

## THE UNITED CHURCH OF CANADA

### MEETING OF THE EXECUTIVE OF THE GENERAL COUNCIL MINUTES June 21–23, 2007

The Executive of the General Council of The United Church of Canada met from 4:00 p.m. on Thursday, June 21 to noon on Saturday, June 23, 2007 at the Holiday Inn Select Toronto Airport, Toronto, Ontario. The Moderator, The Right Reverend David Giuliano, presided.

#### ATTENDANCE

##### **Voting Members**

Jim Blanchard, Lynn Boothroyd, Debra Bowman, Heather Burton, Anne-Marie Carmoy, Marion Carr, Shirley Cleave, Lewis Coffman, Brian Cornelius, Cindy Désilets, Dwaine Dornan, Caryn Douglas, Diane Dwarka, David Giuliano, Leah Halliday, Fannie Hudson, Don Hunter, Linsell Hurd, Bruce Hutchinson, Amber Ing, Betty Kelly, Don Koots, Ted Kostecki, Heather Leffler, Mary-Beth Moriarity, Paul Reed, Louise Rogers, Nora Sanders, Chuck Scott, Allan Seal, Peter Short, Allan Sinclair, Paul Stott, Martha ter Kuile, Stéphane Vermette, Barbara White, Tarance Whiteye, Sharon Willis-Whitwell.

##### **Corresponding Members**

David Allen, Bill Bartlett, Wendy Bulloch, Bob Campbell, Sandra Dunning, Bruce Faurschou, Ian Fraser, Catherine Gaw, Aruna Gnanadason, Doug Goodwin, Bruce Gregersen, Carol Hancock, Will Kunder, Rosemary Lambie, Sharon Larade, Gordon MacDermid, Lynn Maki, Janet McDonald, Fred Monteith, Michelle Slater, Kim Uyede-Kai, David Woodall.

##### **Regrets**

Dorothy Hemingway, Sheryl Johnson, Carmen Lansdowne, John McGonigle, Emmanuel Ofori, Teresa Moysey and Cheryl Jourdain.

**Thursday, June 21, 2007**

The Moderator welcomed the Executive and thanked Chris Giffen and Jessie Negropontes of the GO Project for the music throughout the meeting. The Moderator reflected on the power of prayer and his quick recovery and energy. He thanked the General Secretary, the General Council Ministers and the Executive Ministers and Officers for their faithful work to prepare for this meeting of the Executive. He asked the Executive, out of a Spirit of gratitude, to look at the material and the concerns and challenges.

On National Aboriginal Day, the Moderator remembered the First Nations who gathered at the mouth of the Pick River on the north shore of Lake Superior every spring in a time of abundance and oneness. He talked about the need, at this meeting, to be aware of God's abundance as we care for the resources of our community and how these resources are shared within the community.

The Moderator highlighted the regrets of people who were unable to be at this meeting and those who will be away for part of the meeting or leaving early.

## **CONSTITUTING OF THE EXECUTIVE**

The Moderator constituted the meeting with the following words:

"Au nom de Notre Seigneur, Jésus-Christ, seul chef souverain de l'Église, et par l'autorité qui m'a été conférée par le 39ième Conseil général, je déclare ouvert, par la présente, l'exécutif du Conseil général et ses travaux dans l'intérêt du Royaume de Dieu."

"In the Name of the Lord Jesus Christ the only Sovereign head of the Church, and by the authority vested in me by the 39th General Council, I hereby declare this meeting of the Executive of the General Council to be in session for the work that may properly be brought before it to the glory of God."

## **PROCEDURAL MOTIONS**

**Motion: Nora Sanders/Paul Reed**

**2007-06-21-154**

### **Resource Persons**

That Resource Persons for this meeting be the Executive Ministers and Officers, Jamie Scott, Mary-Frances Denis, and Judith Bricault (acting Executive Minister of UMiF).

### **Administrative Staff**

That the administrative staff for this meeting be Terry Beaumont, Sarah Cooper, Leila de Castro, Merjean Enriquez, Joan MacGillivray and Debbie Siertsema, and that the minute secretary for this meeting be Joan MacGillivray.

### **Reference and Counsel**

That the following persons be the Reference and Counsel Committee for this meeting of the Executive of the General Council: Ted Kostecki, Brian Cornelius, and Mary-Beth Moriarity.

### **Friend in Court**

That the Friend in Court for this meeting of the Executive of the General Council be Lynn Boothroyd.

### **Agenda**

That the Executive of the General Council adopt, as circulated, the agenda for this meeting of the Executive of the General Council and that changes to the agenda, which may be necessary as the meeting evolves, be made on the recommendation of the Business Table.

### **Approval of Minutes of the Executive of the General Council**

That the Executive of the General Council approve the minutes of the Executive of the General Council meeting held on May 4–7, 2007.

**Carried**

**Worship**

Worship throughout the meeting was led by the Priority Setting Task Group. Heather Burton celebrated communion.

**Orientation**

Martha ter Kuile, chairperson of the Permanent Committee on Governance, Planning and Budgeting Processes, reviewed the history of planning and priority setting including the struggles over the past 10 years to give broad directions. She reviewed the process of this triennium beginning with the discernment of the 39th General Council 2006 to establish a general context for planning and *Call to Purpose*.

Table groups were invited to share their best dreams, expectations, and accomplishments for this meeting.

**Overview**

Nora Sanders gave an overview of the work of staff since the Executive meeting in May 2007.

**National Aboriginal Day**

In honour of National Aboriginal Day and to honour the Aboriginal community, Tarance Whiteeye shared the experiences of his trip to Bolivia including the similarities between the indigenous people of Bolivia and the Aboriginal people of Canada.

David MacDonald gave news of the Anglican Synod meeting in Winnipeg where representatives of all the churches will re-endorse the new covenant including a day of solidarity for Native and non-Native people to meet, walk, and talk together.

Jamie Scott introduced the film “Muffins for Granny” by Ojibway artist Nadia McLaren to honour her grandmother. The film is a reminder of the intergenerational impact of Residential Schools on First Nations and that the healing and rebuilding of relationships will be multi-generational.

Allan Sinclair concluded the evening with the seven teachings to continue the healing.

The Moderator closed with prayer.

**Friday, June 22, 2007****Worship**

Worship was led by Chris Giffen and Jessie Negropontes of the GO Project.

The Moderator asked the Executive to keep Dwaine Dornan and his family in their prayers. He also thanked George Takashima for his work as his contract with Ethnic Ministries comes to an end.

### **Plans towards 2010**

The General Secretary reflected on the priorities and principles and the powerful experience of working through the work. She noted that with the budget guidelines it was known that some things would need to end.

She reviewed what has taken place since the May meeting of the Executive and reflected back on the priorities including how staff worked with them. She reviewed the two themes of community and ministry/leadership as well as healing the relationship with the Aboriginal community, Youth and Young Adults, the intercultural church, and the environment.

Ian Fraser reviewed the plans towards 2010 and highlighted the revenue side of the budget.

Table groups discussed the following questions:

- What are your thoughts and feelings about how the Priorities have been interpreted?
- What broad outcomes would represent the living out of the priorities?
- What are your thoughts and feelings about the Financial picture for the Church that has been outlined?
- To what extent has the financial plan addressed the principles directed by the GCE?

The “General Secretary’s Speaking Points” are attached in Appendix A

### **In Camera**

#### **Motion: Nora Sanders/Deb Bowman**

**2007-06-21-155**

That the Executive of the General Council move into an in camera session with the following membership: 67 members of the Executive of the General Council, the resource staff and administration staff as recorded in the opening procedural motions.

**Carried**

#### **Motion: Nora Sanders/Deb Bowman**

**2007-06-21-156**

That the Executive of the General Council move out of the in camera session.

**Carried**

### **Friend in Court**

Lynn Boothroyd made announcements and reminded the Executive to keep members of the Executive and staff and their families in their hearts and prayers: Carmen Lansdowne, Dwaine Dornan, Cheryl Jourdain, Ron Olsen, and Pierre Goldberger.

### **The GO Project**

The Moderator introduced the work of Chris Giffen and Jessie Negropontes and their gift to the United Church of the GO Project.

Chris and Jessie gave an overview of the GO Project which took them from Victoria to Montreal in six months. They travelled across the country sharing and re-imagining “mission” for the United Church. They asked the church to “get moving, listen to your heart, and transform your community.”

**In Camera****Motion: Leah Halliday/Don Koots****2007-06-21-157**

That the Executive of the General Council move into an in camera session with the following membership: 67 members of the Executive of the General Council, the resource staff, and administration staff as recorded in the opening procedural motions.

**Carried****Motion: Paul Stott/Betty Kelly****2007-06-21-158**

That the Executive of the General Council move out of the in camera session.

**Carried****Worship**

A resting worship was led by Barbara White.

**Voting Members**

Voting members were invited to meet with and engage the Moderator.

**Saturday, June 23, 2007****Worship**

Allan Seal led the morning worship.

The General Secretary presented the proposal (GS 42) followed by time in table groups.

**Motion: Nora Sanders/Jim Blanchard****2007-06-21-159**

That the Executive of the General Council

1. Receive the General Secretary's report "Plans towards 2010" ("the Report") and the "General Secretary's Speaking Points" and adopt the directions outlined therein.
2. Adopt the Financial Plan (budget for 2008) in the Report.
3. Direct the General Secretary to report for information to the Executive of the General Council in November 2007 the detailed Budget 2008 and related work plans, and to include updates in the General Secretary's report to each meeting of the Executive of the General Council.
4. Refer the "Future Considerations" section of the Report to the Permanent Committee on Governance, Planning, and Budgeting Processes to work with the General Secretary to return in November 2007 with recommendations.
5. Acknowledge with grief the work ending and give thanks to God for the ministries received.
6. Acknowledge with grief the implications for staffing reductions and express gratitude for the faithful service of the staff members affected.
7. Celebrate and give thanks to God for the financial stewardship and support of the Mission and Service Fund that sustains the ministries of the church.

**Carried**

The Moderator led a period of silence followed by prayer.

The General Secretary reviewed the communication to the General Council Office. She noted that John Burton will be in house as chaplain for the week.

*Approved – November 16, 2007, Executive of the General Council  
Motion 2007-11-16-198*

The Moderator reviewed the decisions and asked that the Executive send an email if they have any questions when they return home.

### **Farewell**

Sarah Cooper was honoured for her work in the General Council Office and the humour which she has brought to the Executive and in all of her work. Diane Dwarka acknowledged with appreciation Sarah's work with the Permanent Committee on Programs.

### **Global Partner**

Aruna Gnanadason reflected on the work of the Executive, this weekend, from her perspective. Her reflection is attached in Appendix B.

### **New Business**

#### **Correspondence—Ministry Personnel Representative Newfoundland and Labrador Conference (CORR 11)**

**Motion: Paul Stott/Paul Reed**

**2007-06-21-160**

That the Executive of the General Council receive the correspondence from Bill Bartlett, Executive Secretary, Newfoundland and Labrador Conference, about the election of John McGonigle as the Ministry Personnel Representative.

**Carried**

#### **Correspondence—from elected members of the Justice, Global and Ecumenical Relations Unit-wide Committee (CORR 12)**

**Motion: Paul Reed/Allan Seal**

**2007-06-21-161**

That the Executive of the General Council receive the correspondence from the elected members of the Justice, Global and Ecumenical Relations Unit-wide Committee and direct the General Secretary, General Council to respond.

**Carried**

#### **Correspondence—from Barry Rieder, Commissioner to 39th General Council 2006, Chairperson of the Justice, Peace and Creation Advisory Committee (CORR 13)**

**Motion: Paul Reed/Linsell Hurd**

**2007-06-21-162**

That the Executive of the General Council receive the correspondence from Barry Rieder, Commissioner to 39th General Council 2006, Chairperson of the Justice, Peace and Creation Advisory Committee and to direct the General Secretary, General Council to respond.

**Carried**

### **Nominations Committee Report**

**Motion: Paul Stott/Heather Leffler**

**2007-06-21-163**

That the Executive of the General Council appoint the following people to committees and task groups (with the stated terms):

#### **Search and Selection Committee for the Executive Minister, Ethnic Ministries:**

- Anne-Marie Carmoy (Lay M&O) – GCE representative
- Carmen Lansdowne (OM BC) – GCE representative

- Jong Bok Kim (OM TOR)
- Danielle A. James (OM ANW)
- Diane Dwarka (Lay MNWO), named as chairperson of related Permanent Committee

**Carried**

**Motion: Paul Stott/Heather Leffler****2007-06-21-164**

That the Executive of the General Council appoint the following people to committees and task groups (with the stated terms):

**Nominations Committee (GC40, August 2009)**

- John McGonigle (DM N&L)

**Sub-Executive of the General Council (GC40, August 2009)**

- Fannie Hudson (Lay N&L)

**Carried**

Paul Stott reported on the following for information:

That the Executive of the General Council receive for information the following appointment:

**Executive of the General Council – Conference Representative (GC40, August 2009)**

- John McGonigle (DM N&L) – as elected by Conference

**Recognition of Service**

We extend gratitude for the service of Scott Parsons (OM N&L) who served as a representative of the Newfoundland and Labrador Conference to the Executive of the General Council from October 2004–June 2007.

**Motion: Paul Stott/Heather Leffler****2007-06-21-165**

That the Executive of the General Council receive the Nominations Committee Report.

**Carried**

**Formal Hearing - The Reverend M.J. Perry (GS 40)****Motion: Nora Sanders/Heather Burton****2007-06-21-166**

That the Executive of the General Council:

- order a Formal Hearing to consider the recommendation of Toronto Conference that the name of the Reverend M.J. Perry be placed on the Discontinued Service List (Disciplinary), to be held pursuant to Section 075 of *The Manual* (2004); and
- direct the General Secretary, General Council to appoint a Formal Hearing Committee to consider the recommendation, with:
  - the costs of the Formal Hearing Committee to be borne by this Executive of the General Council;
  - the Formal Hearing to be held as soon as reasonably possible and;
  - the Formal Hearing Committee to report to this Executive of the General Council as soon as reasonably possible.

**Carried**

**Formal Hearing - The Reverend Robin Scullard (GS 41)**

**Motion: Nora Sanders/Leah Halliday**

**2007-06-21-167**

That the Executive of the General Council:

- (i) order a Formal Hearing to consider the recommendation of the Sub-Executive of Toronto Conference that the name of the Reverend Robin Scullard be placed on the Discontinued Service List (Disciplinary), to be held pursuant to Section 075 of *The Manual (2004)*; and
- (ii) direct the General Secretary, General Council to appoint a Formal Hearing Committee to consider the recommendation, with:
  - a. the costs of the Formal Hearing Committee to be borne by this Executive of the General Council;
  - b. the Formal Hearing to be held as soon as reasonably possible and;
  - c. the Formal Hearing Committee to report to this Executive of the General Council as soon as reasonably possible.

**Carried**

**Greetings to the General Synod of the Anglican Church of Canada**

**Motion: Allan Seal/Brian Cornelius**

**2007-06-21-168**

The Executive of the General Council of The United Church of Canada, meeting in session in Toronto, extends its warmest greetings to the General Synod of the Anglican Church of Canada, and to the Right Reverend Fred Hiltz in his election to the Primacy of the Anglican Church of Canada.

This Executive notes the deep significance of the installation of the Right Reverend Mark MacDonald as the first National Indigenous Bishop of the Anglican Church of Canada.

We celebrate the many expressions of our shared partnerships in God's mission and our common desire for right relationships within Canada and throughout the world.

We, the members of the Executive of the General Council, on behalf of the people of The United Church of Canada, offer our prayers for the continuing sessions of the General Synod.

May God richly bless your time together so that you may be strengthened and encouraged as followers of Jesus.

**Carried**

**Greetings to the National Convention of the Evangelical Lutheran Church in Canada**

**Motion: Lynn Boothroyd/Peter Short**

**2007-06-21-169**

The Executive of the General Council of The United Church of Canada, meeting in session in Toronto extends its warmest greetings to the National Convention of the Evangelical Lutheran Church in Canada and to the Rev. Susan Johnson in her election to the office of National Bishop.

We, the members of the Executive of the General Council, on behalf of the people of The United Church of Canada, offer our prayers for the continuing sessions of the convention.

May God richly bless your time together so that you may be strengthened and encouraged as followers of Jesus.

**Carried**

The Moderator reminded the Executive to keep the Anglican Church of Canada and the Evangelical Lutheran Church communities in prayer as they continue to meet.

The Moderator asked table groups to review regrets, appreciations, and what they are carrying from this place as everyone prepares to leave.

The Moderator's closing remarks are in Appendix C.

### **CLOSING PROCEDURAL MOTION**

#### **Authorizing the Sub-Executive of the General Council**

**Motion: Nora Sanders/Anne-Marie Carmoy**

**2007-06-21-170**

That the Executive of the General Council authorize its Sub-Executive to deal with the business placed before it by this meeting of the Executive and any emergent business that may arise prior to the next meeting of the Executive of the General Council.

**Carried**

The Moderator reviewed the meeting and the significant steps in our ongoing journey of transformation and discernment.

The Moderator adjourned the meeting at 11:30 a.m. followed by closing worship.

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Moderator, David Giuliano

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General Secretary, Nora Sanders

### **List of Appendices:**

|            |                                     |
|------------|-------------------------------------|
| Appendix A | General Secretary's Speaking Points |
| Appendix B | Reflections by Aruna Gnanadason     |
| Appendix C | Closing Remarks of the Moderator    |

## Appendix A

### General Secretary's Speaking Points on the Budget Plan GCE June 21 – 23, 2007

#### Overview of Presentation

##### *Where we've been since the May GCE*

- Worked with Priorities..... and budget assumptions
- Meetings of the Senior Leadership Team
- Meetings with Executive Ministers and Officers
- Correspondence about priorities

##### *Process for this meeting ...*

The Format will include presentations, table groups, and commons time.

**Today:** Overview this afternoon, and National Aboriginal Day focus tonight

##### *Friday:*

- Presentation 1 – Reflecting back the priorities
- Presentation 2 – Financial Plan
- Presentation 3 – Impacts – Changes
- Continue the Conversation

##### *Saturday:*

- Proposal will be presented for decision.

#### **Presentation 1 ( Reflecting Priorities and Principles)**

- **Framework of Resources and Priorities**
  - No matter what priorities had been given, we would be coming in with recommendations that include cuts
  - If the priorities were different, the cuts would be different
  - No work was identified that could be easily released
  - Hard decisions no matter what way you do it
- **Reflect back the Priorities as we heard them**
  - Two **themes** held up to direct us in all our work
    - Community
    - Stretching us beyond the familiar
- **Ministry – Leadership**
  - Support those currently in Ministry so that they can provide the leadership the Church needs (isolation in Ministry work)
  - Designated lay ministry work, and the larger questions about “meaning of Ministry”

- Recruitment of leadership for the future, remove barriers, ensure education is relevant
- Stretch beyond the familiar in understanding the leadership needed for the future
- **Congregations – our fundamental communities**
  - Importance of grassroots
  - This is where most members of our Church feel connected
  - Church life as being part of Community (faith is developed in community)
  - Supporting congregation members to live out their faith in the community and the world
  - Our communities strengthened by interaction with other communities
  - Seek understanding of our role in supporting healthy congregations/communities
  - Stretch beyond the familiar in imagining congregations of the future that may be quite different from what we have known in the past
- **Healing relationship with Aboriginal Community**
  - Living out of the Apologies, more than words
  - Healing of the non-aboriginal church through deeper understanding and walking together
  - Supporting strong Aboriginal ministry and leadership in the Church
  - Meeting the obligations under the Residential Schools settlement and moving forward to pro-active initiatives together
  - Healthy relationships needed for the health of whole Church Community
  - Stretch us to where we want/need to go, but have not yet gone
- **Youth and Young Adults, Intercultural Church, Environment**
  - Each of these are in their own way central to the vision of the United Church today and tomorrow
  - Leadership and leadership development
  - Congregations play central roles, but need support and leadership from General Council

***Where we are in the Interpretation and Implementation of the Priorities***

- Early stages
- We have used the priorities to try to help focus the work and identify the areas that can be released in accordance with budgetary considerations
- Basis for proposals being considered this weekend for ending certain areas of work and doing others differently
- What lies ahead is:
  - Working out the details
  - Inviting/challenging each staff member and unit to align their efforts and allocation of time to meet the priorities
  - Process for staff groups to imagine new ways of working together to achieve the priorities

- Along with elected members, working through the significant longer term issues identified in the report, so that this work may guide future priorities work (A number require decisions/direction by the Executive)

### **Other Principles that we have tried to reflect:**

- Three year planning outline to allow everyone a better sense of what to expect, so that each year's budget exercise isn't a source of apprehension or uncertainty.
- Positions which are eliminated are being identified in relation to the priorities, not across the board in all areas, and not by random approaches such as attrition or identifying the most recently hired staff, which could have unwanted impacts on priority work.
- All staff whose positions are terminated will be treated with respect, reassured that their contributions have been appreciated, and offered severance in accordance with human resource policies. In some cases, there will be opportunities to move into positions that are vacant, or new positions created for priority work, but this will not be possible in most cases
- We will be removing the current restrictions which have resulted in most positions being filled on a term basis, and all staffing being subject to extra approvals. Although these measures were understandable in a period where clear direction as to priorities was lacking, as a long term measure they have an impact on both staff morale and administrative efficiency.
- After initially considering a scenario where all cuts would be through staff reductions, we concluded that this would affect our capacity too deeply, and therefore we are recommending a split between staff and grants. The staff cuts would take effect first, and the grants reductions would not be felt until the 2009 budget, in order to give time for planning and consultation.

## **Presentation 2 (Financial Realities)**

### **Financial Plan**

- Three year plan to 2010
- Finance Committee on Reserves
- Executive's capacity for emergent work

### **Principles**

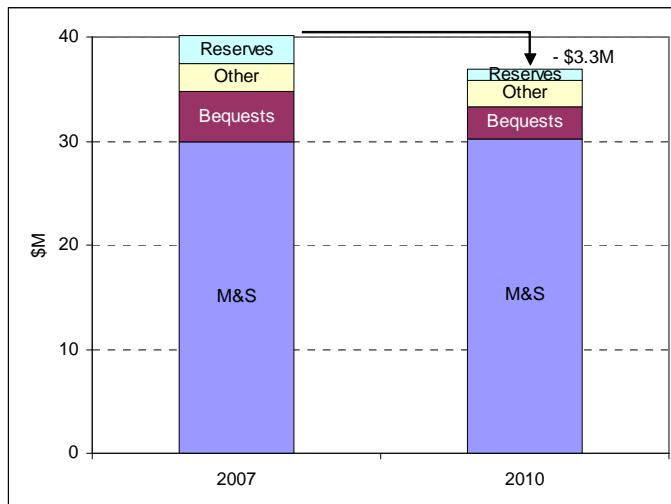
- Sustainability
- Stability

### **Financial Outline**

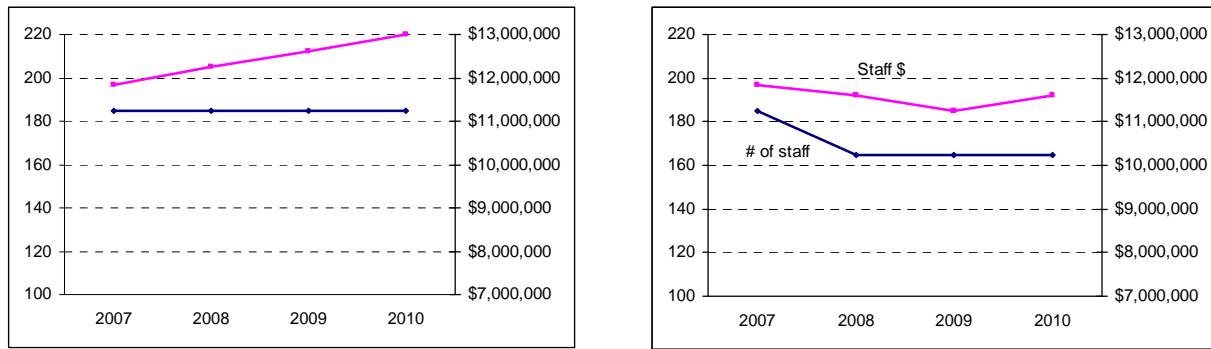
- Looked forward to 2010 with our best projections
- Heeded the recommendations from the Finance Committee about reserves
- Heeded recommendations of priorities about creating capacity for emergent work
- Simply do not have the financial resources to do everything

- We are in a healthy financial position now, and as Don Hunter reminded us last meeting, we need to act now to keep it that way and prepare for the possibility of a major fundraising campaign
- The Financial Plan incorporates principles of
  - Sustainability -> match our expenses with our revenues AND use our reserves for work but in a way that keeps them healthy
  - Stability -> make adjustments now to position us for the next three years
- The Plan contains adjustments to both our expenses and our grants; our internal expenses first then in 2009 our grants after consultation with partners.
- The Plan calls for a reduction in the staffing level from 185 to 165 or 20 positions— that's about 11%
- Over the last five years we've been making a number of minor staffing adjustments each year – this introduces uncertainty (who's next this year) and affects morale
- The priorities framework has helped guide how to both resize and reshape the staffing – resize to fit with our available financial resources and reshape to meet the priority areas
- We also intend to reduce program expense as well as meeting and travel expense.
- With respect to grants, the Plan calls for reductions in 2009 in mission support grants (“ourselves”) and global partner grants (“others”) in equal proportions. Grants to theological colleges and education centres as well as grants to Conferences are planned to be constant at 2007 levels, recognizing however that a task group of the Executive is currently studying the grants to Conferences and that further work around theological education has been called for.

In 2010, total revenue is projected to be \$3.3 million less than in 2007 due to reduced draw on reserves and lower proceeds from bequests:

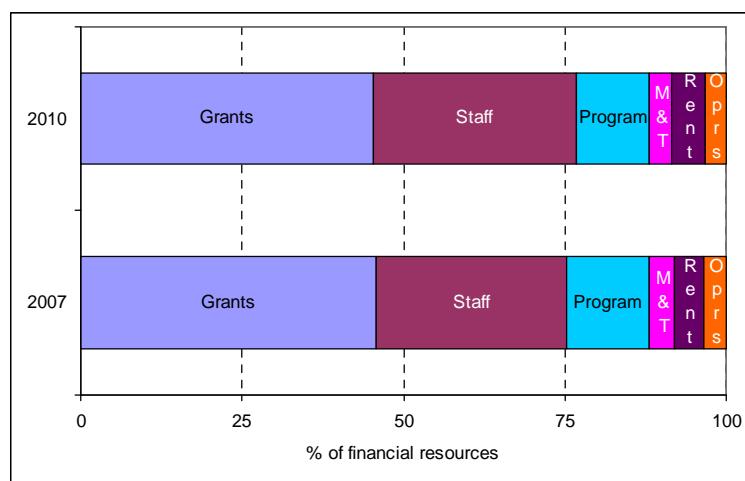


If the staffing level is kept at current 185, staffing costs will increase from \$11.8 M in 2007 to \$13.0 M in 2010:



By reducing the staffing level from 185 to 165 staffing costs by 2010 are about the same as those in 2007:

Financial resources in each of the various categories of grants, staff, program, meetings & travel, rent and operating are generally in the same proportion to the total resources from 2007 to 2010.



### Presentation 3 (Implications)

#### **What must we end to make room for existing priorities and what is emerging?**

- Close Berkeley Studios
- End Spirit Connection television
- End in-house audio-visual production
- End a range of work in adult faith formation and family ministries
- End direct advocacy work on Canadian social justice issues

#### **What must we do differently to make room for existing priorities and what is emerging?**

- Reduced volume of print resources
- Two periodicals to end and subscriptions for all periodicals move to three year terms
- Redirect resources for web delivery
- Reassign work in Finance Unit (because of reduced audio, visual and print resource production and revise payment methods for purchases)
- Reframe how we do Canadian social justice work towards research and analysis that supports congregational initiatives

- End program specialists and refocus on priorities
- Find alternative means for some meetings and consultations
- Communications strategy as a collaboration of people with varied skills across Church House

***Details of Impacts:***

**Congregational, Education and Community Ministries Unit (Reduction of five staff)**

- The focused General Council Office role in Family Ministries, supporting families in their faith development, as a program will end; marriage resources, policies, support re same-sex marriage, etc. will be phased out. The work of relating to seniors residences and facilities will be largely curtailed, as will resources for seniors' ministries; the capacity for Identity resource development will be reduced.
- Capacity to develop publications and other specific resources in the Faith Formation for all ages program, and personal spirituality resources, will be significantly reduced and administrative support will be reduced accordingly. Adult faith development programs will be reduced or ended.
- Children's ministries work will be refocused on older teens and young adults while maintaining minimal capacity for curriculum review.
- Relationships with the educational institutions will be streamlined.
- The congregational renewal & community development cluster will redirect energies from separate focus on urban, suburban, and rural ministry contexts. An integrated team approach will be developed to foster holistic renewal and development of ministries, including worship/spiritual formation/small group ministries, youth & young adult ministries,
- Administrative systems will be streamlined, e.g. Candidacy, Mission through Finance, Executive Minister's office. Program Coordinators will reduce their expectations for administrative support.
- Reduction of Mission Support grants (\$900,000 in 2009) will require significant work by staff and the Mission Support consultation in ensuring that equitable processes are in place to balance impact across the church.

**Justice, Global and Ecumenical Relations Unit (Reduction of five staff)**

- Canadian social justice work as it is currently structured and implemented at the GCO level will end. Direct, hands on social justice work, it is expected, will be done more effectively at levels closer to Congregations, Presbytery and Conference. Existing specifically mandated positions will be ended, and two new positions created as part of a new model to provide capacity for research, analysis and documentation to help inform actions, policy development and interpretation. JGER will maintain commitment to participating in KAIROS and encourage UCC congregations to seek out KAIROS networks as the space and voice for ecumenical social justice initiatives in Canada. What will be retained at the GCO level is a

capacity to resource conference, presbytery and congregations on questions with national and global implications through research, analysis and documentation. JGER will also maintain capacity to develop a shared theological grounding for advocacy work, and capacity to raise UCC profile ecumenically at both local and global levels on advocacy issues of common witness.

- Ongoing projects in Canadian social justice work will be handled within the GCO where possible, or completed on a contract basis
- One position will be lost in global partnership, and a further transition will take place as global grants are reduced to shift staff resources towards support of congregational connections with global partners.
- The planned reduction in grants/other allocations\* (\$900,000 in 2009) will require review of global partner grants, possible reduction in overseas personnel or reconsideration of the program, and review of ecumenical grants. This will be undertaken with consultation with partners, but will require significant transitions including the likely ending of some country or whole region relationships.

*\*Note the global partner grant area includes allocations to overseas personnel, ecumenical grants (Canadian Council of Churches, World Council of Churches, World Alliance of Reformed Churches etc.) justice oriented grants (KAIROS, etc.) and grants to global partners.*

#### **Resource Production and Distribution (reduction of 10 positions)**

- The Plan calls for ending production of Spirit Connection and its airing on Vision TV as well as concluding the operation of Berkeley Studios, our in house audio-visual and television production facilities. This accounts for ending 7 positions.
- One new position is created to resource the communications strategy including contracting for audio visual resources from outside sources and with delivery focused primarily on the web.
- With the anticipated reduction of print resources and consolidation of periodicals there will be some administrative and support functions no longer required. The book display program will be re-focused to concentrate on fewer and larger displays with more focused products for sale thus creating operational efficiencies. These account for ending 4 positions.

#### **Financial Services (3 positions), Office Services (1 Position)**

- Reduced demand for accounting and purchasing services resulting from planned reductions in resources and the operation of the studio account for part of these reductions. A move towards prepayment of orders from the distribution centre will reduce the administration of accounts receivable. These reductions in demand will allow redistribution of the workload in a more effective manner accounting for a reduction of 3 positions.
- Redistribution of work related to meeting coordination and reception (reduction of one position)

**Proposed changes in Staff Complement**

| Unit or Area of Work                           | 2007         | Plan         |             | 2008         |
|--|--------------|--------------|-------------|--------------|
|  |              | End          | New         |              |
| RPD - Berkeley Studios & T.V.                  | 7.0          | -7.0         | 0.0         |              |
| RPD - Resource Distribution (UCRD)             | 18.0         | -4.0         | 14.0        |              |
| RPD - Resource Production                      | 16.0         |              | +1.0        | 17.0         |
| Justice, Global & Ecumenical Relations         | 24.0         | -7.0         | +2.0        | 19.0         |
| Congregation, Education & Community Ministries | 25.5         | -5.0         |             | 20.5         |
| Ethnic Ministries                              | 6.0          |              |             | 6.0          |
| Ministries in French                           | 5.5          |              |             | 5.5          |
| Financial Stewardship                          | 14.5         |              |             | 14.5         |
| Finance – Accounting, Budget & Reporting       | 25.0         | -3.0         |             | 22.0         |
| Finance - Office Services                      | 8.5          | -1.0         |             | 7.5          |
| Ministry Personnel - Pastoral Relations        | 6.5          |              | +3.0        | 9.5          |
| MEPS - Human Resources                         | 3.5          |              |             | 3.5          |
| Office of Moderator & General Secretary        | 18.5         |              | +1.0        | 19.5         |
| Information Technology Services                | 7.0          |              |             | 7.0          |
| <b>Sub-total</b>                               | <b>185.5</b> | <b>-27.0</b> | <b>+7.0</b> | <b>165.5</b> |

**Complement 185.5-27+7=165.5**

|  |           |           |
|--|-----------|-----------|
| Emerging Spirit (Morrison Bequest)             | 5.0       | 5.0       |
| Residential Schools (Residential Schools Fund) | 3.0       | 3.0       |
| Healing Fund (Healing Fund)                    | 1.5       | 1.5       |
| <br>Pension & Group Insurance Plans            | <br>13.0  | <br>13.0  |
| <br>Grand Total                                | <br>208.0 | <br>188.0 |

27 Positions Ended, 7 New Positions Created = 20 fewer positions in the complement  
 Of the 27 positions ended, four people will be transferred to vacant or new positions

## New Positions:

- RPD Communications Strategist: resource to the communications strategy including contracting for audio visual resources from outside sources and with delivery focused primarily on the web.
- JGER Social Justice Strategists(2): part of a new model to provide capacity for research, analysis and documentation to help inform actions, policy development and interpretation
- MEPS Ministry Compensation Strategist to develop a more equitable salary system for ministry personnel

- MEPS Pastoral Relations Strategists (2) to develop programs for ministry personnel, pastoral charges and presbyteries (including standards of practice and the exercise of discipline for ministry personnel). Implementation of Designated Lay Ministry, Racial Justice Training for ministry personnel, Sexual Abuse Complaints Policy.
- OMGS Research Strategist is part of the communications strategy and provides research, analysis, theological grounding and writing expertise to the emergent and priority work of the General Council

## **Appendix B**

### **Reflections by Aruna Gnanadason, Global Partner at the Meeting of the Executive of the General Council – June 21-23, 2007**

I once again want to thank you for this privilege. It is a great privilege to sit at the back and listen to the conversations and to participate in quite a lively table which I am so grateful for. I am learning. I am taking notes all the time because as I told you the last time I was here we are going through many similar processes within the World Council of Churches. I am aware that the implications of some of the decisions you have taken, have implications for the World Council of Churches. I am fully aware of that.

Also once again, I am impressed by the spirit of this meeting – the spirituality and sense of community, and the spirit that accompanies the ways in which you work together and the decisions you have taken together.

We have together taken some difficult and even painful decisions but I have been impressed by both the leadership to this and the processes that you have followed to try to do this in a creative and forward looking way.

On the first day I think it was Nora who spoke about the primary purposes of what it means to be church. And I want to stress that because I think this is what the challenge is about. What does it mean to be church today?

Therefore I want to say that we can never ever say good-bye to our commitments to social justice – because it is the gospel imperative as well as it is the heritage of this church. I do not see in the decisions we have taken, I do not see that you are going back on your commitments to social justice, either in the plans you have made or in the way you want to go forward. I do not see that as representing a lack of commitment to social justice. I do see a commitment to reorient and to decentralize to congregations and to work with congregations on the same ministry.

We can never say good-bye to partnerships because that is not what being Christian is about in the world. We can only move to a new phase or to new forms of relationships in our partnerships.

We are living in a time of great change in the world where there are new mission challenges that are facing the churches. Just like in the World Council of Churches, we decided to take this as a KAIROS moment - a moment to challenge ourselves to think anew, to move in new ways. I have seen you begin that process and I feel that you are on the right track.

How do you work with congregations to enable them to also discern that we are in a new moment as a church and we have new challenges ahead of us.

It is very risky when you start working in new ways – I can tell you that from the World Council of Churches - risky, difficult, and sometimes painful for some people. But it is a new moment for us - both at the local level and at the global level – how you are going to work in a new way. How are you going to strengthen the partnerships – which are built on Christian solidarity and new forms of relationships and not on how much money you are able to share. I think this has implications both at the local level but this is also something for the global church.

I think that the world needs your voice and your participation now more than ever before. That calls for a new understanding of what is it that The United Church of Canada can bring. I believe that this is a moment when you can take it as a way to affirm, encourage and help independence but not with a sense of abandonment but accompaniment and moral support.

I was very quickly talking to Omega because some countries itself you may have to stop having this relationship with or the money relationship with but there can be new ways of partnership or partnering congregations with those countries so that they don't feel that The United Church of Canada doesn't care for us but that they recognize that this is a new way of partnering.

I think that you have to continue to be bold in your proclamations to reject poverty, to reject wealth and consumerism and its impact on the world and on the earth and to see all this as very sinful. I think we have to continue to reject all forms of discrimination against indigenous peoples as we have seen here in the discussions, people with disabilities, ageism, sexism, racism, homophobia – that all these are sinful. You need to continue to affirm that.

I think the most important thing I want to say to you is that your need to continue to contribute through your participation, through your commitments, through your memberships in platforms and processes which are global which are bringing together the commitments of the churches. I think of the churches covenanting together on economic justice or the World Alliance of Reformed Churches process or the Agape process of the World Council of Churches, the newly formed Forum on Israel and Palestine which the churches are at the moment doing and I think it is important for The United Church of Canada participate in that, the processes towards the Mission 2010 Conference affirming 100 years of mission history in the world or the decade to overcome violence which also is coming to its conclusion. So I think that it is by your presence, participation, your commitment in these processes that The United Church of Canada's commitment to social justice will stay alive.

I just want to raise one challenge to you and that is described in the Future Considerations section of the plans and I want you to take me seriously because we are doing the same in the World Council of Churches to very carefully look at governance structures of the church. I feel

that they are very cumbersome just listening to some of the discussions of the various committees – I am totally confused. I think many congregation members may be fully confused. I think you need to simplify them, strengthen them, make them more accountable, make them more manageable. It will definitely save resources. It will definitely save staff time because working in an organization where you spend so much time in servicing governance structures, I think that you will be doing a great service to yourselves if you re-look at the way in which you govern the church.

With those words, I want to once again commend you for the great work you are doing to give coherence and to centre the work on the vision and mission of the church and I assure you of my prayers not only during the coming weeks but in the months ahead – and I'll be back in November.

## **Appendix C**

### **Moderator's Closing Remarks General Council Executive June 23, 2007**

Doug Goodwin challenged me to make a brief and articulate statement. I have been thinking what is it I would say we have done here this weekend. These last few days, this is far from complete but what I would say is this.

We have taken a significant step in our on-going journey of discernment and transformation of our Church. It did not begin here and it does not end here. Some of us could date when it began back two or three years or perhaps the time of preparing for General Council this past August. It is hard to say where things begin and where things end. It arises out of a sense that we are called to discern God's purposes for us at this time. What we have decided is to acquire resources and energy in a more focused way to what we understand God to be calling us to at this time.

Those are reflected in the priorities that we have identified. Those priorities are expressed in what we believe will lead us to risk new ways of being Church. Our congregations will be challenged and enabled to be the focus of our ministry and mission in the world. We understand the importance of good leadership for that to happen. We particularly feel called to empower and focus some of our energy and resources on the ministry and call of youth and young adults, the continued healing with First Nations, becoming an intercultural church, and to living and respecting creation. So that is what I would say we have done this weekend.

Some of you have been at the 'Living the Welcome' workshops. I was able to go to one in London. I do not know whether they do this at all of them. Noelle Bowles told a little story at the one I was at. One of the exercises that she has people do is this game where you sitting across from each other and you look at each other and then one person closes their eyes and the person with their eyes open changes something. Then the person opens their eyes and they have to be able to say what is changed.

She said two things almost always happen in this phenomenon. One is that when asked to change something, the person usually takes something away rather than add something. It is easier for people to identify a change in terms of loss rather than in terms of something being added. There is something about human nature that we see change as loss, loss comes first, and we are aware of that. Clearly, we are very aware of the loss that is part of this change that we are encountering. We have been reminded that the focus of what we are trying to do is not about loss but about this ongoing work of transformation that we are part of.

One of the stories that Jesus told that has been on my mind as we gather today and I started thinking about getting ready to go. I will leave us with that reading from the Gospel of Mark, the parable of the growing seed. He also said that the empire of God is as if someone would scatter seed on the ground and would sleep and rise night and day and the seed would sprout and grow and he does not know how. The earth produces of itself, first the stock then the head, then the full grain in the head. When the grain is ripe at once he goes with the sickle because the harvest has come.

I don't live in a farming part of the world. But I did have the opportunity to spend one of my summer fields in Saskatchewan. This is the season between planting and harvesting if I remember correctly and it is kind of the season when people did a lot of watching of the field - it is what you do on a Sunday afternoon. You get out and go for a drive and you see 'how's it looking'. That also when rodeo season takes off, and the Crane Valley Blues baseball team starts travelling around to beer gardens mostly.

It feels to me like in some ways that there is anxiousness about that. What is God going to do with the seed that is planted? What kind of weather is going to come? How is this going to work? There is also an awareness that God is at work in unseen ways beneath the soil in the early parts of the plant rising to the surface. Some of us will be engaged in a lot of work in this season. Many of us will need to watch faithfully, trusting that God will do what God does with what we offered - using not only our wisdom and our strength but our foolishness and our weakness. We offer them both not really knowing what God will do with them but trusting that the plant will rise, the harvest will come and that we will have the honour and privilege of watching that grow, and God using what we offered to the best that we have.

Amen