPRC is a wholly owned subsidiary of the United Church.

**B.** The United Church created UPRC to provide assistance with United Church real property as more particularly set out in this Memorandum of Agreement.

**C.** The United Church and UPRC are entering into this Memorandum of Agreement to confirm their relationship and the mutual responsibilities flowing from it, including establishing certain principles and parameters within which UPRC will carry out its mandate.

**IN CONSIDERATION** of the promises exchanged in this Memorandum of Agreement, and for other valuable consideration received, the United Church and UPRC agree as follows:

**1. Context**

The United Church is emerging in a new shape as a result of shifts in church membership and attendance over recent decades. Congregations and regional councils are increasingly facing decisions about church properties that are no longer fully utilized. At the same time, there is a pressing need for more affordable housing in Canada.

Together these factors present an opportunity to use church properties that are either surplus or in need of redevelopment to create affordable housing that would serve the wider community in Canada. The United Church recognizes that through land development it can contribute non-monetary enhancements to the overall mission of the church.

**To this end, The United Church has created and funded UPRC, a for-profit purpose corporation with a mandate to deliver both financial and societal returns and positive impacts. The directors of UPRC have a fiduciary duty to achieve the ends and meet the objectives outlined in this MOU.**

**As a shareholder, the United Church is entitled to receive periodic reports of UPRC’s progress, and it will not be involved in the daily decision-making and operations of UPRC.**

**2. Mandate of UPRC**

Within the context set out above, UPRC acknowledges and confirms that its mandate is:

*Appendix*

- (i) to provide advisory services to United Church communities of faith, regional councils and other United Church entities, if and when they request such services, to assist them in making prudent and faithful decisions about the disposition or development of their real properties to ensure optimal value is realized; and
- (ii) to hold and develop these properties when missionally appropriate and financially viable.

UPRC agrees that it will adhere to and fulfill this mandate at all times.

### **3. Honouring United Church values, policies and priorities**

UPRC agrees that, in carrying out its mandate and otherwise conducting its operations, it will support and comply with as fully as possible the values, applicable policies and priorities of the United Church. This includes, without limitation:

- (i) ensuring continued availability of space for worship and Christian faith formation for United Church communities of faith;
- (ii) providing affordable housing in Canada;
- (iii) tailoring facilities and space in the development and redevelopment of church properties to meet community needs, especially the needs of community members who face structural barriers to full inclusion;
- (iv) creating environments that are accessible for all people;
- (v) environmental sustainability;
- (vi) a commitment to right relations between Indigenous and Non-Indigenous people, and to the principles of the United Nations Declaration on the Rights of Indigenous Peoples; and
- (vii) a commitment to anti-colonialism and anti-racism in all respects.

### **4. Communication of United Church values, policies and priorities**

The United Church agrees to keep UPRC informed of any changes from time to time in its values, policies and priorities, and UPRC agrees to adjust its strategies and operations accordingly upon the communication of any such changes.

### **5. Financial Support**

For record purposes, the parties confirm that the United Church agreed to invest a total of Ten Million (\$10,000,000) to provide seed funding to UPRC operations. The investment is to be structured as equal parts debt and equity. The United Church has also provided financial support to UPRC through a guarantee of a revolving loan facility in the amount of Twenty Million (\$20,000,000) Dollars from Canada Mortgage and Housing Corporation to UPRC for pre-construction and construction costs.

**THIS MEMORANDUM OF AGREEMENT** has been executed by each of the parties as of the \_\_\_\_ day of \_\_\_\_\_, 2020.



**UNITED REAL PROPERTY CORPORATION**

By: \_\_\_\_\_

And: \_\_\_\_\_

**THE UNITED CHURCH OF CANADA**

By: \_\_\_\_\_

And: \_\_\_\_\_

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## Consent Proposals

### GS 20 REMIT ON ESTABLISHING AN AUTONOMOUS NATIONAL INDIGENOUS ORGANIZATION – APPROVAL OF FORM

Origin: General Secretary, General Council

#### Background:

The 44th General Council 2022:

- (i.) approved an amendment to the Basis of Union for a new structure of the Indigenous Church within The United Church of Canada to be determined by the Indigenous Church in its own time and through its own process within the framework of the *Calls to the Church* and without the need for further remit approval;
- (ii.) authorized a Category 3 remit (including resources for education and awareness) to test the will of the church with respect to this change; and
- (iii.) approved that the period of study will be shortened from 24 months to 12 months.

**The General Secretary, General Council proposes that the General Council Executive approve the form of Remit 1, attached, as authorized by the 44th General Council in 2022.**

#### **Remit 1 – An amendment to the Basis of Union establishing an Autonomous National Indigenous Organization within The United Church of Canada.**

The 44th General Council 2022 approved a proposal that asked for the removal of any structural barriers that would prevent the development and sustaining of an autonomous National Indigenous Organization within The United Church of Canada. As a result, this Category 3 remit was authorized by the 44th General Council to test the will of the church regarding this change. The following remit question will be asked of every regional council and each pastoral charge's governing body, to approve an amendment to the Basis of Union in *The Manual* of The United Church of Canada.

#### The Question:

Does the regional council/pastoral charge agree to amend the Basis of Union to reflect:

- a. That The United Church of Canada will be organized as follows: (1) a three-council structure, consisting of communities of faith, regional councils and a Denominational Council; and (2) an autonomous National Indigenous Organization; and
- b. That once the new autonomous National Indigenous Organization is established within The United Church of Canada, it will have its own mechanisms to make any future changes to its structure and processes, and, therefore will not be subject to the remit process under section 7.4.1 of the Basis of Union; and
- c. The changes required for the establishment of the autonomous National Indigenous Organization.

## Remit 1: Study Guide for Category 3 Remit Establishing an Autonomous National Indigenous Organization

### As authorized by the 44th General Council, in 2022

Between March 1, 2023 and March 31, 2024, every regional council and each pastoral charge's governing body will be asked to approve an amendment to the Basis of Union of *The Manual* establishing an autonomous Indigenous Church structure. An amendment to the Basis of Union requires a category 3 remit.

There is one question to be voted on, as follows.

Does the regional council/pastoral charge agree to amend the Basis of Union to reflect:

- a. That The United Church of Canada will be organized as follows: (1) a three-council structure, consisting of communities of faith, regional councils and a Denominational Council\*; and (2) an autonomous National Indigenous Organization; and
- b. That once the new autonomous National Indigenous Organization is established within The United Church of Canada, it will have its own mechanisms to make any future changes to its structure and processes, and, therefore will not be subject to the remit process under section 7.4.1 of the Basis of Union\*\*; and
- c. The changes required for the establishment of the autonomous National Indigenous Organization.

\* The "Denominational Council" and the "General Council" are often used interchangeably.

\*\* The detailed proposed changes to the Basis of Union are listed in a chart on page 5 of this document, under the section heading "Frequently Asked Questions".

### What is this remit about?

1. At General Council 44, the National Indigenous Circle asked for the removal of any structural barriers that would prevent the development and sustaining of an autonomous National Indigenous Organization within The United Church of Canada. When any requested

change in church structure will alter the Basis of Union of *The Manual*, then a category 3 remit is required. This document is the study guide for this remit.

2. In 2019, General Council 43 approved the creation of a National Indigenous Organization, as a body equivalent to, and having the same power and responsibilities as, a regional council. This is currently reflected in *The Manual* in Section C-NIO.
3. This remit proposes that the already-existing Indigenous Organization would become autonomous, within The United Church of Canada.
4. The creation of an autonomous National Indigenous Organization within The United Church of Canada would be consistent with the Caretakers of our Indigenous Circle's *Calls to the Church* and the United Nations Declaration on the Rights of Indigenous Peoples. Approval of this remit will enable the Indigenous Church to define its own structure and processes within The United Church of Canada. It acknowledges Indigenous peoples' rights to their own spiritual identities and to self-determination. This has the potential to create a new kind of relationship: in the words of the National Indigenous Council, moving "from 'missions to Indians' ... towards being 'partners in God's call to all the earth.'"

## Background

### *The Idea of a Self-Determining Indigenous Church*

5. The idea of a self-determining Indigenous Church has a very long history in The United Church of Canada, dating back to at least the 1960s. From that time until now, Indigenous peoples have been organizing to bring their vision of church to life, whether that was achieving the Apology in 1986 for the church's role in colonization; building Indigenous systems of governance and theological education; or asserting its long-standing call to the church to acknowledge and atone for its actions at residential institutions.
6. The United Church pledged to uphold (among others) the rights to spiritual identity and self-determination in 2016 when it [adopted the principles, norms, and standards of the United Nations \(UN\) Declaration on the Rights of Indigenous Peoples as the framework for reconciliation](#) as a response to the Calls to Action of the Truth and Reconciliation Commission of Canada (TRC). The church stated at that time that it was "not sure [of] what lies ahead," but that it was committed to "a new identity, a new relationship, and a new way of being" with the Indigenous Church.

### *Apologies to Indigenous Peoples*

7. With the establishment of residential institutions, health care facilities, and missions in the 19th and 20th centuries, and as named in the 1986 Apology, the United Church and its predecessors “confused Western ways and culture with the depth and breadth and length and height of the gospel of Christ, [and] imposed [Western] civilization as a condition of accepting the gospel”.
8. As named in the United Church’s 1998 Apology, as the church continues its long and painful healing journey from its complicity in colonization, we are committed “to work toward ensuring that we will never again use our power as a church to hurt others with attitudes of racial and spiritual superiority”. This is an essential component of our intention to become not just a reconciling but also an actively anti-racist church.
9. The United Church’s 1986 Apology, given only after Indigenous peoples called for it, was one way of atoning for the church’s forced assimilation practices and the intentional destruction of Indigenous spiritualities, cultures, and languages. Another way forward came in 2015 with the [statement acknowledging the value of Indigenous spiritualities](#), avowing that “holding both your spirituality and ours is possible through listening and learning with open hearts”. The United Church has also committed to becoming an anti-racist denomination.

### *The Restructuring of the United Church in 2019*

10. In 2019, the Comprehensive Review process was implemented throughout The United Church of Canada. This Comprehensive Review process resulted in substantive changes to the structure of the United Church, including the creation of a three-court model from a four-court model. As a result, the Aboriginal Ministries Council (AMC) began to explore how the Indigenous Church could structure itself within (or alongside) the three-court model of the church created by the Comprehensive Review.
11. The Aboriginal Ministries Council appointed and enabled the Caretakers of Our Indigenous Church to help define this direction, and they did so through a document entitled [Calls to the Church](#). This document envisioned a self-determining Indigenous Church founded on Indigenous knowledges and teachings, the United Nations Declaration on the Rights of Indigenous Peoples, and “the desire to live into right relations with a repentant church and pursue the original Indigenous desire for friendship, peace and the strength that comes from respect”.

## *The Calls to the Church*

12. The *Calls to the Church* were accepted at the National Indigenous Spiritual Gathering of the United Church in 2019, and by General Council 43 in its annual meeting that same year. Since then, a new Indigenous governance structure (the National Indigenous Council); the National Indigenous Elders Council; and the Indigenous Office of Vocation have been created alongside the Indigenous Ministries and Justice Unit at the General Council Office to shape and guide the work of self-determination.
13. In July 2022, the National Indigenous Council brought forward General Council 44 Proposal NIC-01, naming its vision of the two parts of the church (Indigenous and non-Indigenous) working side-by-side, and recommending the identification and removal of “all the structural barriers to developing and sustaining an autonomous Indigenous Church within The United Church of Canada”.

## *Decolonizing our Approach to Structural Changes*

14. In our current process, and depending on the type of change that is needed to be made, the Indigenous Church would require a new remit for continued changes to its developing structure. This means that the Indigenous Church would be constantly seeking approval from the rest of the church to make those structural changes. This kind of dynamic—where the Indigenous Church would always be asking for consent from the non-Indigenous church—reflects continued colonial thinking and practices. As named in the United Church’s 1998 Apology, as the church continues its long and painful healing journey from its complicity in colonization, we are committed “to work toward ensuring that we will never again use our power as a church to hurt others with attitudes of racial and spiritual superiority”. This is an essential component of our intention to become not just a reconciling but also an actively anti-racist church.
15. The General Secretary’s proposal to General Council 44, GS-10, is an attempt to begin a process of decolonizing our approach to structural change. It is asking for the church to give pre-emptive remit approval for whatever the Indigenous Church determines in the future as the place it will have in the United Church, guided by the *Calls to the Church*—and without the need for further remit approvals.

## Frequently Asked Questions

### What particular sections of The Manual are proposed to change?

The sections that are proposed to change are all in the Polity section of the Basis of Union. The proposed changes are under the headings of “The Church” (Section 4.2) and “The Denominational Council” (Section 7.4.1).

Current	Proposed
<ul style="list-style-type: none"> <li>Section 4.2: The United Church of Canada is organized as a three-council structure, consisting of communities of faith, regional councils and a Denominational Council, as follows.</li> </ul>	<ul style="list-style-type: none"> <li>Section 4.2 of the Basis of Union will be amended and state: The United Church of Canada is organized as follows: (1) a three-council structure, consisting of communities of faith, regional councils and a Denominational Council; and (2) an autonomous National Indigenous Organization.</li> <li>Section 4.3 will be added to the Basis of Union and state: In its own time and through its own processes, the autonomous National Indigenous Organization will determine its structure and processes.</li> <li>Section 4.4 will be added to the Basis of Union and state: Once the new autonomous National Indigenous Organization is established, it will have its own mechanisms to make any future changes its structure and processes, and, therefore will not be subject to the remit process under section 7.4.1 of the Basis of Union.</li> <li>Section 4.5 will be added to the Basis of Union and state: The final wording describing the structure and processes of autonomous National Indigenous Organization will be recorded here.</li> </ul>

Current	Proposed
<ul style="list-style-type: none"> <li>Section 7.4.1: changing the Basis of Union—the Basis of Union may only be changed through the remit process, which requires the approval of a majority of the Regional Councils and also, if the Denominational Council considers it advisable because the change is substantive or denomination-shaping, pastoral charges; ...</li> </ul>	<ul style="list-style-type: none"> <li>Section 7.4.1 of the Basis of Union will be amended and state: changing of the Basis of Union—with the exception of section 4.4 (under section II “The Church”), the Basis of Union may only be changed through the remit process, which requires the approval of a majority of the Regional Council and also, if the Denominational Council considers it advisable because the change is substantive or denomination-shaping, pastoral charges; ...</li> </ul>

## What might an autonomous Indigenous Church within The United Church of Canada mean?

The Indigenous Church is asking to develop and sustain an autonomous National Indigenous Organization within The United Church of Canada.

The [Caretakers of our Indigenous Circle’s Calls to the Church](#) notes that:

“The Indigenous ministries of The United Church of Canada have been about the work of ministry since the beginning in 1925 with roots in the 19th Century work of Methodist and Presbyterian ministries. 2018 marks the 193rd Anniversary of the Grand River Methodist Mission.

“Indigenous people have met regularly over many decades and held deep and ongoing conversations about matters relating to our Indigenous work and our relationship with the United Church. We have been evolving, struggling, adapting and growing since that time and even losing ground too. We do not want to lose the gains we have achieved through the years in any future developments.”

“The UN Declaration [on the Rights of Indigenous People] is about establishing and maintaining respectful relationship, Indigenous self-government, and Indigenous land rights in their traditional territories. This means the Indigenous faith community must exercise a truly Indigenous self-determination and possess a sustainable land-based support.”



### Can we vote “yes” to some parts of the question in the remit and “no” to other parts?

No. It is not possible to vote for parts (a), (b), and (c) of the remit question separately. The remit is one overall question, broken up in three parts.

### Who can I ask questions about this remit?

Please send any questions to [remits@united-church.ca](mailto:remits@united-church.ca), or contact your [Regional Council Executive Minister](#).

### What is a category 3 remit?

A category 3 remit is required for substantive, denomination-shaping changes to the Basis of Union (*The Manual*, s. F2). A category 3 remit also requires that information and study materials be prepared and sent out with the remit. The proposed change must be sent to the governing body of every pastoral charge and regional council for a vote.

The timeline for information sharing, study, and voting is 12 months.

The General Secretary and the Executive of the General Council are responsible for ensuring the final wording of any change to the Basis of Union is consistent with the by-laws of *The Manual*.

**Note: If a regional council or a pastoral charge does not register a vote, that it is considered a vote AGAINST the proposal.**

### Where can I access additional background information?

The proposals directly related to this remit that were brought to General Council 44 can be accessed through the United Church Commons, in the folder called “Nurture the Common Good”. Those two proposals are called:

- GS 10 Living into Reconciliation
- NIC 01 National Indigenous Circle – Restructuring of Indigenous Church

The following webpages and documents may also be helpful to reference:

- [The United Church’s commitment to the United Nations Declaration on the Rights of Indigenous Peoples](#)
- [The United Church’s Statement on UN Declaration on the Rights of Indigenous Peoples as the Framework for Reconciliation](#)
- [The Caretakers of our Indigenous Circle’s Calls to the Church](#)
- [The United Church of Canada’s Apologies to Indigenous Peoples](#)
- [Contact information for Regional Council Executive Ministers](#)
- [The Manual of The United Church of Canada](#)

## **GS 21 MOVING EXPENSES FOR MINISTRY PERSONNEL: Response to MNWO 05 (GC43)**

**Origin: General Secretary**

### **1. What is the issue?**

The original MNWO 05 proposal to the 43rd General Council identified the issue as, “The ability of some pastoral charges to pay Moving Expenses has resulted in limited distribution/mobility of trained Ministry Personnel to fill vacancies across the United Church.”

### **Why is this issue important?**

The issue is important to ensure that ministry personnel are available to serve in communities of faith across the church. A connected issue is stewardship of the General Council Office budget.

The original MNWO 05 proposal requested that a fund entitled “Moving Expenses: Pastoral charges and Community Ministries” (which is identified as part of the Mission Support Grant System) be continued. With the changes over the years to the Mission Support system, that fund no longer exists. The proposal is also predicated on the assumption that ministry personnel are not mobile because of the absence of this fund. Experience in the United Church, and in other mainline denominations, suggest that there are many other factors contributing to less mobility of ministry personnel (older and second career entry into ministry; established family commitments; ministry personnel as secondary household income earner, to name a few). These contributed to the demise of settlement (the church placing new ministers where there is need at first call) as an effective means of filling vacancies. There are no existing funds to repurpose or new money to re-establish a moving fund. Pastoral relationships are now under the purview of regional councils.

In exceptional circumstances where hardship is involved, ministry personnel may, with the concurrence of their regional council pastoral relations minister, or equivalent, and their vocational minister, apply for assistance from the Compassionate Assistance Fund for assistance with a move at the end of a pastoral relationship.

### **How might the General Council Executive respond to the issue?**

**The General Secretary recommends that, with respect to MNWO 05 (GC43), the General Council Executive take no action in light of the fact there are no existing funds or new resources to establish a ‘Moving Fund.’**

### **What will be the impact?**

This work is connected to both Leadership and Common Good in the strategic plan.

The cost of assisting with a move, in extraordinary circumstances, would be borne by the Compassionate Assistance Fund, which is held by the Foundation.

**How does this proposal help us live into the commitments on equity?**

While balancing the financial and human resource realities of the church, this proposal does allow for assistance for equity-seeking ministry personnel to move at the end of a pastoral relationship, in exceptional circumstances.

**For the body transmitting this proposal to the General Council Executive:**

**Suggested Way Forward**

**Motion: Miriam Spies/Blair Paterson**

**GC43 2018-25**

That the 43rd General Council refer MNWO 05 Moving Expenses for Ministry Personnel to the General Secretary.

**Carried**

## Original Proposal:

43rd General Council, July 2018

Oshawa, Ontario

For Action

### **MNWO 5 – MOVING EXPENSES FOR MINISTRY PERSONNEL**

**Origin: Conference of Manitoba and Northwestern Ontario**

#### **1. What is the Issue?**

The ability of some pastoral charges to pay Moving Expenses has resulted in limited distribution/mobility of trained Ministry Personnel to fill vacancies across the United Church.

#### **2. Why is this issue important?**

As a church we train Ministry Personnel for the denomination as a whole and the UCC has policies that ensure portability of Ministry Personnel across the church so that the ministry needs across the church are able to be met in a fair manner.

The UCC congregations/pastoral charges in some areas of the country (and Bermuda) are reliant upon the movement of Ministry Personnel significant distances. This reliance is increasing with increasing numbers of Ministry Personnel retiring in some areas and a decreased number of persons discerning and training for Diaconal Ministry/Ordained Ministry or Designated Lay Ministry.

Some pastoral charges who are able to afford salary and other costs on an ongoing basis are not able to afford the one time costs related to a significant move in the same year they are also paying costs related to search processes.

Access to financial assistance for moving ministry personnel is crucial.

*What are the key underlying theological, ecclesiological, missional, or justice issues?*

I Corinthians 12 ....The interconnectedness of the body of Christ, the church, and our understanding of the stewardship of the resources across the church, would support the development of policies and processes that would encourage the just sharing of resources, both human and financial across the United Church of Canada where and when possible.

*What is the history/background of this issue?*

There exists as part of the Mission Support Grant System, a fund entitled “Moving Expenses: Pastoral Charges and Community Ministries” the objective of which is “to share the costs of moves within Canada with pastoral charges or community ministries with modest income and small membership, including those designated by Conference as isolated ministries.” Monies are shared according to a formula( first \$ 1,500 from the charge or mission unit; next \$ 8000.00 40 % is the responsibility of the Pastoral Charge or mission unit and up to 60% will be considered by the Financial Support Group (FSG) from the Mission Support Grant Common Fund; over \$ 9000.00 is the responsibility of the pastoral charge or mission unit. The monies for this fund come from the Common Fund which may have a bit of money in it after June 1 but more likely has funds only after November 15 after Conferences have returned to General Council any Mission Support Grant monies assigned to them that have not been used. The guidelines for the fund are in the Financial Resources Handbook:

43rd General Council, July 2018

Oshawa, Ontario

For Action

The absence of moving assistance in the form of a grant or a loan at points throughout the year when moves may get approved or happen more frequently i.e. for July 1, September 01 or January 1; means those pastoral charges or community ministries may not be able to access ministry personnel that are the best match for their pastoral relationship. It is not a good stewardship practise for presbyteries/conferences/regions to permit a pastoral relationship to begin based on the “hope” that there will be funding available for Moving Assistance later in the calendar year as the risk is that if the charge does not receive moving assistance they will not be able to pay salary and other expenses and have to give notice to end the pastoral relationship. This has actually happened in the Conference of MNWO.

The Transfer and Settlement System which had its final round in Spring, 2018 use to present an option for those congregations/ pastoral charges with limited resources to access ministry personnel by having an established contribution by the pastoral charges to the costs regardless of the cost of the move or the resources of the pastoral charge.

An additional concern is with changing structures there may be no such centralized fund and each Conference/Region will be left to set aside funds for moving assistance from within the designated amount of their own Mission Support grant allocation, not necessarily sharing the responsibility/burden of this matter across the church. The definition of “modest income and small membership” may mean that some who have the issue of finding the lump sum for moving costs are not eligible for assistance.

### 3. How might the Church respond?

**The General Council could ensure the Moving Expense: Pastoral Charges and Community Ministries continues to exist as a denominational fund and ensure funding assistance is available throughout the year by having a balance from January 1 of at least the amount that was previously available for moves within the Transfer & Settlement processes. Monies could come from the Mission and Service Fund.**

**The General Council could ensure that when Mission Support Grant monies are divided up between the Conferences/Regions those divisions include some monies based on the number of “modest income and small membership” pastoral charges or Mission Units likely to be engaged in a change in pastoral relations during that calendar year or some other formula or criteria that seems reasonable and just (like that used for the former travel equalization grant).**

If you have questions regarding this proposal, please send them to [info@generalcouncil43.ca](mailto:info@generalcouncil43.ca).

## Minutes from Record of Proceedings, 2018 (p 126):

Oshawa, Ontario

43rd General Council

July 21–27, 2018

### M&O 04 MANADATORY TRAINING FOR ALL UNITED CHURCH OF CANADA MINISTRY PERSONNEL

#### What We Heard

In general there was affirmation in most groups, and some had mixed feelings.

- There should be a theological component that could be mandatory for all staff; needs to include training about homophobia and transphobia.
- There can be value in setting standards; we do it for other issues like boundaries and racial justice.
- Mandatory training does not always result in learning and can seem like lip service; it can also create vulnerability for LGBTQ2+ communities in implementation.
- Can create additional burdens on paid accountable ministers; starting to feel mandatory overload.
- There are cost and implementation implications unclear in the proposal.
- There should be French translation with attention to the gendered nature of French.
- The Office of Vocation needs to review all the mandatory training required.

#### Suggested Way Forward

**Motion: Heather McClure/Mead Baldwin**

**GC43 2018-24**

That the 43rd General Council affirm proposal *M&O 04 Mandatory Training for All United Church of Canada Ministry Personnel* and directs the General Secretary to implement its recommendations.

**Carried**

### MNWO 05 MOVING EXPENSES FOR MINISTRY PERSONNEL

#### What We Heard

Most groups supported the proposal.

- The need is clearly recognized.
- There were concerns about where the source of funding would come from.
- Limited resources—should let the regions determine how to respond rather than direct regions to implement.
- Support for having funding run through the denominational council so that the national church could respond to different need in different regions; can support broader movement over geographical areas.
- It was suggested we refer the proposal for further study, taking into account the concern over funding and some of the creative solutions noted by the discussion groups.

#### Suggested Way Forward

**Motion: Miriam Spies/Blair Paterson**

**GC43 2018-25**

That the 43rd General Council refer *MNWO 05 Moving Expenses for Ministry Personnel* to the General Secretary.

**Carried**

**GS 22 ELECTRONIC MONITORING POLICY****Origin: General Secretary****1. What is the issue?**

As of October 11, 2022, all employers in Ontario with 25 or more employees must have a written policy in place disclosing whether and how they electronically monitor their employees. Beginning in 2023, employers who meet the threshold of 25 or more employees on January 1 of each year must have the policy in place before March 1 of that year.

**2. Why is this issue important?**

In keeping with our practice and standard of being compliant with legislative amendments to various Codes and Acts, it is recommended that this policy be approved, trained on and disseminated to staff, on or before March 2023, in order to maintain our standard. The United Church of Canada has capabilities to monitor the way in which our team works, and though we currently do not actively practice monitoring, there may be times when it is necessary to employ such supports, for example, in cases of investigation of breaches whether electronically or surveillance related or for the purpose of ensuring cyber security of networks and systems. Therefore, in keeping with the amendment to the Employment Standards Act, 2000 (ESA), to include Bill 88 (The Working for Workers Act, 2022), the United Church should continue to maintain compliance, as an employer of over 25 employees, and have an Electronic Monitoring policy approved and introduced to staff.

**3. How might the General Council respond?**

**The General Secretary recommends**

**That, in keeping with the legislative deadline, the General Council Executive approve the attached policy in order to document our usual practice and standard of compliance.**

## ELECTRONIC MONITORING POLICY

### 1. Background

- 1.1 There are new provisions under the *Employments Standards Act, 2000* (ESA) which come from Bill 88, *Workers Right Act*, enacted in April 2022. The new provisions under the ESA require employers with 25 or more employees to draft an **Electronic Monitoring Policy** by October 11, 2022, even if they do not engage in any monitoring.

### 2. Purpose/Scope

- 2.1 This policy, in keeping with legislative requirements, is intended to outline the electronic monitoring devices and software currently available to us. This policy should be read along with other applicable Church policies, guidelines or standards, including the Employee Code of Conduct and the General Council Office's IT Policy.

- 2.2 This Policy applies to all employees, as defined by the Ontario Employment Standards Act, 2000 ("ESA").

### 3. Definitions

- 3.1 *Electronic Monitoring*: includes all forms of employee and assignment employee monitoring that is done electronically.

### 4. Policy

- 4.1 The United Church of Canada (the "Church") is committed to transparency regarding electronic monitoring. Currently, the Church **does not routinely use** electronic monitoring devices and/or software for the purpose of monitoring employee activity, whether remotely or in the office. However, the Church endeavours to create a safe work environment therefore it may use electronic monitoring in the following circumstances; integrity of our security systems, safety in the workplace, negligence, misconduct, for cause and/or as deemed necessary.

### 5. Procedures

- 5.1 The Church may use data collected from Active or Passive Electronic Monitoring tools for employment-related purposes including protecting the privacy and security of the Church's information assets, physical assets, and to protect the health and safety of its employees.
- 5.2 Appendix "A", outlines how and in what circumstances the Church uses electronic monitoring tools, and the purposes for which information obtained through electronic monitoring tools may be used by the Church:



- 5.3 The Church values employee privacy and its use of any electronic monitoring tools for employment-related or disciplinary purposes is discretionary. The Church's use of any electronic monitoring tools for employment-related purposes is further subject to any rights an employee may otherwise have under their employment contract, collective agreement or otherwise at law.
- 5.4 This Policy does not provide employees with any new privacy rights or a right to not be electronically monitored. This Policy does not affect or limit the Church's ability to conduct, or use information obtained through, electronic monitoring unless otherwise indicated in a contract or collective agreement.
- 5.5 The Church will provide all current employees with access to or a copy of this Policy, including any amended policies, within 30 calendar days of implementation.
- 5.6 New employees will have access to or a copy of this policy within 30 calendar days of the employee's start date.
- 5.7 The Church will provide a copy of this Policy to employees assigned to perform work for the Church within 24 hours of the start of the assignment or within 30 days of the Policy's implementation, whichever is later.
- 5.8 The Church shall retain a copy of this policy for three (3) years after the policy ceases to be in effect.

**Appendix “A” Tools and Software Currently Used**

<b>Electronic Monitoring Tool</b>	<b>Electronic Monitoring May Occur</b>	<b>How Electronic Monitoring Occurs</b>	<b>Purpose(s)</b>
Microsoft Azure Security Center	Yes	A set of tools for monitoring and managing security of cloud computing resource in our organization hybrid environment tenant, including tracking and triggering events for suspicious or risky user activities	Azure System security
Email tracking	Yes	Managed by Microsoft Exchange online tracking tool to troubleshoot email issues	E-Mail system security
Communication and Interaction tracking	Yes	Tracks frequency of activities.	User activity and engagement
Electronic key fob system	Yes	Used to provide access to office or remove access. Used to provide access to staff for using MFP/Copiers and associated services	Facility security Network Security and Privacy
Firewalls/VPN/Web Gateways	Yes	To assist remote users to login to access resources on premises	Network security
Endpoint threat detection and response	Yes	Managed by third party to detect abnormalities and potential unauthorized use	Endpoint security
Surveillance	Yes	Cameras	Facility security

## Appendix A

Policy Name, Number & Holder of Policy	Date Approved	Approving Body	Date Revised	List of Revisions
Electronic Monitoring (ER/IT-)	2022			
Held by: GCO HR Dept.				

**GS 24 OTHER MINISTRIES RECOGNIZED BY A REGIONAL COUNCIL****Origin: General Secretary, General Council****2. What is the issue?**

In section H.1.c and other sections of H of *The Manual* there is reference to “or other ministry recognized by a regional council,” but the regional councils are not given this responsibility in C.2. This appears to be an oversight.

**3. Why is this issue important?**

*The Manual* needs to be updated annually to keep current with Church policies, programs and practices and/or correct oversights.

**4. How might the General Council Executive respond to the issue?**

**The General Secretary recommends that the General Council Executive approve the following addition to the Manual:**

*Appendix*

### ***C.2.13 Other ministries recognized by a regional council***

***The Regional Council is responsible for:***

- a) Assessing and recognizing other ministries;***
- b) Determining how to support ministry personnel serving in such recognized ministries.***

***FYI- An assessment tool is offered by the General Council to regional councils to help in their work in evaluating whether or not a ministry could be recognized by the regional council.***

#### **4. For the body transmitting this proposal to the General Council Executive:**

N/A

## **BP 01 RESPONSE TO REGIONAL COUNCIL PROPOSALS RE: DEVELOPMENT OF ANTISEMITISM RESOURCES**

**Origin: Business Committee**

### **1. What is the issue?**

We believe that God is calling us to faithfully respond to the proposals from Regional Councils 15 and Fundy St. Lawrence Dawning Waters in 2023 about the development of antisemitism resources. This response is directly related to the mandated development of an antisemitism education and advocacy program that was adopted at General Council 44.

### **2. Why is this issue important?**

*What is the history/background of this issue?*

General Council 44 directed the General Secretary, General Council to develop resources for an education program on antisemitism, and to ensure that such a program included actions for advocacy in The United Church of Canada. The General Secretary has subsequently requested that members of the Theology and Inter-Church Inter-Faith Committee and the Anti-Racism Common Table form a joint working group to prepare these resources. This working group (the Joint Antisemitism Working Group) has recently met to begin its work. As part of its process, the working group will refer to the written notes from the Discussion Groups and the Way Forward proposals from General Council 44 to shape the educational resources.

In general, regional council proposals cannot prescribe the work of the General Secretary and units of the General Council Office. This kind of detailed prescription goes far beyond the mandate, intent, and scope of regional council proposals to the Executive of General Council.

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### **3. How might the General Council Executive respond to the issue?**

**The Business Committee proposes that the Executive of General Council:**

- **take no action on the proposals from Regional Council 15 and Fundy St Lawrence Dawning Waters about the development of antisemitism resources, and**
  - **share the proposals with the Joint Antisemitism Working Group for information.**
- 

### **4. What will be the impact?**

The development of resources for education and advocacy about antisemitism are located within the United Church's national Anti-Racism Action Plan, which is itself within the church's overall Strategic Plan. The Anti-Racism Action Plan advocates for an intersectional approach to addressing all issues of racism within church and society. At the same time, specific realities of racism directed against specific communities will also be addressed separately.

The realities of antisemitism, while understood as under the umbrella of racism, are different than the realities of anti-Palestinian racism or Islamophobia, as they are also different than the realities of other forms of racism such as anti-Indigenous or anti-Black or anti-Asian racism. Focusing on one way in which racism manifests itself does not exclude or negate ongoing work to address other ways that racism manifests itself.

### **5. How does this proposal help us live into the commitments on equity?**

This work is already happening, as is reflected in the Anti-Racism Action Plan.

The work directly relates to:

- Becoming an anti-racist denomination
- Opposing discrimination of any kind

### **6. For the body transmitting this proposal to the General Council Executive:**

Are there comments, affirmations, suggestions you would like to make with respect to this proposal?

**If this proposal is in response to assigned work – either from General Council or a previous GCE meeting, please list proposal / motion numbers.**

GS14 Challenging Antisemitism in The United Church of Canada (GC44)

## **Proposal**

**Proposal:** Development of Anti-Semitism Resources

**Origin:** Just Peace Palestine and Israel Working Group, Justice Mission and Outreach Committee of Fundy St. Lawrence Dawning Waters Regional Council

### **What is the issue?**

Current conditions in Palestine has led to motions to be presented to the Executives of both regions (Regional Council 15 and Fundy St. Lawrence Dawning Waters Regional Council)

### **Why is this issue important?**

We believe the Spirit is urgently calling us to respond to this issue:

- Whereas, GC44 requested the development of anti-Semitism resources,
- Whereas the Canadian Arab Lawyers Association has produced a study entitled Anti-Palestinian Racism: Naming, Framing and Manifestations and Independent Jewish Voices has produced a study Unveiling the Chilly Climate: The Suppression of Speech on Palestine in Canada
- Whereas the United Church resource Bearing Faithful Witness does not discuss the ongoing illegal occupation of Palestine;
- And, whereas the Theology, Inter-church and Inter-faith Committee has been mandated to create a resource on anti-Semitism.

### **Staff/Financial Implications**

#### **How might the General Council respond to the issue?**

1. **Fundy St. Lawrence Dawning Waters Regional Council Executive urge the General Council Executive, through the Theology and Inter-Church Inter-Faith Committee developing anti-Semitism resources, to include a focus on anti-Palestinian racism and Islamophobia.**
2. **Fundy St. Lawrence Dawning Waters Regional Council Executive urge the General Council Executive, through the Theology and Inter-Church Inter-Faith Committee developing anti-Semitism resources, to prioritize for study our partner Sabeel's soon to be published resource.**
3. **Fundy St. Lawrence Dawning Waters Regional Council Executive urge the General Council Executive, through the Church in Mission Unit, to enter into a partnership agreement with Independent Jewish Voices.**

### **Proposal**

**Proposal:** Development of Anti-Semitism Resources

**Origin:** Division of Regional Services and Support, Regional Council 15

**What is the issue?**

Current conditions in Palestine has led to motions to be presented to the Executives of both regions (Regional Council 15 and Fundy St. Lawrence Dawning Waters Regional Council)

**Why is this issue important?**

We believe the Spirit is urgently calling us to respond to this issue:

- Whereas, GC44 requested the development of anti-Semitism resources,
- Whereas the Canadian Arab Lawyers Association has produced a study entitled Anti-Palestinian Racism: Naming, Framing and Manifestations and Independent Jewish Voices has produced a study Unveiling the Chilly Climate: The Suppression of Speech on Palestine in Canada
- Whereas the United Church resource Bearing Faithful Witness does not discuss the ongoing illegal occupation of Palestine;
- And, whereas the Theology, Inter-church and Inter-faith Committee has been mandated to create a resource on anti-Semitism.

**Staff/Financial Implications**

**How might the General Council respond to the issue?**

1. **Region 15 Executive urge the General Council Executive, through the Theology and Inter-Church Inter-Faith Committee developing anti-Semitism resources, to include a focus on anti-Palestinian racism and Islamophobia.**
2. **Region 15 Executive urge the General Council Executive, through the Theology and Inter-Church Inter-Faith Committee developing anti-Semitism resources, to prioritize for study our partner Sabeel's soon to be published resource.**
3. **Region 15 Executive urge the General Council Executive, through the Church in Mission Unit, to enter into a partnership agreement with Independent Jewish Voices.**

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## Appendix III

### **GS 23 2023 OPERATING BUDGET**

**Origin: General Secretary**

#### **1. What is the issue?**

The 2023 Operating Budget is the fifth “post structural change” budget, and has been developed during a time of considerable covid-related disruption and ongoing adaptation and living into new structures and new processes. The proposed 2023 budget and the 2022 forecast both reflect deficits that would be unacceptable and clearly unsustainable in normal times. In addition, 2022 investment results were negative and investment expectations going forward are for modest returns.

On a positive note, in 2020 and 2021 we had operating surpluses, plus some of the largest unrealized investment gains in church history. And in early 2023 we have received a \$9 million bequest which is the second largest in church history. These positive elements give us the capacity to withstand short term deficits - even at the magnitude of 10% of overall budget.

This proposal acknowledges the need for considerable cost containment action going forward, but holding off on immediate action to best support our ministries as they wrestle with whatever post pandemic norms will look like.

Although the General Council Office narrative budget exhibits (pie charts) historically provided a mission focused budget picture, expenditures are now more explicitly reported based on a total unified income and on what income stream each particular piece of work falls under (definition of mission and ministry versus governance and shared services). We anticipate this will continue to be a learning process and will be modified to align with the new strategic plan focus areas.

The projected budget deficit of \$4.0 million is recommended for approval to ensure that any future cost reduction actions will align with the approved strategic plan and a clearer picture on what the lasting impacts of the pandemic will be on the church overall. The deficit can be funded from the operating surpluses achieved in 2021 and 2020. Those surpluses also help absorb the 2022 deficit and would also absorb the 2022 unrealized investment losses if they were to be realized.

The longer term sustainability goal remains to avoid drawing on reserves for operational funding going forward and “to live within our means”. We do however anticipate needing to deploy reserves for investment in strategic plan priorities and initiatives directly impacting congregational health.



The Finance Advisory Committee also flags the increasing risk of higher inflation and the adverse impact that could have on church costs, donor capacity and life in general.

## **2. Why is this issue important?**

This is an annual governance action and establishes the financial parameters by which staff are to operate. In particular this budget affirms 2023 grant commitments already made and annual staff salary adjustments, and includes launch of the strategic plan and related investments.

## **3. How might the General Council Executive respond to the issue?**

**The General Secretary recommends**

**That the General Council Executive approve the 2023 Operating Budget as attached. In summary, this budget reflects a significant deficit of \$4.0 million including a \$1.5 million initial investment in strategic plan implementation. It incorporates the previously approved principles, assumptions and targets for the 2023 budget:**

- **Total Operating Budget Deficit not to exceed \$4 million;**
- **Annual incremental investment in strategic plan of \$1.5 million as set out in separate exhibit;**
- **2023 Mission and Service distributions held level with 2022;**
- **2023 Assessment distributions to be shared consistent with General Council approved formula;**
  - **A 5th year of assured level assessment income funding for regions in 2023. If income is higher than expected, 100% would flow to regions. If shortfall arises, reserves will be used to fund the deficit. It is important to note that this is not sustainable for future years.**
- **Maintenance of 2023 M&S funding for regions at 2022 level of \$3.84 million – shared equally across the 16 regions. This commitment is after a reduction of \$784,000 in M&S funding for regions in 2021 as part of an overall 2021 cut to grants of \$2.0 million;**
- **The COLA factor for 2023 will be 3.4% consistent with existing practice and policy;**
- **Continued decline in annual congregation M&S (\$1,000,000 per year) consistent with membership related metrics;**
- **Except for the Hope Bequest, bequest income will be used to support the operating budget for the coming triennium as has been the case for 2019-2022 (*this maintains on hold our 2014 policy of transferring 50% of bequests to the Foundation*);**

- **Embracing the Spirit funding to be directed towards the strategic plan growth initiative and not increased towards GC 42 directed target of 10% of annual M&S contributions;**
- **Work with the Indigenous church in continuing our right relations journey while identifying and implementing cost reduction possibilities in the event of ongoing revenue decline;**
- **No provision for interest costs in the event pandemic circumstances warrant use of the new, expanded line of credit facility; and**
- **Event expenses are no longer spread over multiple years for budget purposes but will be shown on a yearly cash basis to align with cashflows.**

**4. For the body transmitting this proposal to the General Council Executive:**

Transmitted with Finance Advisory Committee recommendation for approval despite the magnitude of deficit and the lack of a specific plan to cut costs and return to financial sustainability. The Committee also flags the potential risk of higher sustained inflation and the importance of cashflow management and expense reduction in implementing the strategic plan and resultant operating budgets for 2024 onwards. The Committee also flags the need to project the full multi-year cost of the strategic plan investment by some time in Q2 2023. Finance Advisory Committee support is conditional on a maximum budget deficit of \$4 million for 2023 and maintaining a long term focus on “living within our means” – including significant cost containment progress in developing the 2024 Operating budget.

Please note, the numeric exhibits exclude the \$9 million Hope bequest as there will be ongoing discernment and a future recommendation regarding how best to deploy this generous gift. Bequests of this magnitude would not normally be used for operating budget support.

### Strategic Plan Investment 2023

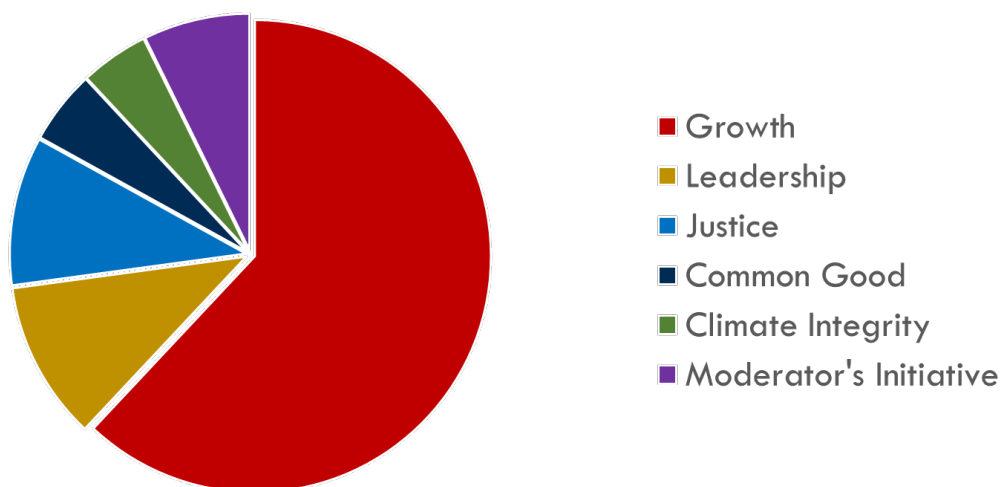
With the spirit of the new Call and oriented towards the new Vision, the strategic plan seeks to make a decisive impact on the current narrative and trajectory of decline. Key to the five Strategic Objectives (with Indigenous Pathways) is the overarching priority on Growth--renew existing communities of faith, create 100 new communities of Faith, and invite new constituencies to find engagement in shared values or a spiritual home with The United Church of Canada.

We are working on aligning the overall GCO budget to the activities and key results in the operational plan. We have also identified areas for new investment, both staffing and direct costs. The strategic plan investment is anticipated to be a multi-year, of at least similar magnitude, with ongoing monitoring for efficacy and necessary adjustment. Salary figures are partial year for 2023, reflecting approximately 75% of full year costs.

### New Investment

The following are program initiatives in the key areas identified for new investment within the \$1.5 million envelope. The staffing figures represent

Up to \$1.5 Million



## **Growth**

To create 100 new Communities of Faith—in migrant, online, Indigenous urban, disability and regional priority communities—we will hire five regionally deployed growth animators and provide support to church plants.

**Staffing: \$359,286**

### **Support to Church Plants and Communities of Faith: \$250,000**

To strengthen invitation we will hire a new Director of Communications and Press and Public Relations Lead, clarify our “brand”, develop targeted messaging, identify key audiences, and increase our outreach through strengthened communications capacity.

**Staffing: \$218,480**

**Brand Strategy and Outreach Campaign: \$100,000**

## **Leadership**

To expand recruitment and invigorate leadership, we will increase human resource and recruitment staffing (one and half positions). Toward retooling our key training resources, we will fund an initial assessment. We will also give support to initial steps in reimagining theological education and ministry models, through key consultations and pilots.

**Staffing: \$107,027**

**Assessment: \$10,000**

**Ministry Pilots and Theological Education Initial Exploration: \$55,500**

## **Justice**

To develop and refine unique, robust, relevant advocacy, we will hire two specialized staff, who will work with the Press and Public Relations Lead to engage the church and public in key campaigns—Indigenous justice, racial equity and housing and 2S and LGBTQIA+ refugee rights.

**Staffing: \$152,269**

## **Common Good**

Focused on increasing denominational support to enable local ministry, we will explore possibilities in informational management, payroll and technological support.

**Assessment of Shared Information Management: \$25,000**

**Enhanced Payroll Administration \$25,000**

**Support for Technological Best Practice: \$25,000**

**Climate Integrity**

In ways that reinforce growth and leadership development, and expand and embolden our carbon reduction and climate advocacy, we will launch a cadre of youth climate motivators.

**Youth Climate Motivators: \$70,000 (net)**

**Indigenous Pathways**

Indigenous Pathways, related to new governance structures and ministries, continue to be developed by the Indigenous Church and are funded through the core operating budget.

**Moderator's Crosscutting Initiative: Toward Human Flourishing**

To enhance capacity and innovation in our leadership and expand our public witness, we will hold 12 week long tours across the church that include a Clergy Flourishing Workshop, Dynamic Co-Sponsored Public Event and Workshop, and a Theological Symposium, employing the leadership of our Moderator.

**Design and Planning Retreat: \$49,000**

**Three Tours in 2023: \$60,000 (net)**

**Existing Ongoing Investment**

The following are previously approved initiatives in the key strategic areas which have existing commitments that are not reflected in the operational budget, but will involve significant cash outflow.

**Common Good**

In 2022, the General Council Executive - and subsequently the General Council - approved the establishment of a captive insurance program aimed at reducing property and general liability insurance costs for United Church ministries. This leverages denomination-wide capacity, contributing to the Common Good. The original capital investment required was \$3 million and this was structured in the form of an interest bearing loan to the insurance holding company. If claims experience is especially severe, a further capital injection may be required. Otherwise, the insurance arrangement operates separate from the church. If claims experience is within expected ranges, the interest bearing loan may be repaid over time, without further expenditure required. Premiums will need to increase for inflation in any case.

**Climate Integrity**

Expanding and emboldening our carbon reduction also means extending *Faithful Footprints* (from dedicated property resources) by increasing the annual contract from \$300,000 to \$400,000 in order to build out regional support networks and establish national carbon footprint measurement and reporting. In addition, *Faithful Footprints* grants could total \$1

million per year through 2025. This program is funded from the Property and Buildings Fund and not reflected on the Operating Budget exhibit which is based on the General Fund.

### **Indigenous Pathways**

In 2021, the General Council Executive committed up to \$3 million in support to Indigenous communities for Bringing the Children Home. The timing, frequency and magnitude of disbursements is indeterminate and will depend on decision making by local communities. To date, just over \$200,000 has been disbursed. This commitment is to funded from reserves within the General Fund.



The United Church of Canada  
The General Council Office

1/18/2023

**General Council Office**  
**Traditional View**  
**2023 Budget based on 2022 Forecast**

	2022	2022	2022	2023	2023
	Budget	Forecast	Forecast Over (Under) 2022 Budget	Budget	Budget Over (Under) 2022 Forecast
	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
<b>Revenues</b>					
Contributions					
M&S Contributions	17,750	16,330	(1,420)	15,400	(930)
M&S Contributions - UCW	500	462	(38)	400	(62)
M&S One Time Gifts (net) (1)	2,000	2,101	101	2,500	399
<b>Total M&amp;S</b>	<b>20,250</b>	<b>18,893</b>	<b>(1,357)</b>	<b>18,300</b>	<b>(593)</b>
Non M&S Bequests (net)	425	1,046	621	425	(621)
<b>Total M&amp;S Contributions</b>	<b>20,675</b>	<b>19,939</b>	<b>(736)</b>	<b>18,725</b>	<b>(1,214)</b>
Assessment (Denominational)	10,550	10,574	24	10,950	376
Other Revenue	7,445	7,727	282	8,096	369
<b>Total Revenue</b>	<b>38,670</b>	<b>38,240</b>	<b>(430)</b>	<b>37,771</b>	<b>(469)</b>
<b>M&amp;S Expenses</b>					
Grants					
General Council Office	6,563	6,349	(214)	5,833	(516)
Regional Councils	3,840	3,840	-	3,840	-
	<b>10,403</b>	<b>10,189</b>	<b>(214)</b>	<b>9,673</b>	<b>(516)</b>
Compensation Expenses	7,095	8,427	1,333	8,625	198
Other Expenses					
Resources	1,325	508	(817)	755	247
Travel Expenses	172	218	47	261	42
Committee Meeting Expenses	49	348	299	392	45
Office Costs	1,597	1,036	(561)	1,314	278
Professional Fees	1,571	1,172	(400)	845	(326)
Property & Insurance Expenses	194	193	(0)	183	(10)
Banking fees	210	122	(88)	179	57
<b>Other Expenses</b>	<b>5,117</b>	<b>3,596</b>	<b>(1,521)</b>	<b>3,929</b>	<b>333</b>
<b>Total M&amp;S Expenses</b>	<b>22,615</b>	<b>22,213</b>	<b>(402)</b>	<b>22,227</b>	<b>390</b>
<b>Governance/Shared Services Expenses</b>					
Staff	6,419	5,178	(1,242)	5,032	(146)
Grants	60	52	(8)	40	(12)
Regional Governance expenses	7,030	7,106	76	7,181	75
Meetings	1,734	983	(751)	591	(393)
Office	44	457	413	510	53
Other expenses	-	71	71	96	25
Professional	108	564	457	404	(161)
Property & Insurance	29	39	9	30	(9)
Resources	53	284	231	309	25
Travel	127	106	(22)	151	46
<b>Total Governance/Shared Services Expenses</b>	<b>15,605</b>	<b>14,840</b>	<b>(765)</b>	<b>14,344</b>	<b>(496)</b>
Externally Funded Costs	3,823	3,824	1	4,200	376
<b>Total Expenses</b>	<b>42,043</b>	<b>40,876</b>	<b>(1,167)</b>	<b>40,771</b>	<b>270</b>
<b>Operating Surplus (Deficit)</b>	<b>(3,373)</b>	<b>(2,637)</b>	<b>737</b>	<b>(3,000)</b>	<b>(739)</b>
Investment Income/Gains (Losses)	625	(1,213)	(1,838)	500	1,713
<b>Final Surplus (Deficit)</b>	<b>(2,748)</b>	<b>(3,849)</b>	<b>(1,102)</b>	<b>(2,500)</b>	<b>974</b>
Implementation of Strategic Plan	-	-	-	1,500	(1,500)
<b>Surplus/(deficit) on a cash basis</b>	<b>(2,748)</b>	<b>(3,849)</b>		<b>(4,000)</b>	

The United Church of Canada  
The General Council Office

**General Council Office**  
**Program View**  
**2023 Budget based on 2022 Forecast**  
(as at Dec 31,2022)

1/18/2023

	2022 Budget (\$000)	2022 Forecast (\$000)	2023 Proposed Budget (\$000)
<b>General Council Office</b>			
<b>Revenue</b>			
Contributions	20,675	19,939	18,725
Other Revenue	7,445	7,727	8,096
Investment Income & Fair Value Gains	625	(1,213)	500
Assessment	10,550	10,574	10,950
<b>Total Revenue</b>	<b>39,295</b>	<b>37,027</b>	<b>38,271</b>
<b>Governance/Shared Services Expenses</b>			
General Council Leadership and Governance	(4,890)	(4,123)	(3,313)
Office of Vocation	(2,669)	(2,701)	(2,504)
Stewardship	(743)	(718)	(776)
Subtotal of OV, Stewardship & SS	(3,412)	(3,419)	(3,280)
Regional Governance	(7,030)	(7,106)	(7,181)
Indigenous Governance	(273)	(192)	(570)
<b>Total Governance/Shared Services Expenses</b>	<b>(15,605)</b>	<b>(14,840)</b>	<b>(14,344)</b>
<b>Mission &amp; Ministry Expenses</b>			
Denominational Council			
Global Mission & Service	(3,584)	(3,716)	(3,663)
Community and Justice Work	(553)	(700)	(586)
Theological Education and Ministry Work	(1,222)	(1,200)	(1,096)
Faith Formation	(3,555)	(3,260)	(4,143)
Support to Local Ministries	(4,208)	(3,345)	(4,050)
Embracing the Spirit	(972)	(1,445)	(216)
	(14,094)	(13,666)	(13,754)
Regional M&S Support	(3,871)	(3,840)	(3,840)
Indigenous Ministry & Right Relations	(4,650)	(4,476)	(4,633)
<b>Total Mission &amp; Ministry Expenses</b>	<b>(22,615)</b>	<b>(21,982)</b>	<b>(22,227)</b>
<b>Self Funded Programs</b>	<b>(3,823)</b>	<b>(4,054)</b>	<b>(4,200)</b>
<b>Total Expenses</b>	<b>(42,043)</b>	<b>(40,876)</b>	<b>(40,771)</b>
<b>Final Operating Surplus (Deficit)</b>	<b>(2,748)</b>	<b>(3,849)</b>	<b>(2,500)</b>
<b>Implementation of Strategic Plan</b>	<b>-</b>	<b>-</b>	<b>(1,500)</b>
<b>Surplus/(deficit) on a cash basis</b>	<b>(2,748)</b>	<b>(3,849)</b>	<b>(4,000)</b>



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## Appendix IV

### Land-Based Reflections: Decolonizing the Work of the GCE February 2023

*The land is not a resource, rather “she is a dearly beloved, revered relative who is in crisis right now.” (Dr. Amy Parent)*

The commitments that the Executive of General Council (GCE) has made to decolonize its work is deeply transformative, on a collective level and perhaps more significantly, on a personal level.

The “Decolonizing Work Group” has heard and taken to heart, the call that, as we enter into the work of decolonizing, we must be able to reflect on and articulate our own identities as individual people, and collectively as a governing body. We believe that this is faithful work that we are called to do—and that we do this work inspired by the Spirit.

As such, when asked, we must be able to explore the question, “who are you”?, and to bring that insight into relationship with others, so that we may “walk forward together... on a journey of proper relatedness” (*Ray Aldred*). We must also be able to explore the question, “how might God want us to be”?

For this GCE meeting, we will be reflecting individually, collectively, and theologically.

Several of the reflection questions emerge from the work of Ray Aldred and Matthew Anderson, in their co-authored work, *Our Home and Treaty Land: Walking Our Creation Story*. Ray Aldred writes that “walking forward together, as non-Indigenous and Indigenous peoples depends on meeting three needs...a shared narrative...a shared spirituality...a shared relation to the land”.

#### **Our Narrative**

*Reflecting individually:*

Aldred writes that “our stories remind us of who we are. They tell us the truths about how we came to be in this land”.

*What is your story of how you came to be in this land? What stories are told and repeated that connect you to your ancestors? In what ways is your core identity shaped by those stories?*

*Reflecting theologically:*

Read Genesis 21:9-14, which is a part of the story of Hagar.

*What might this passage be teaching us about God? What might this passage be teaching us about ourselves in reflection to land and identity?*

### **Our Spirituality**

*Reflecting individually:*

Aldred writes that there is a need for us, as peoples, to develop a spirituality that ...supports our unity but does so in recognizing our diversity."

*How has your spirituality supported you to find a place of unity with others? In what ways does your spirituality open you to diversity? What are the essential "burning bush" features of your spirituality?*

*Reflecting theologically:*

Read Acts 2:1-13, which is the story of Pentecost.

*What might this passage be teaching us about God? What might this passage be teaching us about unity and diversity?*

### **Our Relation to the Land**

*Reflecting individually:*

Aldred writes that a shared relation to the land is "necessary so that Canadians might finally walk the land in a 'good' way".

*As you reflect on your relation with the land, what are the beliefs about land that shape who you are?*

*Reflecting theologically:*

Read Deuteronomy 26:1-11, which is about land that had been promised by God (and is the same scripture passage we reflected on at the GCE meeting in November 2022).

*What might this passage be teaching us about God? What might this passage be teaching us about land, beliefs, and belonging?*

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## Appendix V

### MEMORANDUM OF AGREEMENT

#### BETWEEN:

**THE UNITED CHURCH OF CANADA**

(the “United Church”)

- and -

**UNITED PROPERTY RESOURCE CORPORATION**

(“UPRC”)

#### BACKGROUND:

**A.** The United Church and UPRC are corporations, each having been incorporated federally under the laws of Canada. The United Church is the sole shareholder of UPRC such that UPRC is a wholly owned subsidiary of the United Church.

**B.** The United Church created UPRC to provide assistance with United Church real property as more particularly set out in this Memorandum of Agreement.

**C.** The United Church and UPRC are entering into this Memorandum of Agreement to confirm their relationship and the mutual responsibilities flowing from it, including establishing certain principles and parameters within which UPRC will carry out its mandate.

**IN CONSIDERATION** of the promises exchanged in this Memorandum of Agreement, and for other valuable consideration received, the United Church and UPRC agree as follows:

#### 1. Context

The United Church is emerging in a new shape as a result of shifts in church membership and attendance over recent decades. Congregations and regional councils are increasingly facing decisions about church properties that are no longer fully utilized. At the same time, there is a pressing need for more affordable housing in Canada.

Together these factors present an opportunity to use church properties that are either surplus or in need of redevelopment to create affordable housing that would serve the wider community in Canada. The United Church recognizes that through land development it can contribute non-monetary enhancements to the overall mission of the church.

**To this end, The United Church has created and funded UPRC, a for-profit purpose corporation with a mandate to deliver both financial and societal returns and positive impacts. The directors of UPRC have a fiduciary duty to achieve the ends and meet the objectives outlined in this MOU.**

**As a shareholder, the United Church is entitled to receive periodic reports of UPRC's progress, and it will not be involved in the daily decision-making and operations of UPRC.**

## **2. Mandate of UPRC**

Within the context set out above, UPRC acknowledges and confirms that its mandate is:

- (i) to provide advisory services to United Church communities of faith, regional councils and other United Church entities, if and when they request such services, to assist them in making prudent and faithful decisions about the disposition or development of their real properties to ensure optimal value is realized; and
- (ii) to hold and develop these properties when missionally appropriate and financially viable.

UPRC agrees that it will adhere to and fulfill this mandate at all times.

## **3. Honouring United Church values, policies and priorities**

UPRC agrees that, in carrying out its mandate and otherwise conducting its operations, it will support and comply with as fully as possible the values, applicable policies and priorities of the United Church. This includes, without limitation:

- (i) ensuring continued availability of space for worship and Christian faith formation for United Church communities of faith;
- (ii) providing affordable housing in Canada;
- (iii) tailoring facilities and space in the development and redevelopment of church properties to meet community needs, especially the needs of community members who face structural barriers to full inclusion;
- (iv) creating environments that are accessible for all people;
- (v) environmental sustainability;
- (vi) a commitment to right relations between Indigenous and Non-Indigenous people, and to the principles of the United Nations Declaration on the Rights of Indigenous Peoples; and
- (vii) a commitment to anti-colonialism and anti-racism in all respects.

## **4. Communication of United Church values, policies and priorities**

The United Church agrees to keep UPRC informed of any changes from time to time in its values, policies and priorities, and UPRC agrees to adjust its strategies and operations accordingly upon the communication of any such changes.

## **5. Financial Support**

For record purposes, the parties confirm that the United Church agreed to invest a total of Ten Million (\$10,000,000) to provide seed funding to UPRC operations. The investment is to be structured as equal parts debt and equity. The United Church has also provided financial support to UPRC through a guarantee of a revolving loan facility in the amount of Twenty Million (\$20,000,000) Dollars from Canada Mortgage and Housing Corporation to UPRC for pre-construction and construction costs.

**THIS MEMORANDUM OF AGREEMENT** has been executed by each of the parties as of the \_\_\_\_ day of \_\_\_\_\_, 2020.

### **UNITED REAL PROPERTY CORPORATION**

By: \_\_\_\_\_

And: \_\_\_\_\_

### **THE UNITED CHURCH OF CANADA**

By: \_\_\_\_\_

And: \_\_\_\_\_