

**List of Appendices**

<b>Addendum A</b>	<b>Table 1, 2012 Budget Assumptions</b>
<b>Addendum B</b>	<b>Moderator's Accountability Report</b>
<b>Addendum C</b>	<b>General Secretary, General Council Accountability Report</b>
<b>Addendum D</b>	<b>Permanent Committee on Finance</b>
<b>Addendum E</b>	<b>Permanent Committee on Governance and Agenda</b>
<b>Addendum F</b>	<b>Permanent Committee on Ministry and Employment Policies and Services</b>
<b>Addendum G</b>	<b>Permanent Committee on Programs for Mission and Ministry</b>
<b>Addendum H</b>	<b>Permanent Committee and Aboriginal Ministries Reports</b>
<b>Addendum I</b>	<b>Committee on Indigenous Justice and Residential Schools</b>
<b>Addendum J</b>	<b>World Council of Churches</b>
<b>Addendum K</b>	<b>Pension Board Accountability Report</b>
<b>Addendum L</b>	<b>Nominations Report</b>
<b>Addendum M</b>	<b>Accommodations Working Group Report</b>
<b>Addendum N</b>	<b>Feedback from Table Group Time</b>

**Addendum A****Table 1. 2012 Budget Assumptions**

<b>2012 Budget Assumptions</b>	<b>\$ Millions</b>	<b>Differences from the Current 3 Year Plan</b>
1. Mission and Service givings	28.8	In line with the 2010 results of \$29.9 million
2. Mission and Service bequests	2.2	
3. Trusts, endowments and designated funds	1.2	
4. Net revenues from sales of books and resources	1.1	
5. Other revenues and expense recoveries	3.0	
6. UCC Reserve budget support	1.0	
7. Morrison Bequest support	2.6	
8. Total revenues	40.2	
9. Grants to global partners	4.6	
10. Mission Support Grants	4.5	
11. Grants to Conferences	4.4	
12. Grants to theological colleges and education centres	1.9	
13. Salaries and Benefits	12.7	
14. Program costs	3.2	
15. Meetings and Travel	1.6	
16. Rent and Operating expense	2.2	Changes in the rent may come in 2012 depending on recommendations of the Working Group on Accommodations

<b>2012 Budget Assumptions</b>	<b>\$ Millions</b>	<b>Differences from the Current 3 Year Plan</b>
17. Total Grants and Expenses	37.7	
18. Healing Fund, Residential Schools and Aboriginal Ministries Circle work to continue to be funded from the Morrison Bequest		
19. Funding for the Foundation		To be paid only if required

## Addendum B

### Moderator's Accountability Report

**Origin: Mardi Tindal, Moderator**

We're on the road to Emmaus again, gathering on the third Sunday of Easter. You and I have travelled many roads throughout The United Church of Canada since we last met. No doubt I've missed seeing Christ on some of them, but not on others, especially when in 'courageous conversations' (a term Parker Palmer uses) happening throughout our church. And you've caught glimpses of Christ that I've missed.

I've been meeting with youth and young adults of Bay of Quinte Conference, the First Nations community of Curve Lake, lively lay people involved in 'the work of the church' in the world as well as those ministers and lay leaders involved in 'church work.' There will be more presbytery and conference gatherings and Town Halls throughout Bay of Quinte and Montreal and Ottawa Conference visits over the next weeks. Last Sunday, young adults asked me about what to do with the anger they often feel about what's happening in society. Good discussion! And they asked me to encourage church members to vote in the federal election. I am doing that on their behalf. By the time we meet, we'll know election results, and regardless of the result, the way of Christ will demand that we continue our courageous conversations for the sake of God's church and God's world.

Courageous conversations employ 'habits of the heart', as Palmer puts it, habits such as:

- Understanding that we're all in this together
- Appreciating the value of the 'the other'
- Holding contradictions together creatively
- Finding our own authentic voice
- Strengthening our capacity to create community

Such habits help us participate in God's healing of soul, of community and of creation. Such habits will help us uncover our identity and strengthen our connections. Such habits help us navigate this challenging chapter of the church's life. Such habits help us speak with courage and listen with humility, as Cliff Elliott used to put it.

Conference Presidents-Elect and Leading Elders met a few weeks ago and identified this time in the church's life as being like mid-life. I believe that it was French social critic and Reformed theologian Jacques Ellul who noticed that when visual artists are in mid-life, they tend either to

dramatically change their artistic style in mid-life, or die, creatively or physically. Addictions often play a role in physical demise. Decisions made by The Executive of General Council call us to choose life and change much about our operating style as church. In conversations throughout the church, I'm trying, by the grace of God, to employ these habits of the heart in 'courageous conversations.' Since last November, the activities in which these conversations have taken place include:

Pastoral message to youth: Thanks for your helpful comments during our time as voting members at last November's Executive of General Council meeting. Soon afterward I recorded a YouTube pastoral message to United Church youth and youth leaders (with almost 900 views to date) on the same day as an Advent message (2300 views to date). A Lenten message was recorded in the Garden of Gethsemane in February (almost 1700 hits to date) and by the time we meet, my Easter message from the Mount of Olives will be posted. My theme video 'Healing Soul, Community and Creation' video is also being used throughout the church and has had over 2600 hits. My 'twitter followers' increase significantly following events with youth, and I'm told that my blog posts attract 500-600 views per post.

The Philippines: You may recall Charlie Ocampo encouraging me to join a World Council of Churches Living Letters delegation during the first week of December. I participated in the delegation and then met with our partners in the days following. Perhaps you saw news releases at the time, in addition to my blogs, and more recently, my Easter article in the Observer. Members of the 'Morong 43' health care workers, on whose behalf we met with the Secretary of Justice, have since told us that they have no doubt that our visit made their December 17<sup>th</sup> release possible. We are all in this together, creating community that cares for both human and environmental rights. Our partners in the Philippines risk their lives daily in the cause of both.

Climate change accountability: On December 14<sup>th</sup>, 2010, the Ottawa Citizen published my article calling for accountable leadership on climate and ocean change, following the Act's defeat in the Senate after its successful passage in two successive sessions of the House of Commons. The op ed can be found at: <http://www.ottawacitizen.com/opinion/op-ed/fails+tests+accountability+climate+change/3973241/story.html?id=3973241> where online comments were surprisingly supportive (for social media.) I believe that we all must bring our authentic voices to such urgent concerns for the world God loves.

The Middle East: Joining the Working Group on Middle East Policy gave me an extraordinary learning opportunity in preparation to moderate discussion at the 41<sup>st</sup> General Council. It was also an opportunity to bring your greetings to our partners in that region. I will not be continuing to meet with the working group as they are now helping the General Secretary to prepare recommendations to the next General Council. I have decided that in order to chair this meeting, I cannot be 'attached' to any particular report and recommendations coming to it.

Encouraging the church's leaders and members: Within circles of ministry personnel and lay leaders, and at events such as Epiphany Explorations and Emmanuel College, and among peer group and community gatherings throughout Spirit Express travels (now in phase two), we hold tensions creatively, allowing space for the Spirit to lead us in challenging times for leaders. It is a privilege to chair Sub-Executive meetings and check-in meetings of permanent committee chairs.

With this latter group I have been blessed in sharing a Lenten discipline of shared prayer for one another, held in common practice.

Pastoral calls and letters continue, of course, to be a priority within our own communities and beyond. When the earthquake and tsunami devastated Japan, for instance, I contacted our ten Japanese United Church congregations in addition to overseas personnel and partners.

KAIROS and interfaith leaders' efforts have also focused some of my energies since our last meeting. A new and emergent table of Canadian faith leaders has continued to gather since our first meeting as the G8/G20 Interfaith Religious Leaders' Summit, focused on UN Millennium Development Goals. More recently, we met with parliamentarians from all parties in Ottawa in early March and had a follow-up meeting with Michael Ignatieff (at his request) on March 19<sup>th</sup>. These conversations, focused on shared concern about domestic and global poverty, employ all five 'habits of the heart' listed earlier. You will know that I have been in close contact with KAIROS and raised the authentic voice of The United Church of Canada in mid-February communications. The Primate of the Anglican Church of Canada and I also make a point of staying in touch with one another.

Truth and reconciliation work continues to be important to me, even though I was unable to attend the most recent meeting of the Residential Schools Committee with the Aboriginal Ministries Council. I am looking forward to future meetings and TRC events.

Planning for 41<sup>st</sup> General Council and working with the Permanent Committee on Governance and Agenda are increasingly requiring my attention as we approach the next General Council meeting. I have offered a theme based on Micah 6:8, about which we look forward to hearing widely varied reflections: Seeking, Loving, Walking/Cherchant, Aimant, Marchant. I will continue trying to improve my French language skills in preparation for this meeting. This includes participation in 'Parlons français par coeur.'

With great help and support from my Moderator's Advisory Committee, plans are in place for my theme work during the remainder of my term as your Moderator. The plan you approved in November 2009, included these emphases:

- **Year I emphasis** in relation to the United Nations Conference of Parties (COP)15 meeting in Copenhagen; supporting the development of worship reasons including the Season of Creation resources and inviting congregational involvement; amplifying public policy possibilities through news media, encouraging government to honour international agreements and adopt sustainable practices
- **a Year II emphasis** was to be on train travel throughout the church with the hope of engaging United Church folks and others in community and onboard conversations and gatherings; and
- **a Year III emphasis** was seen as pulling together fruits of the first two years, compiling resources and activities by which the United Church could mark its progress in caring for creation and see its way forward. (In collaboration with Greening Sacred Spaces/Faith and the Common Good, we are measuring the considerable increase of United Church congregational green teams, and supporting 100 congregations in energy audits, and

training of auditors throughout our church for ongoing attention to this. Significant work given that 40% of Canada's GHG emissions are from buildings. This is expressive action, connecting our action with our convictions and allowing us to find our own integrity as church.)

Since 2009, and within this framework, new possibilities that were unimaginable then have also sprung up. This year's Lenten devotional book provides for shared daily exploration and prayer for God's abundant healing of soul, community and creation throughout our church. And an online community of conversation, reflection and shared prayer is alive and well on WonderCafe.

A liturgical opportunity, providing a significant moment for our church to bring the best we can, is created by the coincidence that Earth Day 2011 falls on Good Friday and Earth Day 2012 falls on the third Sunday of Easter. This gave me reason to offer newspapers another op ed, focused on hope in the midst of despair. With imaginative help from my advisory committee, it has also helped me see the potential for a national moderator's 'event' to take place on Earth Day 2012 – without requiring any travel. Congregations will receive my invitation and encouragement to 'dig into' liturgies of hope for soul, community and creation wherever they're planted. And again, wherever they're planted, encouragement to offer additional energies to local expressions of participating in God's healing of the Earth. I am also grateful that Rendez-vous 2011 is planning to demonstrate how we can work toward low-carbon national events such as General Council.

In the meantime, it is a great privilege to be able to travel (this week by bus, train, and car) throughout our church which is alive, well and struggling. As I finish this report, I can tell you that last night I preached at a presbytery service in Oshawa where it was a delight to lift up the faithful work of two congregations who bid farewell to their buildings in order to make way for new life – new life which is clearly evidenced in other congregations to which these faithful members have added their energies. They are both in the muck and mire of early spring, and seeing the blooms that later spring brings.

In addition to official Conference visits, 300 additional invitations have been received as of April 1, 2011.

And finally, as I mentioned at the start of last November's meeting of elected members, Diana Chapman Walsh writes in *Trustworthy Leadership* “... ***leadership consists in part of shaping and maintaining very intentional and specific holding places where people can get on with doing difficult “adaptive” work that the organization needs them to do***”.

Such adaptive work requires courageous conversations that employ habits of the heart, as mentioned earlier. And there are many courageous conversations called for surrounding, for instance, how to become a truly intercultural church – and, as indicated by the lively response to the Observer's article on 'post-theistic churches', on how we talk about our faith with one another in Spirit-filled, faithful ways as an adaptive, united, uniting church.

My continuing education is focused on deepening my own capacity to hold safe space for such adaptive, Spirit-filled conversations. To that end, I was blessed by a retreat in mid-March led, in part, by singer-songwriter Carrie Newcomer and Parker Palmer. Carrie's music is but one of many new liturgical expressions to match the changing times in which we find ourselves.

She wrote her song, 'Betty's Diner', in 2003. This song sings to my soul and I've kept it close for quite awhile. Carrie knows that the language of music and poetry sustains good habits of the heart.

So in the spirit of DT Niles' definition of evangelism, as one beggar telling another where he's found food, here are words from the chorus of 'Betty's Diner' to add to more familiar words of faith, sustaining us and revealing the Spirit of Christ to us on the Road to Emmaus...

Here we are all in one place  
The wants and wounds of the human race  
Despair and hope sit face to face  
When you come in from the cold.  
Let her fill your cup with something kind  
Eggs and toast like bread and wine...

As we prepare to greet one another again on the Road to Emmaus, and at the table with Christ, I wonder if you might prepare for our courageous conversations by reflecting on where you see despair and hope sitting face to face, and on how the church – from where you see it – is making way for cups to be filled and Spirit known in ways like bread and wine.

Blessings on your journey toward our next meeting.

## **Addendum C**

### **General Secretary's Accountability Report**

**Origin: General Secretary, General Council**

Brothers and Sisters in Christ;

As I write this report, it is a sunny day at the very beginning of April, the kind of day that feels full of promise for the coming season. I'm writing in a place that lets me look out into the trees. The bare branches show no sign of life, but I know that in just a few weeks they will hold tender green shoots which will quickly develop into the broad leaves that will offer welcome shade in the heat of summer.

The seasons in the life of our church also offer a pattern of transformation and rebirth. May God help us to be as confident of the season of renewal that lies ahead, as we are of the knowledge that the bare branches of a winter tree will soon bare abundant new foliage.

I'm pleased to report to you on the work of the General Council Office since the time of your last meeting. As in my report to you in November, I have organized the first part of the report to speak to the specific directions you gave in May 2011, although I am only mentioning those

where there is something additional to what was reported in November. This is followed by a number of updates on other matters I think will be of interest to you. As always, I would be happy to speak to any of you if there are things that need clarification prior to the meeting, or to answer questions when we are together in May.

### ***PART 1: Implementation of the Triennium Plan***

#### ***Identity and Connection***

We continue to keep the named role of supporting “identity and connection” at the centre of our work as staff of the General Council Office. And, at the same time, I can say that we are still “living into it”, still working towards a full understanding of how this directs our work.

At the upcoming Executive meeting, you will be spending significant time considering how the theme of identity and connection affects your role, and I anticipate that your discernment may provide further guidance for staff.

#### ***Integrated Fundraising Plan***

Our new Director of Philanthropy David Armour joined us on February 14, to provide leadership to the strategic direction and integration of the fundraising activities of the church and the foundation, and he is looking forward to the Executive meeting as an opportunity to meet you.

We presented the KMA Consultant’s report on integrated fundraising to the Executive of the General Council last November, and there are two updates arising from it.

Working with KMA, the staff team developed a concept paper on a proposed new revenue generation stream, and how it might play out in relation to the Mission and Service Fund, which for discussion purposes only has been named “United Cares”. Through this brand, the church would seek financial support from non-United Church people for our emergency appeals, World Development and Relief, and special “Extra Measure” type projects. The brand could also be presented to United Church people who currently do not support the Mission and Service Fund. KMA conducted focus groups, personal interviews, and structured telephone interviews to seek people’s reaction to United Cares. All Conferences of the church were represented in the process. At the May meeting I will be able to fill you in fully on the results of these focus groups. Although the focus groups are not complete at the time of writing, based on preliminary discussions I anticipate that we will be indicating an intention to do further work on integrating this concept and People in Partnership with the Mission and Service Fund, and expect to be in a position by November to offer clear advice on a comprehensive integrated approach.

We are developing a formal business plan for the legacy campaign for the church with KMA. Through this initiative, donors will be encouraged to leave bequests and other forms of estate gifts to any area of the church’s work they wish. Endowed gifts to the United Church of Canada Foundation will be especially encouraged. Resources are being developed and tested with the input of volunteers from across the country. Volunteer involvement will also be crucial in identifying donor prospects and working at the local level to assist donors in making gifts. Current planning for the Legacy Campaign is going well with plans to test pilot programs in Fall 2011, and to fully implement the program in 2012

### ***People in Partnership***

A detailed framework for the triennium has been created, organized around key activities including education and exposure trips, designated giving, receiving global partners in Canada, and facilitating long-term global relationships. The following Partners in Mission initiatives support deeper congregational engagement, build on past experience, and addresses key priorities for the church.

- We are continuing the very successful Youth for Peace program, aimed at preparing dynamic, informed, United Church youth leadership for global mission. Plans are moving ahead to have a group of Philippine and Canadian youth participate in an exposure visit in the Philippines, with a return visit to Canada that will focus on Aboriginal justice issues.
- The mission trip leaders training seminars continue with an enhanced program taking place in fall 2011, combining leadership training with a mission trip experience in Cuba allowing participants an opportunity to live the experience as they learn.
- Extra Measures, our designated giving program, now encourages participation in mission beyond fundraising, by reflecting the United Church's global partnership principles. This work will be part of the integrated fundraising strategy to be developed in collaboration with the Director of Philanthropy to be brought forward at the November Executive meeting.

### ***Network for Ministry Development***

The Rev. Robert Dalgleish was appointed Executive Director of the Network for Ministry Development in November 2010. The Rev. Lesley Harrison, from the Emerging Spirit project, as well as Joanne Rose, round out the team.

The Network is actively capturing stories of innovative emerging ministry initiatives from across the church that will be shared on its Facebook page and blog, as a means of inspiration and modeling. Concurrently, Network staff are engaging with church leaders in projects nationwide, in person and via video conferences and webinars. Sample webinars to date include "Ministry Unplugged", "Children's Spirituality", "Using Technology in Workshop", and "Using Your Environics Ministry Report". Also, they recruited a group of 20+ United Church leaders with a track record of transformational leadership as potential network consultants, coaches and facilitators. This team is gathering in May 2011 to prepare and train for their work as regional "coaches" by September 2011. The Network is collaborating with Fresh Expressions, Centre for Progressive Renewal, Theological Colleges, Retreat and Education Centres and seeking further partnership opportunities.

### ***New Ministries Fund***

Work has been ongoing in the development of criteria for the fund. This has included consultation with the Permanent Committee on Programs, and with Conference offices. The criteria for the New Ministries Fund are being finalized and I will provide them to you at the upcoming meeting.

### ***Pastoral Relations***

A steering group of the Ministry and Employment Policies and Services Permanent Committee has been addressing the instruction from the Executive to prepare proposal for simplifying the

pastoral relations processes and shifting responsibilities for some or all pastoral relations from Presbyteries to Conferences. The proposals are being built upon the principles that:

1. The majority of support and authority for pastoral relations policies is the responsibility of the Court of Conference;
2. The presbytery is framed to be the Court responsible for mission and collegiality, connexion and identity;
3. Paid accountable human resources personnel are employed to support pastoral relations work in the church;
4. Pastoral oversight visits are replaced by an ongoing supportive supervisory process that is based in the ministry unit;
5. Ethical Standards and Standards of Practice are foundational to pastoral relations policies;
6. The United Church is a living community, and its policies are flexible enough to meet the needs of the church in the present while visioning for growth in the future;
7. The church, through its policies, recognize the value of ministry leadership;
8. The church uses language in its pastoral relations policies that promotes clarity of purpose, outcome, role and responsibility.

In addition, another steering group is developing proposals for reforms to the oversight and discipline of ministry personnel. The permanent committee will co-ordinate these recommendations with those of the pastoral relations processes and the isolation in ministry projects for presentation to the Executive in November 2011.

### ***Recruitment of a Diverse New Generation of Leadership***

A number of initiatives are underway to address the challenge of recruiting diverse new leadership. A steering group of the permanent committee on Ministry and Employment Policies and Services is looking at opportunities to introduce the vocation of ministry to youth and young adults while also considering how we develop a “culture of call” that actively identifies and encourages those demonstrating skills for and a call to ministry.

In the preliminary results of the collaborative research project on Effective Leadership and Healthy Pastoral Relations, 95 per cent of ministry personnel indicated that they believe that they share responsibility for promoting the vocation of ministry and supporting those wishing to pursue it. However, the number of younger people who report being dissuaded by ministers and lay leaders from actively pursuing a call to ministry is discouraging, as they are told they lack “experience” and “good ideas”. The Steering Group is also looking to web and social media resources to introduce ministry as a vocation.

A joint working group made up of members of the permanent committees on Programs for Mission and Ministry and on Ministry and Employment Policies and Services, along with staff from the Communities in Ministry and Ministry and Employment units, are working on processes and guidelines for welcoming new communities that are not members of the United Church of Canada, at present.

The processes that those called up encounter as they discern their call and enter into preparation for ministry are also being reviewed. Three Conferences are currently engaged in pilot projects with the guidance of the Candidacy Pathway Steering Group. Manitoba and Northwestern

Ontario Conference this winter piloted a weekend discernment event. The theological schools are bringing forward proposals for new configurations of academic preparation.

### ***Simplifying Church Processes***

With broad direction and oversight from the Permanent Committee on Governance and Agenda, a staff group has been working since last spring to review the present Manual, and to identify changes to it and to our processes, that would simplify our church processes and reduce significantly the complexity and size of the Manual. An extensive report of their process, goals, and principles is included in the docket as well as appendices identifying recommendations for significant policy changes, changes that are minor or reflect current understandings or practices, and changes that would require a remit. The Executive will have an opportunity at this meeting to engage with this report and to provide direction on which of these policies it would like to receive proposals for change.

A “plain language” draft of the current Manual will be distributed to members at the meeting. The proposal is that Executive members, the Manual Committee, and the wider church constituency provide comment on it this spring and summer. The staff group will work with the input in the early fall in preparing a revised draft for the November meeting of the Executive.

### ***Theological School/ Education Centre Funding***

The funding decisions have been communicated and we are working on ways to strengthen the relationship with the schools. Funded schools met in March to determine a funding formula for the schools, and to clarify the expectations of the schools and the church. As per the initial proposal, we were open to having a conversation about the schools ability to raise funds by being exempt from the Extra Appeals Policy.

On December 2, 2010, the deans and principals group unanimously passed the following motion, with one abstention: "That the General Council grant the United Church of Canada's theological schools an exemption from the policies governing Extra Appeals as defined in Sections 463 and 524(x) of *The Manual* (2010)."

After consultation with the Conferences, it is clear that more work is needed to reach a common understanding on this proposed direction. The Executive of General Council will have to give further consideration to this issue.

We are meeting with the schools that have lost their funding to have a similar conversation about the relationship between those schools and the church.

Beginning September 2011, the schools indicated they will offer the Masters of Divinity (MDiv) degree program in consecutive years, leaving internships to occur after completing the MDiv. There is no Manual requirement to stop the schools from proceeding. This decision will require that the church re-examine its assumption about the place of internships.

The amalgamation of our Aboriginal schools is ongoing, and its details are being overseen by the Wabung Group, a commission staffed by Maggie McLeod and Steve Willey. The new school will be located at the Dr. Jessie Salteaux site in Manitoba: a new name will be identified and a

new director will be hired. Plans for the amalgamated school will be taken for consultation to the National Aboriginal Spiritual Gathering in August 2011.

We have also been attending to the challenges of our education centres, meeting with the directors to address the issues of fund raising and aging facilities. A member of the Architecture Resource Group and member of the Philanthropy unit met with the Directors to help understand how the National Office might be supportive.

### ***Communications***

Following the direction of the Executive last year, the Resource Production and Distribution Unit was renamed as Communications, to reflect a broader mandate to manage communications and resource publishing holistically across the office, to decrease the amount of communications and print, focus on improving the effectiveness of our communications, and to make better use of technology.

For 2011, the budget for producing resources (print, multi-media, etc.) was consolidated under Communications, and the process for publishing and production has been simplified with the responsibility assigned to Dan Benson, Executive Minister for Communications.

The consolidation of budget and responsibility will help reduce the production of resources, and compel us toward a leaner, more focused program. Demand for services continues to exceed our capacity in spite of staffing reductions; the shift to the web and digital materials still require significant editorial support. Archives moved under Communications with the General Council Office reorganization for logistical and operational reasons. The standing committee for Archives and History continues to report directly to General Council Executive.

The United Church of Canada website redevelopment is in its first stages which include an on-line user survey, input from senior management, and with in-house user consultations. The existing site now features a minister locator widget, homepage slideshow, and stand-alone sections for events such as Behold! and More Franchises. Also, Aaron McCarroll Gallegos and Sharon Buttrey moved into the Communications Unit adding strength to our digital communications initiatives.

Sales on [www.UCRDstore.ca](http://www.UCRDstore.ca), have continued to grow since the store's launch last year, with over 2,750 orders from around the world valuing approximately \$200,000.

### ***Using New Technologies and Reducing Meeting Costs***

We continue to experiment and learn about meeting technology. We have been able to extend our staff meetings to people outside of the General Council Office, and several committees are using video conferences. The workshops hosted by Mission through Finance for Treasurers have been successful in reaching a significantly larger audience through webinars. One participant remarked, "It's snowing outside. I'm so glad I can be at this meeting without having to drive." Another benefit we have realized from using both face to face meetings and video conferencing is that it gives groups the option of having shorter meetings more often without having to incur travel costs.

As we continue to streamline our governance structure, reducing both the size and number of working groups, we expect to achieve more savings in travel and meeting costs.

## **PART 2: Other Updates**

### ***Budget***

Based on the unaudited results for 2010 being consistent with the three year plan approved by the Executive in the November, 2010 meeting, the Permanent Committee on Finance is recommending no changes in the assumptions for the 2012 Budget. An update to the three year plan, extending it to 2014, is scheduled for the November meeting of the Executive. A financial challenge to be faced in 2014 is the previously forecasted winding up of the Morrison Bequest for funding programs. Staff have been asked to analyze this situation and develop alternatives.

### ***Accommodations***

The report of the Accommodations working group is contained in this workbook. Bill Kennedy has provided senior support to their work, and I have taken part in the process too, but the leadership and direction has come from the elected members. The working group will present their recommendations to you directly.

### ***Employee Engagement Survey***

General Council Office staff just completed an engagement survey to measure the employee engagement and the climate within the office. Eighty-three per cent of staff participated. Entec Corporation, the firm through which the survey is being conducted, will report the results to the General Secretary by the end of May 2011. This process gives employees an avenue, in addition to regular staff meetings, unit meetings, and direct conversations, to comment on a range of aspects of our working life together.

### ***Engaging Volunteers***

The work of the General Council and General Council Office depends on the collaborative efforts of staff and well-established methods for non-staff members. The volunteer engagement management team is providing consistency and support across the units to effectively work with volunteers. The office of Member Engagement will provide coordination in this emerging work.

### ***Pastoral Charge Payroll Service***

As of March 15, 2011, the participation rate in the payroll service is 89 per cent of those expected to participate. Many presbyteries and Conferences are making a concerted effort to dialogue with pastoral charges not yet using the payroll service. Many are declining to declare vacancies or approve new calls, appointments, and/or settlements until the pastoral charge proceeds with enrolment. This is not meant to be punitive but to honour the intent of the payroll service to ensure just, fair and equitable compensation practice for all across the church. The effort of the Conferences and presbyteries is very much appreciated.

Before the Executive of the General Council at this meeting is a proposal from the Permanent Committee on Ministry and Employment Policies and Services to introduce a fee to pastoral charges not participating in the service to cover the actual cost of the manual invoicing,

collecting, and reconciling of the accounts that must be maintained just for them. The cost is actually considerable when compared with the efficiencies enabled by the payroll service.

Recently, ADP provided us with statistics regarding pastoral charges that have not been able to cover their payroll. For the period August 2009 to January 2011, there were 92 non-sufficient fund (NSF) occurrences. Because of the high number, ADP and staff are working together to develop a process to reduce the number of future NSF occurrences. The good news in this picture is that ministry personnel are not personally bearing the burden of a late, or missing, pay cheque.

### ***Performance Management***

Training on the new performance management tool has begun with supervisor-level staff. In the course of the training, we received additional valuable input which will be incorporated into the tool as this continues to be rolled out to all staff in the General Council and Conference Offices.

### ***Planning for the 41st General Council 2012***

The GC41 Planning Committee is preparing communications to be sent to the Conferences to help them elect commissioners to attend the 41st General Council. These commissioners are in addition to the 18 commissioners by virtue of their role with the General Council or the Executive of General Council (The Manual, 2010 8.2.1-8.3.2).

When electing commissioners, Conferences are being asked to consider the following:

- The General Council will be called to work on matters dealing with denominational identity and connection. Conferences are asked to name commissioners who can discern prayerfully how God is calling us to seek, love and walk in this time.
- As we live into our commitment to become a racially-just, intercultural church, each Conference is asked to elect commissioners that reflect the broad diversity of gifts and identities that make up the church, including at least two commissioners from racialized and deaf communities.
- Conferences are encouraged to consider electing young adults, aged 20-30, to serve as commissioners. Youth aged 15-20 years are invited to attend General Council as either full-voting commissioners at General Council or as participants at Youth Forum. Conferences are encouraged to consider electing a number of youth to serve with the full privileges and responsibilities of being a commissioner. Additionally, each presbytery will be invited to name one delegate to Youth Forum. Youth forum participants will share their gifts in aspects of the Council while growing in their community.

### ***Task Group on the Basis of Union and Crest***

The 40th General Council (2009) approved a motion that acknowledges the presence and spirituality of Aboriginal people in The United Church of Canada as a significant component to the Basis of Union, and directed that Aboriginal people be invited to become signatories to the Basis of Union. It also directed that a new United Church crest be developed that acknowledges the presence and spirituality of Aboriginal people in the United Church. The Task Group understood its purpose to be not rewriting history, rather it was to raising awareness of The United Church of Canada's history and acknowledging a history that is one of exclusion; and

most importantly lifting up the hope that comes from living into inclusivity and becoming intercultural.

Within this context the Task Group has prepared proposed text for placement into the Introduction, Declarations, and Formation sections of The Manual. Further, the Task Group recommends that the United Church crest reflect the four colours of the Indigenous medicine wheel: yellow, black, red and white in acknowledgement that The United Church of Canada was founded and continues to exist on Indigenous land. A further recommended change to the crest would involve the Latin phrase “That all may be one.” being replaced with the indigenous understanding of this phrase: “All my relations.” And, finally, the Task Group recommends a ceremony of covenanting and feasting take place at the 41st General Council to mark this significant step. There will be a presentation from the Task Group on these recommendations at the executive meeting.

### ***Transfer and Settlement***

The Transfer and Settlement process has changed for 2011 to permit candidates to qualify for ordination or commissioning if they have a provisional call or appointment. Of 51 eligible candidates, 11 have applied to be settled by the General Council transfer and settlement process. The Transfer Committee is meeting on April 8-9, 2011 to place these candidates in ministries where their gifts and skills were most needed.

### ***Travel Rate***

The “travel rate” is the rate at which the General Council reimburses General Council staff and elected members for the use of private vehicles for church business. It is also the minimum rate at which pastoral charges are to reimburse ministry personnel for travel.

Prior to 2006, the rate was approved annually by the Executive, or Sub-Executive, of the General Council on the recommendation of the Ministry and Employment Policies and Services Unit. The Sub-Executive, in the spring of 2006, approved the rate for 2007 and directed that in the future the General Secretary determine the rate annually and report it to the Executive.

The travel rate calculation is based on the Treasury Board of Canada’s Travel Directory. The formula is 75 per cent of the average kilometric rate of 13 provinces and territories based on the report closest to January 1st of the year the rate is set for the following year. For 2012, the kilometric rate will remain unchanged and will be \$0.41 per kilometre, which will also be the minimum rate for Pastoral Charges. This is \$0.01 more than what it would be had the formula been strictly followed.

### ***Directions in Response to Bay of Quinte Motions***

In follow up to your directions after receiving motions from the Bay of Quinte Conference, I:

- Met with the President Elect and Executive Secretary of the Bay of Quinte Conference to discuss the investigation report I received after the staff resignations last spring, and learnings from that process; and
- Convened with Conference Executive secretaries, and the Executive Officer for Conciliar Relations concerning roles and relationships.

- Worked on the job description for the Executive Officer, and on a framework for executive secretary positions that is underway but not completed.

### ***Working Group on Israel and Palestine***

In February, I traveled with the Executive's Working Group on Israel and Palestine, two members of the Theology, Interchurch and Interfaith Committee, and the Moderator, to Israel and Palestine. Bruce Gregersen and Chris Ferguson provided wonderful staff support for this group. It was a significant opportunity for us to hear the stories of the peoples of this region first hand, and to witness something of the experience of life there.

The work to prepare a report for the 41st General Council is underway, and is likely to demand considerable time and attention in the coming months.

### ***Staffing Update***

Effective January 2011, David Hewitt joined Maritime Conference as the Executive Secretary.

David Armour accepted the position of Director of Philanthropy, and started in February.

### ***General Secretary's Supervision Committee***

This Committee has met both in person and by teleconference to provide me with oversight, direction, and encouragement, and I am grateful for the role that they play.

At this time my thoughts and prayers are with the Chair, Louise Rogers, she mourns the loss of her husband Jim.

## **Addendum D**

### **Permanent Committee on Finance Accountability Report**

**Origin:** Permanent Committee on Finance

At its March, 2011 and April meetings, the committee:

- Reviewed the draft financial statements for the year ended December 31, 2010
- Received an update on the Mission & Service donations for 2010 and updates on the Foundation and Fundraising initiatives
- Reviewed the performance of the treasury fund investments for 2010
- Adopted the assumptions for the 2012 budget
- Reviewed an approach for extending the 3 Year Plan to 2014
- Received a report on outstanding Loan Guarantees
- Received a report on the Directors & Officers Insurance initiative

### **Draft Financial Statements**

The draft financial statements (subject to audit adjustment) were reviewed by the committee and are included as [Appendix I](#), along with a financial analysis. Full statements will be available at the General Council Executive Meeting.

### **Mission & Service Donations**

The Church's annual fund, known as the Mission and Service Fund (M&S), saw an increase in

gifts for 2010. Year-end total was \$29,760,784, representing an \$836,616 increase (2.89%) over 2009. Three Conferences, Bay of Quinte, Toronto and Alberta and Northwest, exceeded their objectives. Givings to M&S from the United Church Women (UCW) decreased by \$124,649 (6.5%). Givings to World Development and Relief (WDR) decreased by \$105,849 (20.31%).

Much of the increase in 2010 comes from one-time gifts: specifically, an estate gift through a congregation in Alberta and two significant gifts from congregations in Ontario that sold property. The mainstay to date of the fund—gifts from individuals through congregations—decreased in 2010.

### **United Church Foundation**

The Foundation's draw on the Mission and Service Fund for 2010 was not needed and the full amount of \$113,000 was returned to the Church.

At the close of 2010, the Foundation's Board established the Mission and Service Endowment Fund, starting with a \$250,000 donation. The endowment fund will begin providing grants to support the Mission and Service Fund in 2011 and will continue to do so perpetuity. The grant amount in 2011 will be small, \$1,100, but the grants will increase significantly over the next few years as the funds grow and the Fund itself is invested over a longer period.

### **Fundraising Initiatives**

The KMA Consultants' report in September 2010, presented to the General Council Executive in November, encouraged the Church to move forward with its proposed Legacy Campaign but felt that further discernment was needed in the idea tentatively called United Cares.

United Cares is a proposed fund raising initiative to be directed to those outside the Church who may be interested in supporting the work of the church including our special emergency appeals or other social service efforts but are not interested in supporting Church governance or operations. The program could also be directed to internal audiences and specifically those within our denomination who do not currently support the Mission and Service Fund. KMA Consultants have been engaged again to work with the church to test the United Cares idea across the church. Focus Group work is currently underway.

KMA is also working on rolling out the legacy campaign. A revised business plan is now being prepared and resources are being developed.

### **Treasury Fund Investments**

The Investment Sub-Committee is determining the strategy and procedures towards its Responsible Investing policy. It is coordinating with the United Church Pension Plan, which has done a considerable amount of work in this area.

Investments continued to recover in 2010. The total return on investments was 7.3%, slightly under the benchmark of 8.5%, due mainly to a large cash balance maintained earlier in the year that reduced risk, but did not generate much income.

### **2012 Budget Assumptions**

See [Proposal PC-FIN06](#) for the discussion of the budget assumptions, to be kept consistent with the 3 Year Plan adopted in November, 2010.

### **Extending the 3 Year Plan to 2014**

In March of 2009, the General Council Executive endorsed a proposal to transition the programs being funded from the Morrison bequest to the operating budget as follows:

	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015+</b>
<b>Morrison Bequest</b>	100%	100%	75%	50%	25%	
<b>Operating Budget</b>			25%	50%	75%	100%

The proposal assumed that at the end of 2014, the Morrison bequest would be effectively exhausted, with any remaining amount being necessary to form part of the minimum required reserves.

The current three year plan from 2011 to 2013 has followed this proposal. As the plan is advanced to cover the years 2012 to 2014, another 25% of programs funded by the Morrison bequest needs to be included.

As part of the planning for 2014, management will revisit the proposal made in 2009 with the benefit of the actual recent experience and re-evaluate the ability of the Morrison bequest to continue supporting these programs as well as re-forecasting the programs.

One potential upside to this forecast is that some significant new financial initiatives are underway, but have not been reflected in revenue. For example, the legacy campaign, the United Cares, and People in Partnership and other initiatives could increase revenue.

Management will forecast the impact of these initiatives and present a range of options to the fall meeting of the Permanent Committee on Finance.

### **Loan Guarantees**

Symons Valley was as an experimental loan guarantee approved by the Permanent Committee on Finance and the Executive in 2007 to cover a \$3.1 million bank loan in Calgary. The loan has been paid down to \$2.7 million, but the loan covenants are expected to be breached in 2011 as previously advised. Local discussions with the Royal Bank of Canada, the primary lender, and other possible financing sources are proceeding quite well. The General Council Office is expected to be called on to help fund this congregation as was originally envisioned, but has refused a request to assume the full loan. Calgary Presbytery is scheduled to meet with Royal Bank of Canada again in early March. They expect to achieve an acceptable loan structure with Royal Bank of Canada such that the General Council Office can extend the guarantee. Calgary Presbytery is also in preliminary conversation with a few dying congregations which may yield asset sales. They are also considering levies for new church development. The General Council Office, through Mission Through Finance, expects to be part of the solution.

All other loan guarantees comply with Permanent Committee on Finance approved policy and are in very good shape with loan repayment on or ahead of schedule.

## **Insurance**

The introduction of an umbrella Directors & Officers liability program to cover all congregations automatically has been very well received and has generated considerable positive energy and goodwill.

Efforts to expand the national general insurance program are hampered by the 20% rate increase and competitive pressures. The results are being closely monitored.

## **Appendix I - 2010 Financial Analysis**

### **Revenues**

- **M&S Donations** - \$29.4 million (including the contribution by United Church Women) were under the publicly announced goal of \$30.2 million, but very close to the budget of \$29.8 million.
- **Investment Income** – At \$7.6 million, Investment income is lower than the \$8.2 million earned in 2009, but it represents a respectable 7.3% return as reported by the investment managers. A 5% average rate is used for budget purpose.
- **Retail Sales** of \$2 million are down from \$2.3 million last year. The net sales of \$1.2 million, after subtracting the cost of the resources sold, are slightly over the budgeted net sales of \$1.18 million.
- **Group Insurance** premium receipts of \$17 million and payments of \$15.9 million, along with the associated human resources expenses go to the group insurance reserves and do not affect the operational budget. See below.
- **Legacies** – The \$3.6 million in legacy gifts were well ahead of the \$2.4 million budgeted to be transferred into the operating budget and offsets the decline last year when only \$1.6 million was recorded.
- **Donations** - \$5.5 million was received in unbudgeted donations designated for specific purposes, such as responding to international disasters, the top three being:
  - \$3,100,000 for Haiti
  - \$911,000 for Pakistan
  - \$197,000 for the Dondi project, a men's ministry fundraising effort for a school in Angola
- **Other Revenue** - The \$7.8 million includes a receipt from Manulife of \$3.4 million as a refund (\$0.9 million) with interest (\$2.5 million) of money lodged with them as a security deposit in 1994 for employee benefits payments they made on behalf of the United Church and its congregations. This money will benefit all of the payrolls across the country by absorbing future cost increases in employee benefits.
- Also in other revenue is \$1.2 million for the net proceeds from the sale of the former Bamfield United Church site on Vancouver Island. This money will go to the Real Property fund used to support national properties across the country.
- Finally, there is \$3.1 million for payroll and other charges incurred on behalf of other

entities, such as the Pension Fund.

- **Conclusion** – The revenue assumptions used for the current three year plan were based on forecasted 2010 results. Based on the above, they continue to be valid.

## **Expenses**

- **Grants** - \$24.4 million. The budget for grants to global/local partners, mission support, Conferences and theological colleges was \$18 million. An additional \$1.4 million was funded by the Trusts & Endowments. The remaining \$5 million was spent from funds raised for specific purposes, including:
  - \$2,450,000 to Haiti
  - \$ 322,000 to Pakistan
- **Staff costs** – The \$16.3 million breaks down as follows:
  - \$13.7 funded by M&S budget
  - \$1.0 funded by Morrison and Reserves
  - \$0.7 overseas from justice programs budget
  - \$0.8 termination accrual and 1 time payments
  - \$0.1 transitional short term staff

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  - \$16.3
- **Travel & Meetings** – The \$2.3 million includes both governance meetings and program meetings. The \$3.7 million from 2009 includes \$1.3 million for the General Council, leaving \$2.4 in comparable travel. We are actively cutting expenses in this area in 2011 by reducing the number of face to face meetings and the size and number of committees.
- **Office** – The \$3.9 million is over the \$3.6 million budget and consistent with the \$3.8 million spent in 2009.
- **Professional Fees** – \$3.6 million as compared to \$3.2 million in 2009. The major components of this expense relate to the pension: Morneau Sobeco fees \$1.2 million, Mercer \$162,000 and investment support \$177,000. On the church side, the biggest items are legal fees of \$418,000 and freelance writers at \$268,000. The legal expenses are approximately \$150,000 over budget. As legal fees are likely to remain high, a solution to fund the additional fees is being explored for 2011.
- **Property and Insurance** - \$329,000 of the \$1.0 million relates to repairs on national properties, funded by the Real Property fund. The remaining amount is comparable to last year.
- **Other Expenses** – In 2009 there was a provision against congregational loans of \$2.7 million. No additional provision was required in 2010.
- **Conclusion:** With the exception of the termination and legal costs, the expense assumptions for the three year plan continue to be valid.

## **External & Internal Financial Statements**

- Reconciling the external financial statements, which need to conform with Canadian accounting standards, to the internal budget is complicated for the following reasons:

### **Reserve Transfers**

- The internal statements transfer amounts from the reserves, trusts and endowments as the associated work is done. For example, an amount given to the church for work with

senior citizens will sit as a trust until an approved senior citizens project is started.

Transfers can go the other way as well. For example, the church sets aside a third of the cost of the General Council meeting each year in the budget. This amount is then transferred to a reserve to be used in the General Council year. This transfer is not recognized for financial statement purposes.

### **Investment Income**

- Investment capital gains and losses fluctuate, but the need to fund church programs remains constant. To allow funding to continue, even in years where capital losses are recorded, the church averages investment capital gains and losses over five years in the budget. In addition, only realized gains and losses are used. A similar approach is used with legacies. The external financial statements record gains and losses as they happen and restate the investments to include unrealized gains and losses.

### **Program Expenses**

- Internal statements have also been organized differently, for example, they include a program line. Program expenses include travel, professional fees, resources and staff costs of a programmatic nature.

### **Harmonization**

- Finance continues to harmonize these two different views of the church's operations so that the reader can compare the internal and external statements.

### **Group Insurance Reserves**

- The Group Insurance Reserve 2010 closing balance is \$9.9 million plus the \$2.5 million refund from ManuLife for a total of \$12.4 million. There have been questions about the appropriate level of this reserve as it appears to keep increasing.
- Apart from the ManuLife refund, the reserves decreased in 2010. When the expenses incurred by the church of \$2.2 million are added to the \$15.9 million in payments, there was a net expense of \$0.9 million in 2010. This draw down will accelerate in 2011 because Long Term Disability and Restorative Care plan premiums were not increased despite increased cost to provide and the pensioner group health increase was limited to 7%, 3% being absorbed by the reserve.
- The industry standard is to keep 3 months of costs in reserve. The UCC has held six months in consideration of the potential for volatility in LTD, RCP, and pensioner group health and dental liabilities. Six months is \$8 - 9 million.
- Going forward:
  - Review 5 year reserve trend;
  - At least quarterly report on reconciled financials on the reserve;
  - Seek industry opinion on appropriate reserve to be held;
  - Hold any excess funds to cushion future premium increases.

### **Addendum E**

#### **Permanent Committee on Governance and Agenda Accountability Report**

**Origin:** Paul Stott, Chairperson

The committee has met twice since the November 2010 Executive of General Council meeting, once in person and once by conference call.

Evaluation of November 2011 Executive of the General Council Meeting

The committee continues to spend substantial meeting time reviewing evaluations of Executive of the General Council meetings with the goal of improving the meeting experience for all members, and improving the quality of the work that we do as an executive. We were pleased that the changes to the workbook, both in content and electronic distribution format, were very well received. There is still room for improvement, particularly with respect to cross referencing reports and proposals, and staff will work on that. Unfortunately the tight time frame between receipt of workbook material and the mailing date makes it difficult to do a “perfect” job, although that is always the goal.

Concerns were expressed around the time with the Moderator being scheduled at the end of a long day. At the May Executive of the General Council we plan to meet over coffee and dessert in order to shorten the overall time spent. Most respondents felt that time allocation was good, with an exception being time on governance education. For the governance education time at the May meeting we have arranged for an outside facilitator to help us examine the roles of the courts in our conciliar structure, looking at what “identity and connection” mean to us.

There were several technical “glitches” during the meeting relating to sound and connecting to a remote presenter. The staff is working to ensure that the technology is fully tested prior to the meeting time, and that time is not wasted on making technology work properly.

I cannot stress too much the importance of your evaluations. We read the statistical summaries and your detailed comments, and work hard to address the issues raised. The fact that the overall satisfaction levels are increasing is an indication that your feedback is allowing us to plan better meetings.

General Council 41 Planning

Since the General Council Planning Committee was scheduled to meet after our face to face meeting, much of the work we did was proactive rather than reactive. We offered our assistance to the General Council Planning Committee, particularly around issues of planning for handling the business of General Council 41. Since Nora Sanders, Stéphane Vermette, and Mardi Tindal sit on both committees, and Karen Smart staffs both committees, there is a clear line of communication through which information and advice can pass. Paul Stott agreed to meet with the Presidents-elect/Speaker-elect of Conferences at their March meeting to discuss the planning of General Council 41. This meeting has occurred, and proved productive in that a number of issues were raised, and useful ideas offered. Much of the discussion focused on business being appropriate to the responsibilities of the courts within our conciliar system. Since some commissioners will be elected by Conferences this year, it was agreed that a letter of invitation should be sent by the Moderator as soon as possible. We expect that as we get closer to General Council 41, the committee will be spending additional meeting time in coordinating with the General Council 41 Planning Committee.

### Simplification of Procedures and the Manual

We met with Alan Hall and Cynthia Gunn to hear an update on the work of this project. We are expecting to receive proposed Manual changes for review prior to the May meeting of the Executive and expect that the Executive will receive an update at that time. This is a highly complex process, which will require significant work, particularly by our committee and the Permanent Committee - Ministry and Employment Policies before it is brought to the Executive for decision making. However significant progress is being made, informed by input from across the United Church, and we are optimistic that the result will be procedures and a Manual that are much more effective and user-friendly.

### Membership in The United Church of Canada

Preparation for the study on Membership continues. A position paper on membership is being created to lay out polity, practices, history, theology, what other denominations do and suggestions from the simplification study. Each section is to be a maximum of two pages. The paper is to be ready by April, 2011. It will be circulated over the summer with responses requested by the end of the calendar year, so it will be ready for the March 2012 meeting of The Executive of General Council.

### Commissioners to General Council

The committee dealt with three matters relating to the number of commissioners, which were not clear from the manual. General Council 40 (2009) modified Manual section 423 (a) (vii) to set the total number of commissioners elected by the conferences to 298. However section 423 (a) (viii) sets the minimum number of commissioners from any conference to 12. When the formula given in section 423 (a) (vii) is applied and minima are applied, the number of commissioners rises to 312. Our committee decided that the will of General Council was to keep the number at 298, necessitating reducing the number of commissioners from the remaining conferences having more than the minimum number. The committee recommended a formula for the reduction to the General Secretary, General Council, and requested her to make the decision and inform the Conferences.

Section 501 (g) of the Manual specified that 10 members of the Executive of General Council (other than Conference representatives and the Permanent Committee chairs) be ex-officio commissioners. There are now 16 members of the executive, rather than 10, that fall into this category. It was agreed that the 10 positions for the 41st General Council (2012) would be filled through the nominations process from among the eligible members of the executive.

Section 501 (i) of the Manual provides that the persons elected by the Conferences to the Executive of General Council be ex-officio commissioners. Each Conference has a newly elected Executive member, one in the middle of their 6 year term, and one retiring member. The committee determined that the newly elected member and the one in the middle of their term would be the ex-officio commissioners.

The commissioners from the Permanent Committee Chairs will be the serving chairs, as they will report, not the incoming chairs.

The committee will develop a proposal for General Council 41 to remove the lack of clarity from the Manual.

### Miscellaneous Governance Issues

Following the direction of the Sub-Executive of the General Council ([2011-01-10-124](#)), the committee began a consultation with the General Secretary, General Council relating to matters of conciliar governance raised by staffing problems experienced in Bay of Quinte Conference. It was a productive consultation which raised and illuminated issues that both the committee and the General Secretary will be dealing with in the future.

The committee agreed on a recommendation to modify Governance Policy 1.10 (Delegated Authority), to bring it into conformance with the updated Manual.

The ongoing discussion of the role of volunteers, and whether that role should be defined in policy, continued. This item stills needs further clarification before any action is taken.

Committee staff, Karen Smart, reported on minor updates to the Governance Handbook that were made to reflect decisions of General Council 40 (2009), work in process, and upcoming work.

The committee discussed the issues raised by the Nominations Committee at its November 2010 meeting, regarding the expertise requirements of non-specialist members of the Pension Board. After this discussion, the committee chair, Paul Stott, participated in a discussion which included the General Secretary, General Council and the chairs of the Nominations Committee, the Pension Board, and the Permanent Committee – Finance. As a result of this meeting, an amendment was formulated to section F of the Pension Board Terms of Reference (Board Member Selection Criteria and Appointment Process). This amendment was then enacted by the Sub-Executive of General Council ([2011-02-15-128](#)). The decision to take this proposal to the Sub-Executive was made to facilitate re-appointments to the Pension Board, which would otherwise have been further delayed.

### Committee Membership

The committee reflected on its work up to this point in the triennium, and the issues currently before it. It became clear that while the committee as currently constituted can carry out its mandate related to General Council Executive agenda, it is not able to deal in an effective and timely manner with all the governance issues that come before it. The committee currently has six members; the chair, two elected members from the Executive, and three ex-officio members- the Moderator, General Secretary and Chair of the General Council Planning Committee. Of these six, only the first three named have time to undertake significant committee work between meetings, with the chair somewhat limited by other administrative tasks related to the position. It has become apparent the governance issues, which often require extensive research followed by careful policy formulation, are not being accomplished as effectively as our mandate would require. Thus we are presenting a proposal to increase the size of the committee by two positions, an additional elected member of the Executive, and a Conference Executive Secretary.

The committee will endeavour to do our work in such a way, using electronic communication where possible, that the increased costs will be minimized. It should be noted that our committee expenses are currently under budget.

Respectfully Submitted,  
Paul Stott, Chairperson  
On behalf of the committee

**Committee Members:**

Shirley Cleave	Charles McMillan	Nora Sanders
Paul Stott	Mardi Tindal	Stéphane Vermette
Karen Smart (Staff Resource)		

**Addendum F**

**Permanent Committee on Ministry and Employment Policies and Services Accountability  
Report**

**Origin: Tracy Murton, Chairperson**

**Introduction**

Effective Leadership and Healthy Pastoral Relationships has been the focus of the Permanent Committee on Ministry and Employment Policies and Services in a concrete way over the last six months. As the analysis of the results from the Collaborative Research Project begins, it is clear that this focus is both warranted and timely. An exploration of the preliminary data suggests that the support of our ministry personnel both personally and professionally continues to be an important issue for our church today. These voices from across the church support the direction of the Executive of the General Council last May, and focus the work of the Permanent Committee on prioritizing recruiting, identifying, and supporting ministry personnel, while continuing to affirm the importance of congregational ministry.

The Permanent Committee has met twice by regular conference call, and experimented in January with two ninety-minute meetings by Conference Call over two days. The Permanent Committee met in person most recently on March 24-25, 2011 to explore a number of pieces of work. Included in our meeting were conversations with Peter Short regarding the ways in which The United Church of Canada supports its military chaplains, Michael Blair regarding the challenges and opportunities inherent in the adaptation of pastoral relationship policies and practices for the Intercultural Church, and David Armour, regarding the exciting work happening with philanthropy in the church. The staff resources for the diverse range of work that the Permanent Committee is engaged in are broad and abundant. We continue to challenge ourselves to be creative with the means by which the work gets accomplished, while still attending to the need to make decisions that are grounded in our tradition and guide us toward a greater wholeness as a church.

To that end, a number of pieces of work are in front of the Executive of the General Council at this meeting for reflection and consultation. The final report of the Working Group on Isolation in Ministry is the culmination of at least nine years of work, in various forms, aimed at

supporting and enabling our ministry personnel. The work of the Ministry Compensation Task Group is complex and challenging, and the issues raised for this meeting for consideration are part of that complexity. Finally, updates on all of the other pieces of work that the Permanent Committee is involved in are included below, at various stages of completion, for your information.

## **Reports on Steering, Task and Working Groups of the Permanent Committee**

### ***Steering Group on Candidacy Pathway***

Material was developed and sent to the three conferences participating in the pilots: British Columbia, Manitou and Bay of Quinte. The expectation is that the pilot will begin September 1, 2011 and that a progress report will be received at the end of December, 2011. Given that the Candidacy Pathway is a minimum five year process, it is unlikely that a final report will be available for the next General Council.

Conference Board members are to be appointed and ready for a training event to be held in June, 2011. Elliott Clarke and Associates have been contracted to provide the training in order to ensure consistency in assessment of candidates across the three pilot conferences. The Steering Group is encouraging the pilot conference planning teams to be creative and innovative as they develop the seven policy directions in the pathway.

### ***Ministry Compensation Task Group***

The Task Group continues to research, explore and build policy around the comprehensive salary, clergy couples, those living in remote and high cost areas and a redesigned salary structure. Since the last report to the Executive of the General Council, the Task Group has had two teleconference meetings and one meeting at the General Council Office. The primary focus of the meetings has been on clergy couples and the development of a redesigned salary structure.

To understand the inequities to clergy couples related to the impact of the Clergy Residence Deduction (CRD) on net income, the Task Group explored several scenarios. Although it was clarified that in certain situations ministry personnel in a clergy couple were not able to claim their full Clergy Residence Deduction amount, the Task Group found that there are many extenuating factors that can affect net income. Subsequently there is no one easy solution that fits all scenarios. The Permanent Committee reviewed the issue in January and recommended that it be brought to the Executive of the General Council for input, conversation and feedback.

A significant period of time has been dedicated to developing a redesigned salary structure and exploring different compensation models. The Task Group narrowed their focus to two preferred models and presented them to the Permanent Committee on Ministry and Employment Policies and Services for their feedback. The Permanent Committee expressed support for one model and recommended that the model be brought to the Executive of the General Council for input, conversation and feedback. These two issues are explored in the documentation found in the [Ministry Compensation Task Group Report](#).

The Task Group has reviewed the preliminary data from the Collaborative Research Project, and will continue to assess the recommendations and policy directions once the project is complete. The guiding principles for a compensation model reported to the Executive of the General

Council in November were affirmed in the preliminary data and are therefore forming the foundation of the models moving forward. A final report is anticipated for spring 2012.

### ***Diaconal Ministry Working Group***

During the January Conference Call meeting, the Permanent Committee continued its conversation regarding the United Church Recognition of Diaconal Ministry from General Council 40. This included the need for a fuller integration of the two ministry streams, more connection with the General Council, updating the resources providing education and promotion about diaconal ministry, and identifying ways that the distinctiveness of diaconal ministry can be communicated through electronic media.

In March, the Permanent Committee approved the terms of reference for a Diaconal Ministry Working Group whose mandate is to:

- consult with diaconal ministers and the Diakonia of the United Church (DUCC) to determine the most appropriate mechanism to specifically support and encourage diaconal ministry within the life and work of the church;
- report on the historic and current practice of diaconal ministry in the United Church;
- make recommendations related to the future directions for diaconal ministry within the United Church.

This working group will begin its work shortly, and will present a final report to the Permanent Committee in January 2012.

### ***Task Group on Disability Policies and Procedures***

This Task Group has been formed to review the current provisions of *The Manual* concerning disability. The review will clarify the obligations of ministry personnel and, where applicable, their pastoral charges when ministry personnel are seeking or are on restorative care, long term disability, or Total and Permanent Disability. Meeting online in March, the task group began to formulate a policy statement and identify the main procedural concerns. In April, the task group consulted with the current disability management service provider to identify some of the strengths and weaknesses of the Restorative Care Plan. By the fall of 2011, the task group will present a clear and thorough policy statement on disability to the Permanent Committee for consideration for proposed inclusion in the by-laws of *The Manual*, and will formulate procedures to support the policy.

### ***Working Group on Isolation in Ministry***

This Working Group completed its mandate, and presented its final report to the Permanent Committee in March. This report is before the Executive of the General Council for input, conversation and feedback, and can be found on [page 139](#) of this docket. The recommendations from this report will be included in a broader vision of the work of pastoral relations to come before the Executive in November.

### ***Steering Group on Oversight and Discipline***

The Steering Group on Oversight and Discipline of Ministry Personnel has been meeting by conference call and in face-to-face meetings since September of 2008. At the March meeting of the Permanent Committee, the steering group presented a series of recommendations for

information and consideration. The purpose of this presentation was to ensure that the steering group is moving in a direction consistent with new policy development.

The Permanent Committee supported the direction of the steering group, offering wisdom and requesting some clarity of language and meaning. Some of the recommendations of the Steering Group on Oversight and Discipline overlap with those of the Steering Group on Pastoral Relations Policy Review. Specifically, the recommendation that the Ethical Standards and Standards of Practice be foundational to the policies, that the policies seek to maintain role clarity of staff positions and lay member committees, that regular annual reviews be part of every pastoral relationship, and that paid accountable personnel support Oversight and Discipline processes. Specific to Oversight and Discipline policies, the steering group recommended that oversight policies clearly distinguish between fitness for ministry leadership and a good match between a minister and a pastoral charge. Further, the steering group recommended that, when evaluating fitness for ministry leadership, policies enable a distinction between a ministry personnel's suitability for ministry and illness. The steering group also felt strongly that there was wisdom in retaining an outside investigator as part of the process for formal discipline policies.

Once the final data from the Collaborative Research Project has been received and analyzed, the steering group will assess the consistency of these recommendations with the opinions heard from across the church, and further policy directions will be developed. It is hoped that these policy directions will be presented to the Permanent Committee in September, to the Executive of the General Council in November, and a final report completed by January 2012.

### ***Steering Group on Pastoral Relations Policy Review***

The Pastoral Relations Policy Review Steering Group is aiming to bring a report with recommendations for changes to pastoral relations policies and new policy directions to the Permanent Committee in September of 2011 and to the Executive of the General Council in November. In an effort to meet this goal, the steering group recently presented a series of directional recommendations to the Permanent Committee. The Permanent Committee offered feedback and wisdom, requested clarity, and supported the direction in which the steering group is moving with policy development. As indicated above, some of these recommendations overlap with the work of the Steering Group on Oversight and Discipline. The full directional recommendations of this steering group have been outlined in the General Secretary's reporting on work related to "Planning for a Future Grounded in Faith and Action."

This steering group is also waiting for the final data from the Collaborative Research Project to be received and analyzed in order to assess the consistency of these recommendations with the opinions heard from across the church.

### ***Steering Group on Recruitment***

The Steering Group on Recruitment is working on the integration of the recommendations of the Task Group on Demographics related to 'intentional steps to attract ministry personnel', 'a national recruitment strategy', children, youth and young adult and camping', and, 'articulating the call to ministry within the congregational setting'. The Steering Group acknowledges both the barriers and benefits of the vocation of ministry and recognizes the importance of reaching a

young new diverse group of leaders by having a significant web and social media presence. The ongoing work is a combination of building the foundation - ‘preparing the soil’ - to cultivate a culture of call and vocation in the church, and designing and animating opportunities and events – ‘scattering seed’.

The steering group has been meeting by conference call and at the General Council Office, and will be using the data from the Collaborative Research Project to inform its recommendations. A final report is anticipated spring 2012.

## **Other Work**

### ***Collaborative Research Project***

The focus of Effective Leadership and Healthy Pastoral Relationships forms the foundation of this project, aimed at seeking input from ministry personnel and lay leaders across the church. The four groups participating in the Project, Ministry Compensation, Oversight and Discipline of Ministry Personnel, Pastoral Relations Policy Review, and Recruitment, have all received copies of the preliminary data as of February 15, 2011. The Permanent Committee received a summary of this data for information at its meeting in March. The final results are anticipated in early May, and an updated summary will be distributed to the Executive at the meeting. A full report to date is found on pages [132 and 133](#).

### ***Economic Adjustment (Cost of Living 2012)***

The yearly economic adjustment is determined by a formula established by the Executive of the General Council. That formula determines the economic adjustment to be 1.8% for 2012. The Permanent Committee confirmed this increase, and clarified that this formula is applicable to the Pastoral Relations system only.

### ***Pastoral Charge Payroll Service Administration fee***

The Permanent Committee received a report in September, 2010 regarding the estimated costs associated with producing an invoice for ministry personnel and lay employees not currently enrolled in the Pastoral Charge Payroll Service and agreed to continue to monitor the situation. At its recent meeting, the report to the Permanent Committee confirmed these costs, and included a request from the Pension Plan Advisory Committee to re-visit the decision regarding levying an Administration Fee to recover those costs. The report can be found on [page 160](#) and a proposal regarding this issue is found at [MEPS 22](#) (page 226).

### ***Demographics of Ministry Personnel***

The recommendations of the Steering Group on the Demographics of Ministry Personnel that were adopted by the Executive of the General Council in November have been distributed to the various groups designated within the proposal. The Permanent Committee requested that a progress report be provided to each meeting in order to ensure that the directions continue to move forward. At its March meeting, it was reported that both staff and elected member groups across the General Council structure have received copies of the report and are incorporating the directions into their work.

### ***Transition to the New 3<sup>rd</sup> Party Administrator, Aon Hewitt***

The Permanent Committee received a report regarding the movement of the administration of the

pension and group benefits plans from Morneau Sobeco to Aon Hewitt effective July 1, 2011. The transfer of all data, processes, documents, outstanding case files, outstanding balances, etc. fully tested for about 10,000 users necessitates a six week blackout period beginning May 16<sup>th</sup>. Plan members have been told through one-on-one conversations and through the newsletter *Connex* that if they want a change made to their record before July, the paperwork needs to be received by Morneau Sobeco by the end of April. The new service provider was, originally, Hewitt Canada. Last November, Hewitt merged with Aon to become Aon Hewitt.

### **Closing Comments**

As the pressure of the approach of General Council 41 mounts, the volume of work continues to increase in an attempt to respond to the concerns and suggestions expressed by this United Church of ours. We are excited by the work that is before the Permanent Committee and feel affirmed by the strength of participation in the Collaborative Research Project by both ministry personnel and lay leaders in our congregations and presbyteries. This time in the church and in our world is filled with change and uncertainty. We are diligently and faithfully striving to support this journey as a church, moving forward with hope and anticipation for the gift of the unknown.

I want to extend my appreciation to the Ministry and Employment Unit staff for their support and attention to the work of the Permanent Committee, and especially in the development of this report. In addition, I want to highlight the faithful leadership offered by the members of the Permanent Committee. Each member also serves on at least one of the Task/ Steering/ Working Groups listed here, which calculates into no small offering of time and gifts to the work of the church. Finally, I want to acknowledge the other volunteers serving on these groups who are not members of the Permanent Committee. This input from the broader constituency of The United Church of Canada helps us to make decisions and recommendations that are rooted in the communities that we serve. We are grateful.

At this time, I would like to recognize the work of Gail Franklin who has indicated her intention to retire at the end of June. In addition to functioning as the administrative support to the Executive Officer, Gail has patiently and competently resourced the Permanent Committee and many of its groups for the last eight years, assisting with logistics, note-taking and report writing. She has ably shepherded two different Executive Officers, two different Permanent Committee chairs, three different incarnations of the Permanent Committee, and countless unit name changes. We shall miss her attention to detail, sense of the history of the work of the Permanent Committee, care of our individual needs (however quirky they might be), and the sense of humour with which she approaches the work. We wish God's blessings and peace for her in this next transition in her life.

### **Recommendation**

That the accountability report of the Permanent Committee on Ministry and Employment Policies and Service be received for information.

### **Submitted by:**

Tracy Murton,  
Chairperson, Permanent Committee on Ministry and Employment Policies and Services

**Members for 2009-2012:**

Tracy Murton (Chair) (GCE)  
Donna Bowman-Woodall  
Harry Brown  
Marion Carr  
Jack Spencer  
Gordon Staples

Tracy Fairfield  
Wayne Flewelling  
Lynda Gow  
Linsell Hurd (GCE)  
Erin Sterling  
Alan Hall (staff resource)

Bill Rogers (GCE)  
Eleanor Scarlett  
Neville Smith

**Addendum G**

**Permanent Committee, Programs for Mission and Ministry Accountability Report**

**Origin: Christine Williams, Chairperson**

The Permanent Committee, Programs for Mission and Ministry will not bring any items for decision to this meeting of the Executive, but will report for information on a number of significant initiatives in progress.

**Intercultural Task Group**

The work of the Intercultural Task Group, established by the Executive on 2008, is nearing completion. The Task Group is composed of representatives from the Aboriginal, Francophone, Deaf and Racialized minorities and majority communities. The task group will formally end its work in December 2011 in a report to the Permanent Committee, Programs for Mission and Ministry and through the Permanent Committee to the Executive. It is expected that the report will challenge the church in moving forward with its commitment to becoming intercultural and contribute to consideration of identity issues at the 41<sup>st</sup> General Council.

Themes that have received focused work within the Task Group are social class, polity, intercultural theologies, intercultural intergenerational understandings, justice issues and cultural empire. The Task Group has also asked the church (through the Executive of General Council) to undertake work on its core values in preparation for the receiving of its report.

**Identity and Vision Survey**

The genesis of this survey came initially from a proposal from the Interculturalism Task Group to engage the church on its core values. As the church lives out its commitment to becoming an intercultural community, what are the core values of the church that are non-negotiable? What aspects of our identity make us who we are and should not be given up in the transitions we face into the future? A second issue identified by the Task Group was the need to understand how minority peoples participate in the church. In addition the survey presented an opportunity to explore a number of funding issues related to Mission and Service Fund and the proposal for a new fund raising mechanism.

A research firm, Jane Armstrong and Associates, has been commissioned to develop a sampling survey of 200 pastoral charges across the country to get a snap shot on these issues. This will be an invitational survey to members of the selected congregations. There will be over sampling of the populations of Ethnic, Aboriginal, and Francophone communities. Statistical analysis has been used to identify the congregations for the survey. It is expected that results will be available in the early fall and will contribute to shaping the processes on identity at the 41<sup>st</sup> General Council.

**Covenanting For Life**

In adopting **GC40 2009- 104** the General Council directed the Executive of General Council to: “develop and implement a program that fosters a vocation for living faithfully in the midst of empire and engages all the people and the courts of the church and, to report to the 41<sup>st</sup> General Council 2012 with a plan of action concerning both the proposed Covenant and the means by which the United Church can continue its transformation as a people who seek to live faithfully in the midst of empire.”

The Covenanting for Life Task Group of the Permanent Committee, as part of its preparation in developing a report for General Council 41, will invite the Executive at this meeting to participate in a short workshop and to provide feedback on the process and content of the material. The final report of the Task Group will be to the PCPMM meeting in January 2012 and to the Executive in March.

**Church Closing and Property Issues**

The Permanent Committee, Programs for Mission and Ministry has initiated a conversation on church closings, sale of properties and the distribution of the assets. Central to this concern is the reality of increasing numbers of amalgamations and the capacity of the larger church to assist congregations in this process. The Committee identified the need for tools that provide assistance in downsizing and amalgamation decisions. A significant concern as well, is the need for national and regional strategies concerning church properties. How can the General Council assist Conferences and Presbyteries in identifying strategically important congregations where a United Church presence should be maintained? What resources might the church develop that measure the viability of a congregation, beyond simply financial.

**Church Council on Theological Education**

The United Church of Canada is a founding member of the Churches' Council on Theological Education (CCTE) and the Council's primary funder. Over the past few years proposals have been underway for changes to the working of the Council. These proposed changes seek to repurpose the Council from being a grant-giving organization to one that organizes annual conferences for the community of ecumenical theological education. It is also proposed that the governance of the Council be simplified, and the size of its Board be substantially reduced. The Permanent Committee has approved these changes.

**Partnership Task Group**

Following the report on the Review of Global Partnerships received by the Executive in 2008, the Permanent Committee appointed a Partnership Review Task Group (Canadian) to review what constitutes domestic partnerships across The United Church of Canada. The Task Group believes that a distinctive expression of the identity of the United Church is found in the extent and manner of its partnerships in Canadian society. As the church changes into the future, a critical question will be its capacity to maintain these partnerships, but also to reflect on the priority of this expression of engaging in God's mission.

**Working Group on Resource Extraction and Responsible Investment**

The Permanent Committee has established a Working Group on socially responsible investment issues, particularly, but not exclusively, related to resource extraction. Its purpose is to deepen the questions, identify policy gaps, and to facilitate the fulsome and integrated programmatic response of the United Church. The Working Group will seek to:

- provide theological and ethical reflection on guidelines and criteria for ethical investment, particularly, but not exclusively, in the resource extraction sector (building on existing policies)
- assess current policies; conduct a consultation process to identify policy gaps and develop policy recommendations and implementing guidelines on socially responsible investment particularly, but not exclusively, in the resource extraction sector
- assess current practices and as needed recommend steps to implement socially responsible investment resolutions and guidelines
- identify opportunities for church actions that support advocacy work on such things as corporate accountability and resource extraction in the church and in society
- encourage and find ways to integrate and coordinate the various works of the church related to socially responsible investment, and the adoption of socially responsible investment guidelines by all units and the General Council Office, particularly as related to resource extraction
- identify and address the challenges related to the adoption of The United Church of Canada socially responsible investment criteria by all units and courts of the church, and study and review the concept of “fiduciary responsibility” which includes social and environmental responsibility criteria

The membership of the Working Group is drawn from the elected membership of the Program Committee, Partners in Mission Unit-Wide Committee, the Permanent Committee, Finance Committee, the Permanent Committee, Ministry and Employment Policies and Services, and the Aboriginal Ministries Circle.

### **Trans/Gender Task Group**

The Trans/Gender Task Group has been functioning for approximately the past year with a report due to the Program Committee in January 2012. While the Task Group is exploring strategies for “awareness, acceptance, integration and celebration” of trans/gendered people in the United Church, it is also preparing recommendations concerning trans/gendered ministry personnel and congregations.

### **Camping Task Group**

The Camping Task Group submitted its final report to the Permanent Committee in March. It offered the following recommendations to facilitate the national identity of United Church camps, and the work of connectionality among camps and the wider church:

1. Adoption of the following statements as a guide to the work of camping ministries:
  - Vision Statement: *We are not alone, we live in God’s world. We believe in people, nature, experiencing community, and spiritual nurture.*
  - Mission Statement: *Through ecological, societal, communal, vocational, and spiritual leadership, United Church camping provides opportunities for all ages to grow in faith while experiencing nature and community.*
2. Facilitation of the development of a National Camping Network;
3. Continuation of the oversight work of camps in terms of Duty of Care;
4. The continuing facilitation of *Connections*, the triennial national camping conference;
5. Facilitation of the *Guiding Principles for Faith Formation at Camp*, in an effort to provide consistency and guidance to camps in developing faith formation programming, with continued oversight from Conference;
6. Continuation of partnerships with presbyteries and Conferences to assist the ongoing work of national identity and connectionality among camps and courts of the church.
7. Moving the Camping Trust Fund to The United Church Foundation.

The Permanent Committee received the report and will continue to explore issues related to it. Of key concern is defining the appropriate role of the General Council Office in relation to church camps. The General Council Office does have responsibility for accreditation and related duty of care processes. In addition the Committee is exploring the following:

- consistency of faith formation programs across camps
- insuring that camping is appropriately placed within a strategy for youth ministry
- facilitating conversation between camp leaders
- assisting in advising of disbursement of funds from sales of property
- helping with the process of camp closures

The Permanent Committee is also exploring: How many camp properties can the United Church sustain into the future? Should this be determined solely on a regional basis, or is there a need for a larger national strategy? Would a national consultation be helpful and possible at this time? What is the financial situation of church camps across the church?

### **Immigrant Church Working Group**

A Working Group of the Permanent Committee is exploring a framework for the relationship between The United Church of Canada and other (global) denominations. An example of this is the Ghanaian Methodist Church which has a number of congregations in Canada, and one in particular directly connected with Toronto Conference. Work is underway to clarify the nature of this particular relationship, but other possibilities are emerging, and it is recognized that a more general framework is necessary. The working group is exploring the development of the concept of “Associate Relationship.” It would be a means of engaging in God’s mission together with other denominational agencies in the world who are establishing congregations or ministries in Canada and seek to relate to the United Church in the Canadian context. The covenant of association would be between denominations and not congregations. The Working Group and the Permanent Committee will continue work on the concept.

### **Accreditations**

The Permanent Committee approved a number of recommendations for accreditations for Camps, Community Ministries, and Seniors Homes at its meeting in March. With the formation of the Communities in Mission Unit-Wide Committee it chose to delegate to that committee responsibility for these accreditation decisions.

### **Accreditation for Educational Centres**

In consultation with the Directors of the Education Centres, the Program Coordinator – Duty of Care and Incorporated Ministries and the Unit Wide Committee a revision of the accreditation process for Educational Centres was completed. The revisions were intended to simplify language, and make the document consistent with Duty of Care requirements.

In reviewing the Accreditation guidelines for the Educational Centres, the Communities in Ministry Unit Wide Committee recognized that the Educational Principles of the United Church of Canada (*Manual Section 242*) found in the Appendix to the document was an expression of ideals towards which the church was aspiring. It also acknowledged that the principles would need to be changed from time to time. The committee proposed adding “Intercultural diversity, including racial and gender equity” and “Linguistic accessibility” to the criteria. Whether this will be incorporated into the Manual or within a

handbook will become clearer as the manual rewrite project proceeds.

### **New Ministries Formation Fund**

The Permanent Committee reviewed proposed criteria for the New Ministries Formation Fund. It recognized that this new fund will exist together with the Ministries in French fund established last year. While the criteria will be reported to the Executive of General Council by the General Secretary, the Permanent Committee and a small working committee of the Community in Ministries working Unit has been involved in developing the proposal. The Permanent Committee expressed its hope that these funds would be used for the energising of new ministries and will be truly experimental.

### **Submitted by**

Christine Williams

Chairperson

On behalf of the committee

### **Committee Members**

Bryce Hodder

Moses Kanhai

Robert Mutlow

Yoon Ok Shin Kang

Barbara White

James Jackson

Deborah Laforet

Colin Phillips

Maryann Skinner

Bruce Gregersen, Staff

Christine Jerrett

Victoria Moulton

Mary Royal

Jeffrey Smith

## **Addendum H**

### **Aboriginal Ministries Council Accountability Report**

**Origin: Ray Jones, Chairperson**

*“The proposed Aboriginal Ministries Circle and Council shall work in partnership with The United Church of Canada toward the Aboriginal people’s vision of spiritual healing, stewardship, and economic well-being. The vision of community moves beyond the church to building on the gifts and contributions of our people and building the capacity for the Aboriginal Pastoral Charges, Presbyteries and Conference so they can minister to the people. However, time is needed for the Seventh Fire generation to be strong and healthy, and to move toward decolonization.”*

Taken from “A Vision of New Beginnings”

This report highlights the work of the Aboriginal Ministries Council according to the priorities that were set out in “A Vision of New Beginnings.”

## ***SPIRITUAL HEALING***

### **National Aboriginal Spiritual Gathering:**

The National Aboriginal Spiritual Gathering will provide opportunity for representatives from United Church of Canada Aboriginal ministries across the country to gather for the purpose of sharing and nurturing the vision of the Aboriginal Ministries Council and Circle. The gathered people will be empowered to be the voice of the Aboriginal community on matters of spirituality and ministry.

Through listening for Creator's voice, reflecting on the Gospel message and story-telling; and with the Spirit's guidance, future directions will emerge.

The location of the 2011 National Aboriginal Spiritual Gathering is beautiful Prince Rupert, British Columbia and will take place August 19<sup>th</sup>- 21<sup>st</sup>. The theme: ***Honouring Spiritual Diversity*** will be woven throughout the gathering's spiritual discernment and programs. A British Columbia Native artist has volunteered to create the logo that illustrates this theme.

Participants and invited guests include: Two members from each of the Aboriginal congregations/ministries/outreaches; Moderator; the General Secretary, Representatives from Governance: Karen Smart and Chair of GC41 Planning Committee; Lieutenant Governor, the Honourable Steven L. Point, as well as staff and committee from the Indigenous Justice/Residential School, All Native Circle Conference; British Columbia Native Ministries; and the Aboriginal Theological Schools Staff and Student Representative (Total guest and participants estimated at 160.)

Adrian Jacobs, the event's theme speaker, is Cayuga and member of the Six Nations Iroquois Confederacy. Adrian is an author, lecturer, and mentor. Adrian has been instrumental in the development of materials that provide new perspective in mission.

A youth component for this gathering is currently in development.

The gathering will begin by acknowledging traditional land and a grand entry will be held lead by the people of the territory. Living into ***Honouring Spiritual Diversity*** will be nurtured through the sharing of music and stories from the participants. Throughout the gathering the people will seek the Spirit's Guidance on the following denominational matters:

- Selection of National Elder
- Basis of Union and The United Church of Canada Crest report
- Wabung (Ojibwa word for "Tomorrow") a report on the new Aboriginal Theological School

#### Elders:

In September, 2010, the Council directed a sub-committee to examine the broader vision of Eldership. The Council also determined that an interim Elder would not be sought at this time. The first National Elder will be determined at the National Aboriginal Spiritual Gathering in August, 2011.

There is hesitation to develop a 'job description', as this does not fit with Aboriginal understanding of Eldership. Spiritual truths were named that reflect values and role of the Elders:

- Eldership brings life experience, memory, and vision. Elders have earned their knowledge through years of struggle and sacrifice. Their authority comes from the Spirit. They are able to bring together diverse communities. Eldership is valued when it exemplifies the universal teachings of: love, wisdom, honesty, courage, respect, humility, and kindness, as they promote the good life.
- The circle is complete when Elders are present. We will seek a holistic approach to the way we invite people into our circles in a manner that is inclusive and respectful.
- The need for knowledge of traditional values, ceremonies, a spiritual philosophy of life and an honouring of creation are of utmost importance, as is respect for The United Church of Canada.
- Spiritual leadership is a critical issue across The United Church of Canada. Barriers to such leadership need to be addressed. Local and Regional Eldership will facilitate understanding of local context and offer support to the National Elder.

- The Aboriginal communities within The United Church of Canada have varying perspectives on the role of Eldership and protocol. There will be an openness to explore language and understandings.
- Theological differences within our communities are not of our own making. The reality of the community is that we are aligned with different expressions of faith. There are a number of individuals who find themselves amongst the different denominations and traditional ways. We seek to nurture spiritual family; therefore the Elder will be open and respectful to cultural and traditional practice.

The Council is currently exploring the following:

- To develop a network of local Elders from across the country. This Eldership would be named from each of the Aboriginal pastoral charges and ministries through a process that is appropriate to them. The network would also serve to develop and nurture future Eldership to the National Aboriginal Spiritual Gathering.
- To name regional Eldership from the three Aboriginal constituencies: All Native Circle Conference, British Columbia Native Ministries, and the Ontario/Quebec Pastoral Charges in the Hamilton-Toronto-Bay of Quinte-Montreal/Ottawa, London Conferences. These constituencies select from a pool of local Elders a Regional Elder to represent them through a process that is appropriate to them.

#### National Elder:

The National Elder will reflect Aboriginal wisdom and presence within The United Church of Canada. The Council will further develop how that will be lived out before the National Aboriginal Spiritual Gathering:

Overall, the role of the Elders is to offer Spiritual guidance through prayer, song, ceremony, story-telling, reflections on the gospel and traditional teaching, as we as remind the church of our connection to the land. The Elders will also bring:

- New possibility to build relationships with partners within The United Church of Canada: i.e.: the Aboriginal Theological School; the Indigenous Justice/Residential School Committee, etc.
- Increased understanding of the local contexts
- Support to the National Elder, Aboriginal Ministries Council and circle.
- A broad range of experience and wisdom, allowing flexibility to attend to the specific context and needs.
- Opportunity for the wider church to engage in respectful and meaningful relationships that acknowledges diversity and the vast array of wisdom and experience of the Aboriginal communities.
- Opportunity to build relationships with Eldership in community; and in doing so honouring those who are willing to share their gifts.

Aboriginal congregations will be invited to submit names of Elders from their communities. Following that process each constituency will then discern one candidate to go forward as possible National Elder. These constituencies will also determine their Regional Elder.

The selection process for the National Elder will be through prayerful discernment at the National Aboriginal Spiritual Gathering.

The Council recognizes that there needs to be further development in the areas of support and honorarium for Elders as well as an understanding of what the National Elder's relationship will be to

the General Council, its Executive and Office. The details of this cannot be sought in isolation; therefore. Aboriginal Ministries Council seeks to be in conversation with the General Secretary and the Permanent Committee - Governance and Agenda at the September, 2011 meeting.

#### Healing Programs:

There were Seventy (70) **Healing Fund** proposals received and reviewed in 2010. Of those, 21 were approved. In total \$277,801 from the **Morrison Bequest Fund** was disbursed. Follow-up was carried through with the successful applicants; which may have included a visit. A review of the financial and reporting status from the Projects for 2009 and 2010 was completed. Healing fund donations of \$20,000 were added to the disbursement.

### ***BUILDING CAPACITY FOR THE ABORIGINAL PASTORAL CHARGES, PRESBYTERIES AND CONFERENCE SO THEY CAN MINISTER TO THE PEOPLE***

#### Staffing of the Aboriginal Ministries Circle:

With the arrival of the Community Capacity Development Coordinators (CCDC's) connections have been made with partners (i.e.: All Native Circle Conference, BC Native Ministries and other Presbyteries and Conferences.) Both Community Capacity Development Coordinators have developed their satellite Offices. Charlene Burns, located in Alberta, is focusing on congregations west of Winnipeg. Penny Christiaans, located in Ottawa, will focus on Quebec, Ontario, and Manitoba congregations. The Aboriginal Ministries Circle working in partnership with the All Native Circle Conference will determine how best the Community Capacity Development Coordinators will serve the Manitoba region.

The Aboriginal Ministries Council engagement with the *Effective Leadership & Healthy Pastoral Relations Survey* at the March, 2011 meeting enabled Council members to express barriers that are experienced by ministry personnel in Aboriginal communities to the wider church.

### ***STEWARDSHIP AND ECONOMIC WELL-BEING***

Dorothy Jenkins Fund: An Aboriginal Ministries Council sub-committee is currently developing Terms of Reference that will outline a process for the **Aboriginal Ministries Council** to receive applications, and make recommendations to the **Joint Grants Committee** for funds that are available for the support to Aboriginal ministries through the **Dorothy Jenkins Fund**.

### ***VISION OF COMMUNITY***

The Aboriginal Ministry Council reviewed their Terms of Reference.

Currently, the Terms of Reference reflect general points gleaned from the Vision of New Beginnings report. The Council recognizes the need to further this conversation with other courts of the church.

At this point there are two questions to be carried forward:

What is the Role of the Aboriginal Ministries Council?

- In part, its purpose is to provide Aboriginal voice, perspective, and expressions of spirituality to The United Church of Canada.
- To ensure National Aboriginal Spiritual Gathering takes place.  
How do we relate to the General Council and its Executive?
- There are six members of the Aboriginal Ministries Council on the Executive of General Council.

The Council also recognizes how the configuration of the Council (its representatives) may change as their role develops. (i.e.: With the increase of six Aboriginal members on the Executive of General Council is the extra member still required?)

The Council agreed that the revised Terms of Reference for the Aboriginal Ministries Council must be brought before the National Aboriginal Spiritual Gathering before it is forwarded to the Executive of General Council for approval.

The Aboriginal Ministries Circle has worked in partnership with Communities in Mission to resource the **Wabung** group. (**Wabung** is an Ojibwa word for “Tomorrow.”) The **Wabung** group has responsibility for determining the process of consolidation of the Dr. Jessie Saulteaux Resource Centre and the Francis Sandy Theological Centre. The Council received their report for information at the March, 2011 meeting and concerns have been forward to the **Wabung** group. The final proposal will be prepared by the **Wabung** group and will be brought before the National Aboriginal Spiritual Gathering.

A joint meeting was held with the Indigenous Justice and Residential School Committee and Aboriginal Ministries Council. The purpose of this meeting was to have exposure to the other’s mandate and to have conversations focussed on connections, overlaps and gaps. A commitment has been made for ongoing connection primarily through Committee/Council representatives and staff. It was proposed that these two bodies meet again in two years.

**Respectfully submitted by:**

Ray Jones, Chair (representing, British Columbia Native Ministries)

**Committee Members:**

Grafton Antone, Francis Sandy Theological Centre  
Chris C. Bolton, British Columbia Native Ministries  
Jake Charles, Ontario/Quebec Aboriginal Congregations  
Lewis D. Coffman, rep. for the Executive of the General Council  
Roselyn Cole, Inuit/Metis Community  
Susan Gabriel, Ontario/Quebec Aboriginal Congregations  
Alvin Dixon, Vancouver School of Theology  
Lark Kim, Intercultural and Diverse Communities in Ministry  
Jules Lavallee, Traditional Community  
Lorna Pawis, All Native Circle Conference  
Martha Pedoniquotte, Ontario/Quebec Aboriginal Congregations  
Grant Queskekapow, Dr. Jessie Saulteaux Resource Centre  
Bernice Saulteaux, All Native Circle Conference  
Dixie Shilling, Ontario/Quebec Aboriginal Congregations  
John R. Thompson, All Native Circle Conference

Betty Traverse, British Columbia Native Ministries  
Jim White, British Columbia Native Ministries

## **Addendum I**

### **Indigenous Justice and Residential Schools Committee Accountability Report**

**Origin: Indigenous Justice and Residential Schools**

#### **Joint meeting with Aboriginal Ministries Council**

At its November 2010 meeting, the Executive of the General Council (GCE) renamed and broadened the mandate of the Residential Schools Steering Committee to include two new components: “to assist the Church to live out its Apologies through theological reflection and through education and advocacy for Indigenous justice issues, including but not limited to land, rights, treaties, the impacts of colonialism and racism” and “to work in partnership with the Aboriginal Ministries Council and collaborate with KAIROS, ecumenical partners and Indigenous organizations”.

As a first step in fulfilling the second of these new components, the Committee on Indigenous Justice and Residential Schools held a joint meeting for two days with the Aboriginal Ministries Council in March to get to know one another, build a relationship and consider the opportunities for partnership in guiding the United Church in its work on Indigenous justice.

More information on the meeting will be available in the April issue of the quarterly newsletter, *Residential School Update*, on The United Church of Canada website.

#### **Work related to the Indian Residential School Settlement Agreement**

##### **1. Truth and Reconciliation Commission (TRC)**

Justice Murray Sinclair, Chair of the Commission, has challenged all the Parties to the Settlement Agreement to reflect about and provide feedback on the question: *What does your church want to achieve in “reconciliation”?* Our Committee will be seeking ways to animate discussion about this question throughout the church in coming months.

##### **a. Second National Event in Inuvik**

The second national Truth and Reconciliation Commission event will be held in Inuvik June 29-July 1, 2011. The United Church will again be providing funds to assist with survivor travel and accommodation. Because of limited accommodation in Inuvik, priority to survivors and all northern schools being either Anglican or Roman Catholic, our national church will send only 2 representatives to the event.

In advance of the national event, the Commission is holding 19 regional gatherings in northern communities throughout Nunavut, Northwest Territories and the Yukon to hear survivor stories and gather their statements. The northern hearings began on March 15<sup>th</sup>. More information is at [www.trc.ca](http://www.trc.ca).

The third National Truth and Reconciliation Commission Event will be held in Halifax, Nova Scotia, October 25-28, 2011. A BC event will be held in 2012.

### **b. National Research Centre forum**

The Commission will create a National Research Centre as a permanent resource for all Canadians on the history and legacy of Indian residential schools. To learn from the experience of others, the Commission held a forum in Vancouver March 1-3 with international speakers from holocaust and human rights museums and memorials around the world including, New Zealand, USA, Senegal, Rwanda, South Africa, Sudan, Germany, Serbia, Spain, Guatemala, Chile, Peru, Australia, Bangladesh, East Timor, and Canada.

They spoke of histories of genocide and human rights abuses, and about how they have protected and stored archives, developed research centres, healing centres and museums to uncover and preserve the truth of their history, and provide healing and reconciliation for the victims and survivors.

A critical issue facing the Commission is securing the financial resources to both create the Centre and to sustain it over the long term. Such resources are not provided for within the Commission's mandate or in the Settlement Agreement.

### **c. Document Collection**

The Commission has appointed a Manager of Document Acquisition and Collection Management. The document collection process will begin this spring with the Presbyterian Church and then with the United Church Archives in the fall.

All the photographs from our Archives relating to fourteen residential schools operated by the United Church between 1849 and 1969 have been gathered, scanned and posted on a new website: [www.thechildrenremembered.ca](http://www.thechildrenremembered.ca). This has been undertaken for the dual purpose of making information from our Archives available to former students and their families and to prepare for our "document collection" obligations related to the Truth and Reconciliation Commission.

### **d. Truth and Reconciliation Commission Community Events**

In addition to organizing seven national events and archival document collection, the Commission is charged with encouraging local and regional events. Communities may apply for up to \$15,000 from the Commission to assist in holding a truth-telling, healing and reconciliation event.

The United Church is working with ecumenical partners on strategies to encourage congregations and communities to get involved in this process. More information on community support is at [www.trc.ca](http://www.trc.ca).

The Truth and Reconciliation Commission has seven Regional Liaisons in place across Canada. They are to facilitate the flow of information between groups, communities and individuals by increasing community outreach and dialogue, assist in the planning of local events, and coordinate statement gathering in their regions.

<b>BC</b>	<a href="mailto:Samaya.Jardey@trc.ca">Samaya.Jardey@trc.ca</a>	(604) 983-2675
<b>Alta</b>	<a href="mailto:Darlene.auger@trc.ca">Darlene.auger@trc.ca</a>	(780) 231-7183
<b>Sask</b>	<a href="mailto:Kimberley.quinney@trc.ca">Kimberley.quinney@trc.ca</a>	(306) 371-3403
<b>Man</b>	<a href="mailto:Ida.Moore@trc.ca">Ida.Moore@trc.ca</a>	(204) 984-7667

Ont [Alvin.Fiddler@trc.ca](mailto:Alvin.Fiddler@trc.ca) (204) 984-7667  
QC & Atlantic [Richard.Kistabish@trc.ca](mailto:Richard.Kistabish@trc.ca) (819) 874-2043  
Northern *Currently vacant - announcement pending*

## Work related to our “Right Relations” agenda

### 1. Right Relations Consultation

A national Living into Right Relations consultation was held in Winnipeg, Manitoba on November 19 - 21, 2010. Two delegates (one Aboriginal & one non-Aboriginal) from each of the 13 Conference-based Right Relations Home Groups were invited to meet with the United Church national Right Relations Task Group. From over 40 attendees, feedback was sought to assist the Task Group to provide appropriate support to the network of Home Groups.

After reflecting on the feedback from the Home Groups, the Task Group decided to promote “Walks” towards right relations. This could involve a walk or journey by other means to a local Pow-Wow, to a partnering First Nation community, to a specific Right Relations event, to the site of a former Indian Residential School or to a simple meal gathering. It might take the form of a paddle, or a bike or horseback ride.

Several Home Groups have quickly embraced the idea. In Ontario for instance, Hamilton and London Conferences are organizing a joint walk in September from the site of the Mohawk Institute, an Anglican-run residential school near Brantford, to the site of United Church-run Mount Elgin residential school near Muncey (approximately 115 km) where a memorial to former students will be erected by the Chippewas of the Thames. The walkers will connect with and hold educational sessions at congregations along the way.

### 2. “Equipping Ambassadors” Workshop for the Atlantic

A second Equipping Ambassadors of Reconciliation event is being held May 4-6, 2011 for Maritimes and Newfoundland and Labrador Conferences at Tatamagouche Centre, Nova Scotia. The first workshop was held in Orillia in the fall of 2009. These ecumenically-supported events provide an opportunity through speakers, workshops and sharing for individuals to learn more about the legacy of residential schools, the larger work of de-colonization and building right relations, as well as laying groundwork for participating in upcoming Truth and Reconciliation Commission events.

### 3. KAIROS

Following the decision by the Canadian government to support the United Nations Declaration on the Rights of Indigenous Peoples last fall, KAIROS (Canadian Ecumenical Justice Initiatives) has launched the **Roll with the Declaration: Cross Canada Action June 2011** campaign. KAIROS is asking individuals and congregations to make banners indicating church or community support for the Declaration. Information is available at [www.kairoscanada.org](http://www.kairoscanada.org) on involving the whole community in the process. The banners will be carried to Ottawa by train as a way of urging our government actively implement this historic international agreement.

This campaign is patterned on the “Blanket Train” when on June 21, 2001, at the end of the Canadian Ecumenical Jubilee Initiative, hundreds of Canadians converged on Ottawa by train from the four directions to join their voices with those of another 50,000 who had signed the Jubilee Indigenous Rights petition calling on the government of Canada to implement the recommendations of the Royal Commission on Aboriginal Peoples (RCAP), issued 5 years previously. Few of the Royal Commission on Aboriginal Peoples recommendations have been implemented.

### **Staff**

It is with sadness that we say goodbye to Chad Beharriell who has served as the Program Coordinator for Aboriginal Justice and Right Relations for the past two years. Chad has accepted a position at the University of Windsor teaching pre-Confederation history. During his time with us, Chad built effective bridges between Aboriginal and non-Aboriginal people both inside and outside the church as he demonstrated sensitivity, passion and humility in working for justice and right relations. We wish him the best in his new role.

Respectfully submitted by James V. Scott, General Council Officer, Residential Schools

#### **Committee Members:**

Murray Whetung	Marie Dickens	George Montour
Alvin Dixon	Gerald Moneybird	Allan Sinclair
Geraldine Robertson	Elaine Jacobs	

#### **Staff Resource:**

David MacDonald	Cecile Fausak	Maggie McLeod
Nora Sanders	Nichole Vonk	Chad Beharriell
Mary-Frances Denis		

### **Addendum J**

#### **Report of World Council of Churches Central Accountability Report**

**Origin:** Carmen Lansdowne

#### **Executive Committee 14-15 February 2011**

#### **Central Committee 16-22 February 2011**

The Executive and Central Committees gathered at the Ecumenical Center in Geneva, Switzerland in February this year. The Central Committee meets every 18 months, and the Executive Committee every 6 months. The next meeting of the Executive will be in September 2011 and will take place either in Addis Ababa or in Geneva.

This was the first meeting of the Central Committee since the election of the new General Secretary, the Rev. Dr. Olav Fykse Tveit (Church of Norway), who assumed duties in January 2010.

An Assembly “theme” in the form of a prayer was adopted for the 10<sup>th</sup> General Assembly to be held in Busan, South Korea (October 2013): “God of life, lead us to justice and peace.”

Among the highlights in the life of the Central Committee were common prayer and Bible study, calls for renewed and creative efforts in the quest for Christian unity, the relationship of women and men

within church structures, statements on public issues, as well as the practical details of approving the World Council of Churches budget.

The opening addresses of the Moderator, Central Committee and the General Secretary are interesting reads and can be found online at: <http://www.oikoumene.org/en/news/news-management/eng/a/browse/1/article/1634/wcc-central-committee-foc.html>

### **Statements on public issues**

The Central Committee adopted several statements, memoranda and resolutions on Iraq and the Middle East, Libya, Colombia and Australia, as well as taking positions on the topics of migration and the human right to water and sanitation.

The Central Committee sharply criticized a veto by the United States of America in the United Nations Security Council blocking United Nations condemnation of settlement-building in Palestine. The committee also celebrated the 25th anniversary of World Council of Churches ministries to help churches in Africa achieve competence in dealing with the HIV-AIDS pandemic; this work was enthusiastically reaffirmed.

Links to the statements on public issues can be found at:

<http://www.oikoumene.org/en/resources/documents/central-committee/geneva-2011.html>

### ***Seven Weeks for Water: Water, Conflict and Just Peace***

In the season of Lent, 2011, the Seven Weeks for Water focused on “Water, conflict and just peace”, examining the links between access to water, water struggles, and building just peace. More information can be found: <http://www.oikoumene.org/en/activities/ewn-home/resources-and-links/seven-weeks-for-water.html>

### ***International Ecumenical Peace Convocation (IEPC)*** Kingston, Jamaica, 17-25 May, 2011

The International Ecumenical Peace Convocation is the next major event planned by the World Council of Churches and the United Church of Canada has been involved on several levels.

The World Council of Churches' 9th Assembly (Porto Alegre, Brazil, February 2006) decided that "the conclusion of the Decade to Overcome Violence (DOV) be marked by an International Ecumenical Peace Convocation". The Assembly also called for "a process of wide consultation to be undertaken toward developing an ecumenical declaration on "just peace". This consultative process leading up to the International Ecumenical Peace Convocation allows for broad participation with many entry points, and covers a wide spectrum of thematic and methodological approaches.

The International Ecumenical Peace Convocation will bring together a wide spectrum of people witnessing to the peace of God as a gift and responsibility of the entire human family. It seeks to strengthen the church's position on peace, provide opportunities for networking and deepening our common commitment to the processes of reconciliation and just peace.

The International Ecumenical Peace Convocation will be a place and time for:

- **celebrating** God's peace and the good will of God's people;
- **working** on our theology of peace and relinquishing any theological justification of violence;
- **telling** our stories of failure and success, and listening to examples of good practice;
- **equipping** ourselves with creative and effective tools for preventing and overcoming violence, and promoting peace and justice;
- **committing** ourselves to a theology and practice of nonviolence, peace and justice;
- **proclaiming** an Ecumenical Declaration on Just Peace.

There is very good information about the Decade to Overcome Violence process and the International Edumenical Peace Convocation on their webpage: <http://overcomingviolence.org/> (including a great video where one person interviewed is the United Church's very own Gail Allan!)

One way local congregations can engage with the International Edumenical Peace Convocation and the Decade to Overcome Violence is to celebrate World Sunday for Peace.

### ***World Sunday for Peace, 22 May 2011***

Celebrate with the International Ecumenical Peace Convocation in Jamaica

On Sunday, 22 May 2011, in a worldwide event, churches in every corner of the world are invited to [celebrate](#) God's gift of peace. Those who take part will be together in spirit, song and prayer with the International Ecumenical Peace Convocation (IEPC) in Jamaica, united in the hope of peace.

The suggested text for the Sunday is Ephesians 2, where Christ "who is our peace" makes peace among us and creates "one new humanity". Reconciled in Christ we are "no longer strangers and aliens" but members of the household of God.

Churches and Christians are indeed called to be peacemakers in their communities and in the wider spheres of government, business and the environment. It is a call to unity – across borders – for the sake of peace.

A [song](#) for the day says, "O God replenish your peace in the midst of all your people".

As parishes in each time zone gather for worship and prayer on Sunday, 22 May 2011, a wave of praise and prayer for peace will encircle the world. All churches and congregations are invited to use a [peace prayer written by the Caribbean hosts of the IEPC](#) in their worship that day.

### **Available for download:**

- [A booklet with hymns and prayers](#) (pdf, 2.1 MB)
- [A poster for your notice board](#) (pdf, 142 KB)
- [Translations of the peace prayer](#) (Arabic, Armenian, Aymara, Chinese, Danish, English, Finnish, French, German, Greek, Italian, Kiswahili, Korean, Maohi, Norwegian, Oshiwambo, Portuguese, Romanian, Samoan, Spanish, Swedish)

If you are reading a hard copy of the GCE workbook and cannot click on the hyperlinks, or for more information, you can find the resources for this day of prayer at:

<http://www.overcomingviolence.org/en/peace-convocation/world-sunday-for-peace.html>

### ***World Week for Peace in Palestine Israel***

*29 May - 4 June 2011*

*Joint action for just peace convened by the World Council of Churches*

The World Council of Churches invites member churches and related organizations to join a week of advocacy and action for a just peace in Palestine and Israel. Congregations and individuals around the globe who share the hope of justice shall unite during the week to take peaceful actions, together, to create a common international public witness.

During the most recent *World Week for Peace in Palestine Israel*, from 29 May to 4 June 2010, churches in more than 20 countries around the world sent a clear signal to policy-makers, community groups, and their own parishes about the urgent need for a peace settlement that secures the legitimate rights and future of both peoples. Participants planned their activities around the following three principles:

1. **Praying** with churches living under occupation, using a special prayer from Jerusalem.
2. **Educating** about actions that make for peace, and about facts on the ground that do not create peace, especially settlements in occupied territory.
3. **Advocating** with political leaders using ecumenical policies that promote peace with justice.

The Jerusalem Prayer and other resources can be found at:

<http://www.oikoumene.org/en/programmes/public-witness-addressing-power-affirming-peace/churches-in-the-middle-east/pief/world-week.html>

## **Addendum K**

### **Pension Board Accountability Report**

**Origin: Pension Board**

The Pension Board submits a comprehensive Accountability Report to the Executive of the General Council each year at the Executive's fall meeting, with the primary objective of providing sufficient information to enable the Executive to conduct meaningful oversight of the Board's management of the Pension Plan of The United Church of Canada. Such oversight is a critical part of the Executive's legal responsibilities as the 'Administrator' of this Plan under Ontario's Pension Benefits Act.

The Board also strives to provide Members of the Executive with sufficient information to encourage Members' feedback, and to enable Members to provide basic information (a 'first response') to Plan members with whom they have contact. The Communications Policy adopted by the Board recognizes the importance of good communications in the operation of the Plan, and pursues the 'overriding purpose' of ensuring that stakeholders 'are informed on a timely basis, completely, accurately and reliably on all Plan and Fund related matters relevant to their interests'.

Time is often a barrier to good communications, of course, and it appeared following the brief discussion of the 2010 Accountability Report at the Executive's November meeting that further sharing of information is desirable. Thus the Board is delighted that additional time has been allotted at the May 2011 meeting for such discussion.

During this time slot additional information will be provided by Charlie Black, the Board's Chair, on

- the Board's current top priority of reviewing the long-term sustainability of the Plan under 'best estimates' of economic and demographic scenarios, including reviews of the Plan design (benefits and contributions), the funding structure, and alternative investment strategies - all from a long term perspective;
- the clearly stated policy of applying responsible investment criteria to investment decisions while respecting the best interests of the Plan's members and beneficiaries, including ongoing efforts to update and extend the application of this policy consistent with the theological values and perspectives of the United Church; and
- the Executive's role in the Plan's governance system as the legal Administrator.

All questions on these or other aspects of the management of the Plan will be discussed to the extent possible.

**Members:**

Charles Black, Chair  
Paul Batho  
Malcolm Boyle  
Glen Elliot  
Gordon Hall

Gordon How  
Linsell Hurd (GCE)  
Paul Purcell  
Reta Robertson

**Gordon Staples (PC-  
MEPS)**  
**William Tynaluk**

Staff Resource:

Alan Hall

Bill Kennedy

**Addendum L**

**Nominations Report**

**Origin: Nominations Committee**

The Nominations Committee met May 6, 2011 to select leaders for the church using the practices of spiritual discernment. The committee followed the principles, policies, and procedures set out by the Executive of the General Council for recruiting and selecting members to serve.

**Recruitment Summary**

- 16 positions required appointments or reappointments to 9 committees, task groups or representative roles of the United Church
- 30 expressions of interest for appointment or reappointment were received from 29 individuals, 10 of whom were expressing interest for the first time
- No expressions of interest were received for:
  - 1 vacancy - Theology and Inter-Church Inter-Faith Committee (Aboriginal)
  - 1 vacancy - Permanent Committee on Programs for Mission and Ministry (Francophone)

## DISCERNMENT SUMMARY

- 14 appointments or reappointments are recommended for the committees and task groups of the General Council (7 lay people, 6 ordained ministers, 1 diaconal minister; 7 women and 7 men).
- 15 people were not appointed at this time; their gifts and dedication to the church were acknowledged with deep appreciation and celebration. They will be encouraged to express interest again as they feel called.

### Recommendations for Appointment

The Nominations Committee recommends the following people for appointment or reappointment to the committees and task groups of the General Council (until the dates noted).

#### **General Council Planning Committee, Business Coordinator (41<sup>st</sup> General Council, August 2012)**

*(5 expressions of interest for 1 vacancy)*

- Paul Reed (OM BQ)

#### **General Council Youth Forum Coordinator (41<sup>st</sup> General Council, August 2012)**

*(2 expressions of interest for 1 vacancy)*

- Adam Hanley (OM Ham)

#### **Canadian Forces Chaplaincy Committee (June 2013)**

*(1 expression of interest for reappointment)*

- Barbara Reynolds (Lay M&O), 2<sup>nd</sup> term

#### **Mission and Service Fund Advisory Committee (June 2014)**

*(4 expressions of interest for reappointment)*

- Ruth Anthony (Lay Mtu), 2<sup>nd</sup> term
- Marlyne Myles (DM Mar), 2<sup>nd</sup> term
- Bill Jones (OM Mtu), 2<sup>nd</sup> term
- Gloria Myles (Lay N&L), 2<sup>nd</sup> term

#### **Pension Board, members at large (December 2013)**

*(2 expressions of interest for reappointment)*

- Gordon How (OM BC), 3<sup>rd</sup> term
- Reta Robertson (Lay BC), 3<sup>rd</sup> term

#### **Pension Plan Advisory Committee (June 2014)**

*(2 expressions of interest for reappointment)*

- Cameron Hunter (Lay Tor), 3<sup>rd</sup> term, Chairperson
- Rob Dowsett (Lay Tor), 3<sup>rd</sup> term

#### **Representatives to the Anglican Church – United Church Dialogue (June 2014)**

*(14 expressions of interest for 3 vacancies)*

- Donald Koots (OM ANW)
- Sandra Beardsall (OM Sask)

- Lorraine Kakegamic (Lay ANC)

*Appointment submitted on behalf of the Nominating Committee of The United Church of Canada Foundation:*

**Director of The United Church of Canada Foundation (May 2014).**

- Mark Wartman (OM Sask)
- Paul Johnson (Lay Ham)

**Appointments made by other Courts or Authorized Groups (for information)**

The Executive of the General Council is asked to receive for information the appointment of the following people to committees and task groups of the General Council, as named by other courts or groups.

**Judicial Committee (August 2018)**

- Jon Jessiman (Lay BC) British Columbia Conference, effective September 1, 2011

**Communities in Ministry Unit Wide Committee (41<sup>st</sup> General Council, August 2012)**

- Emmanuel Ofori (OM M&O), the Coalition
- Lynn Hamilton (OM M&O), Ministries in French

**Steering Group on the Candidacy Pathway (41<sup>st</sup> General Council, August 2012)**

- Marion Carr (Lay BC), Representative from the Permanent Committee on Ministry and Employment Policies and Services

**Committee on Indigenous Justice and Residential Schools (April 2014)**

- Mel King (Lay Tor), Ontario and Quebec Aboriginal Ministries

**Healing Fund Council (July 2012)**

The appointments of the following representatives of All Native Circle Conference are extended until the Grand Council of 2012.

- Frank Evans (Lay ANC), Keewatin
- Adeline Samson-Harvey (DM ANC), All Tribes
- Arlene Delaronde (Lay ANC), Great Lakes Waterways
- Hilliard Severight (Lay ANC), Plains

**Recognition of Service (for information)**

We extend gratitude to the members of the following committee which has recently completed its mandate:

**McGeachy Scholarship Committee**

- Paul Stott (Lay Tor), Chairperson
- John Mathew (OM Ham)
- Prince Conteh (OM Ham)
- Barbara Willard (OM BQ)

We extend gratitude for the service of the following people with terms ending or completed between November 2010 and June 2011.

- Don Lockhart (Lay N&L) – Judicial Committee
- Charlene Burns (Lay ANC) – Aboriginal Ministries Council
- George Montour (Lay Ham) – Committee on Indigenous Justice and Residential Schools
- Nanette McKay (OM MNWO) – Racial Justice Advisory Committee, Chairperson
- Thomas Leepile (OM ANW) – Racial Justice Advisory Committee
- Brian Mee (OM Sask) – Financial Assistance Committee
- Rosemary White (Lay N&L) – Financial Assistance Committee
- Glenn Morison (OM MNWO) – Financial Assistance Committee
- MJ Patterson (Lay BC) – Financial Assistance Committee
- Lynda Gow (DM ANW) – Steering Group on Candidacy Pathway
- Johanne Hills (OM Tor) – Justice, Global and Ecumenical Relations Unit-Wide Committee
- Bruce McLeish (OM Lon) – Justice, Global and Ecumenical Relations Unit-Wide Committee
- Janet Sigurdson (OM Sask) – KAIROS: Indigenous Rights Circle
- Margaret Sagar (OM Mar) – Anglican Church – United Church Dialogue
- Colin Peterson (OM MNWO) – Roman Catholic – United Church Dialogue
- Maureen Scott Kabwe (DLM ANC) – Representative to the World Methodist Council Members to whom expressions of care and support were sent (for information)

Donations or flowers were sent on behalf of the Executive and the relevant committee or task group to note significant events in the lives of our elected and appointed members.

- Stéphane Vermette, Executive of the General Council – a gift was sent to welcome baby Daniel into his new family.
- Marie-Claude Manga, Executive of the General Council – flowers were sent in memory of Marie-Claude's sister, Norberta and her niece, Nanou.
- Louise Rogers, Executive of the General Council – flowers were sent in memory of Louise's husband, Jim Rogers
- Erin Sterling, Permanent Committee on Ministry and Employment Policies and Services – a donation was made to the Canadian Cancer Society in memory of Erin's father, Ken Sterling

We remember with gratitude the lives and service of those of our elected and appointed members who passed away in recent months

- Ted Kostecki, Executive of the General Council

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Faithfully Submitted,

Bruce Hutchinson

Chairperson, Nominations Committee

Committee Members:

- Florence Sanna – Newfoundland & Labrador
- Ivan Gregan – Maritime
- Charlotte Griffith – Montreal & Ottawa
- Bruce Hutchinson – Bay of Quinte
- Lynella Reid-James – Toronto
- Thom Davies – Hamilton
- Sharon Willis-Whitwell – London
- Cynthia Désilets – Manitou
- Betty Kelly – Manitoba and Northwestern Ontario
- Bev Kostichuk – Saskatchewan
- Armand Houle – Alberta & Northwest
- Heather Burton – British Columbia
- Lorna Pawis (alternate) – Aboriginal Ministries Council / All Native Circle
- Nicole Beaudry – French Ministries
- Mary Royal – Member at Large
- Diane Bosman (staff)
- Jamie Wilder (staff)
- Mary Worall (staff)
- 

**Addendum M**

**General Council Office Accommodations Task Group Report**

**Origin:** Accommodations Working Group

**Recommendations for the Consideration of the Executive of General Council:**

The Working Group offers the following two recommendations for the consideration of the Executive of General Council

- 1. That the General Council Office remain in the Greater Toronto Area, and that the office be within a 40 kilometre radius of 3250 Bloor Street.***
- 2. That, with the adoption of the first recommendation, the General Council Executive adopt the following parameters***
  - a) pursue a lease arrangement rather than purchase property;***
  - b) that this leased space be located on a subway corridor; and***
  - c) that this lease arrangement work towards the standards of “sustainable green office space”***

**Outline of Report:**

Introduction and Mandate	p. 34
Process of Working Group	p. 35
Rationale for Recommendation #1	p. 36

**Introduction and Mandate:**

The current 30 year lease for the General Council office at 3250 Bloor Street in Etobicoke, (Greater Toronto Area) expires on January 31, 2015. An office is necessary in order to house the mission work of the General Council Staff. The expiry of this lease affords the opportunity for the General Council to adapt to the evolving and changing needs of the General Council in its service to The United Church of Canada. It also affords the opportunity to re-imagine how office space is utilized as well as ensure good stewardship of human and financial resources.

To seize these opportunities, the General Council mandated and appointed an Accommodations Task Group in 2006, and their final report was presented at the November 2010 meeting of the Executive of the General Council. In receiving this report, the Executive of the General Council established a Working Group, from its own members, with a mandate to

- a. Review all current options and present an analysis of the data provided by the Accommodations Task Group:
- b. Make a recommendation on the viability of each option including the possibility of ranking the options in a preferred order
- c. If in the analysis of the data an alternative option emerges, then the working group has the authority to explore that option.
- d. Provide input to the Permanent Committee on Governance and Agenda on a decision-making process for the May 2011 meeting of the Executive to select the location of the General Council Office.
- e. Be encouraged to seek direction from the Sub-Executive if needed.

The Working Group was asked to report to the May 2011 meeting of the Executive of General Council. The members of the Working Group were appointed by the Sub-Executive on December 6, 2010.

This report includes two recommendations based on the analysis completed in time for inclusion in the May 2011 Executive of General Council Workbook. It is the intention of the Working Group to have a supplemental report available for the May Executive of General Council meeting which will outline further work and may include additional recommendations. This supplemental report will also ensure that all aspects of the mandate are addressed.

**Process of Working Group**

Upon appointment, the Working Group met by teleconference on January 5<sup>th</sup>, 2011. The members were furnished with three documents

- i) The Accommodations Task Group Report tabled at the November 2010 meeting of the Executive of the General Council.

- ii) The full report compiled by consultants Cushman & Wakefield titled “National Offices Occupancy Strategy: Valuation and Advisory”.
- iii) The six criteria named in the discussions at the November 2010 meeting of the Executive of the General Council (see page 5 for an identification and discussion of these criteria).

At this first meeting, there was general discussion about the mandate, parameters and methodology of required analysis, as well as the selection of co-chairs.

A second teleconference meeting occurred on February 10<sup>th</sup>, 2011. In preparation for this meeting, the members of the Working Group read all documentation and took part in an e-mail process to reach consensus on the definition and weighting of the criteria under consideration. The Working Group was also in receipt of a fourth document furnished by “Yes Winnipeg”. During this second meeting, the Working Group focused the conversation on staying or leaving the Greater Toronto Area (GTA), a conversation which resulted in a preliminary recommendation that the General Council Offices remain in the Greater Toronto Area. Following this teleconference and after consultation with the sub-executive, the Working Group chose to share this preliminary recommendation with Executive of General Council members as well as interested parties in Ottawa and Winnipeg.

A third teleconference meeting occurred on March 11<sup>th</sup>, 2011. In preparation for the meeting, the Working Group wrote a draft report in support of the preliminary recommendation that the General Council offices remain in the Greater Toronto Area. With this document in hand, the working group discussed the recommendation further and concurred with the preliminary analysis and recommendation.

At this same meeting, the Working Group began conversations about options within the Greater Toronto Area, which included i) three possibilities of leasing space within a property development project by a United Church Pastoral Charge (Bloor St, Metropolitan, and Westway), ii) renewing the lease at 3250 Bloor Street, iii) negotiating another lease within the Greater Toronto Area, or iv) purchasing property to house the Executive of General Council offices.

In the course of this conversation, the Working Group achieved consensus on the following parameters, namely i) to pursue a lease instead of purchasing property, ii) that an office be leased on a subway corridor, and iii) that the leased space work towards the standards of “sustainable green office space”. These parameters are the substance of the second recommendation.

In addition, the Working Group recognized a need for “leasing expertise” and made a request that Cushman and Wakefield prepare a presentation on leasing options within the parameters stated above. The Working Group also concurred with the guidelines previously offered by Cushman and Wakefield for an office space consisting of approximately 40,000 square feet. The Working Group also asked that the presentation include an assumption that archival space of 4,500 square feet, that meets archival space and storage specifications, be included in any leasing options.

In addition, staff agreed to refine the cost factors associated with space planning and design as well as potential costs that would be incurred in the event of a physical move.

Subsequent to the teleconference meeting, Cushman and Wakefield advised the Working Group to initiate a “request for proposals” to the marketplace (which at the present time is particularly advantageous) rather than resubmit a presentation with general options on office availability and rates as previously offered to the November Executive of General Council meeting. The Working Group discussed this by email and agreed to proceed with specific proposals in the Greater Toronto Area marketplace, proposals which are to include the partnering options as well as be within the parameters recommended by the Working Group.

The Working Group in taking this action to secure proposals fully understands that the Executive of General Council, in its wisdom, may adopt a direction different than the Working Group recommendations by choosing to move outside of the Greater Toronto Area or to explore options beyond the recommended parameters; however, the Working Group held the view that, in keeping with its mandate, it was important to return to the May Executive of General Council with as much concrete data and analysis as possible in order to enhance the decision making process of the Executive of General Council.

The Working Group is scheduled to meet again by teleconference on April 8, 2011 as well as early in May. A report from these meetings will be circulated at the May Executive of General Council meeting.

### **Rationale for Recommendation One – Staying in the Greater Toronto Area (GTA)**

The Working Group recommends staying in the Greater Toronto Area (GTA). The Working Group bases this recommendation on two primary considerations which are further bolstered by an analysis of six criteria considered by the Working Group.

***Two Primary Considerations:*** As recognized in documents such as “Called to Be the Church” (January 2009) and “The State of the Church” (June 2009), The United Church of Canada and the work of its General Council is undergoing a period of considerable transition. A significant physical relocation of office space would compound that change.

Therefore, the Working Group felt that it was necessary to consider whether relocation would release energies that could enhance this transition or whether relocation would become a disruption that would detract from focusing on other necessary changes. The Working Group identified two primary considerations, “a compelling reason to relocate” and “the costs associated with relocation”

***Compelling Reason to Relocate:*** The Working Group concurred that in order to add additional stresses of change in a season of transition, a compelling missiological, theological, or pastoral reason for relocation would need to be clearly articulated.

The Working Group specifically considered the two options outside of the Greater Toronto Area to ascertain a compelling reason to move.

The Ottawa option emerged in response to a possible relocation being contemplated by the Anglican Church of Canada in partnership with the Evangelical Lutheran Church in Canada (it is noted that no concrete steps have been taken by either of these other Churches to realize this possibility). Ottawa also affords the opportunity to move the work of the General Council closer to the Federal Parliament.

The Winnipeg option offers opportunity for a dramatic organizational change through a relocation to a city which operates with a different ethos from the Greater Toronto Area. Such a change may mirror the transition that the whole church is undergoing. As articulated in “Yes Winnipeg”, relocation can bring the benefit of providing *the Church with space to start afresh, focused on those things which are priority and to set aside what is no longer so important as a new identity takes shape*

*Costs Associated with Relocation:* The Working Group also had to take into consideration the costs associated with relocation. The Working Group recognizes that any decision related with the expiry of the lease (including staying in the present location) needs to undergo a cost/benefit analysis related to mission, human resources, and financial resources. The question of good stewardship, both in the short term and in the long term, was considered. The Working Group also notes the experience of the United Church of Christ, whose relocation from New York to Cleveland impacted the energies of the church for approximately seven years.

***The Working Group holds the view that there is no compelling missiological, theological or pastoral reason to relocate that provides beneficial offsets to the costs associated with a major geographic relocation. The Working Group also holds the view that relocating outside the Greater Toronto Area would be a distracting focus and would unduly encumber energies that could be used to focus the church on finding innovative ways to address other changes needed in the Church.***

The Working Group reached these views based upon their discussions and based upon the analytical work the members undertook when considering the following six criteria.

***Six Criteria Identified by the Executive of General Council and Considered in Analysis by Working Group:***

The Working Group received, as the basis for its work, six criteria identified at the November 2011 meeting of the Executive of the General Council. These criteria embraced the “Guiding Principles” and “Criteria for Expressions of Interest” that are included in Appendix “A” of the Accommodations Task Group Report.

Before utilizing these six criteria, the Working Group underwent a process that could surface other criteria not yet identified as well as a process to clarify the meaning and

weighting of the criteria in order to proceed with further analysis and discussion. It was recognized that not all criteria carry the same weight.

After undergoing this process, the Working Group concluded that the six criteria did offer a useful lens through which the Working Group could focus its review and analysis. The Working Group also reached a consensus to adopt the weighting offered by the The Executive of General Council in the discussions and exercises at the November 2010 Executive of General Council meeting. As a result, the first three identified criteria were given a weighting of 25% each, the fourth a weighting of 15% and the last two a weighting of 5% each.

***When taking into account all six criteria, the members of the Working Group independently determined that staying in the Greater Toronto Area was the best option to meet all of the factors under consideration. This determination was collectively confirmed through subsequent discussions at the February 10<sup>th</sup> and March 11<sup>th</sup> teleconference meetings.***

The Working Group offers a brief description of these six criteria as well as a summary of their discussion.

*Opportunity for Contributing to Identity and Connection:* This first criterion addresses the contribution a geographic location can make to the vision and mission of the United Church of Canada as well as the visibility and profile for the United Church of Canada. The Working Group also considered the need for flexibility to adapt to changing “needs” or “trends”.

In relation to vision and mission, the Working Group notes that this is primarily a matter of “how” not a matter of “where”. Therefore, any location is of equal value in achieving this “how”.

In relation to visibility and profile, the Working Group appreciates that a location in the National Capital Region or an office situated in a smaller urban setting such as Winnipeg could enhance the visibility and profile of the United Church of Canada. Equally, the Working Group offers the reflection that the visibility and profile of the United Church of Canada is primarily embodied in the Pastoral Charges and Community Ministries of the United Church of Canada. The location of the General Council offices is not a major aspect of the United Church of Canada profile and visibility.

In relation to flexibility, the Working Group notes that all options have an ability to offer flexibility. The Working Group also notes that some of the reasons for relocation to Ottawa or Winnipeg could be achieved through other means. For example, while the Working Group is *not* recommending such, it is noted that the General Council could establish satellite offices similar to the existing satellite office housing staff for French Ministries in Montreal should the General Council choose to do so at some point in the future.

***The Working Group concluded that all the options presented could contribute to the identity and connection of the church with an equal weighting.***

*Financial Costs:* This second criterion includes consideration of occupancy costs, initial relocation costs, long-term costs, and travel costs for both volunteers and staff.

In relation to occupancy costs, the Working Group reviewed the report compiled by Cushman and Wakefield and considered further input from “Yes Winnipeg”. The Working Group noted that a reduction in occupancy costs can be realized in both the Greater Toronto Area and in Winnipeg with Winnipeg possibly providing the greatest cost reduction, though the Working Group notes that this remains only a possibility since no specific site is under consideration. Ottawa does not offer a reduction in occupancy cost.

In relation to initial costs, the Working Group considered two elements. First, there are the costs related to staffing. For all staff choosing to relocate, there would be moving costs. In addition, the Working Group confirmed, through legal advice, that legislation specific to the Province of Ontario (Employment Standards Act 5.58 sections 2 and 4) would require the Church to pay severance to all staff persons who had worked for longer than 5 years and who chose not to relocate. The legislation requires such even with more than three years of working notice and for any relocation greater than 40 kilometers. Realistic cost estimates for this relocation (a combination of moving or severance) are in the \$4.5 million range.

Second, there are costs related to moving the office itself. These costs are less if there is a reconfiguration of present office space, more costly when changing locations within the Greater Toronto Area, and even greater if moving to another urban centre. The Working Group recognized that “moving costs” could be negotiated in a relocation option as an enticement by a “landlord” or even an urban centre; therefore, the costs of an actual physical move were not considered to be of primary importance. Information Technology (IT) costs associated with a move can be considerable and these costs would be somewhat similar regardless of location with the exception of remaining in the present location where costs would be less.

In relation to long-term costs, the Working Group considered two factors. First, it has been suggested that staffing costs could be reduced by relocating to Winnipeg because housing costs would be less. Such a savings could only be realized if the Executive of the General Council agreed to undertake a review of salary levels and decided to reduce the salary levels upon relocating or over time in subsequent years. The Working Group does note that while staffing costs may stay the same or similar, a lower cost of living in Winnipeg could make positions in the General Council more attractive to candidates.

Second, other than occupancy costs, the Working Group noted that the costs of operating an office in the long-term would be similar in all locations.

In relation to travel costs, the Working Group noted that costs for volunteers and staff would be less with a Greater Toronto Area location. There is a higher concentration of United Church of Canada members in the Greater Toronto Area which would require less reliance on air travel. Equally, when air travel is required, costs associated with higher traffic volume from Toronto airport are, on average, lower.

***The Working Group concluded that options related to the Greater Toronto Area are the most cost-effective in both the short-term and long-term.***

*Carbon Footprint/Sustainability:* This criterion includes consideration of the environmental footprint of travel for volunteers and staff, access to public transit, availability of “sustainable green office space”.

In relation to the footprint of travel for volunteers and staff, the Working Group concludes that remaining in the Greater Toronto Area would have the least environmental footprint impact because of less reliance on air travel.

In relation to public transit, the Working Group notes that all three cities under consideration provide relatively good public transit, with the Greater Toronto Area having the advantage of a subway system. Equally, in smaller urban centres such as Winnipeg and Ottawa, commute times and distances are less and thus a potential for a smaller footprint.

In relation to “sustainable green office space” the Working Group concludes that all geographic locations can provide such office space

***The Working Group concluded that staying in the Greater Toronto Area is marginally better in providing a smaller carbon footprint.***

*Impact on Staff:* This criterion, while a priority for consideration, was weighted lower than the previous three criteria. Within this criterion are factors such as retention of staff, time associated with travel, and a sufficiently sizeable and diverse labour pool.

In relation to retention of staff, the Working Group notes that it is likely that many staff would not relocate. Equally, if relocation to another city were embraced, this decision would inevitably have an effect on the focus of staff, who would have to consider the impacts on their personal lives regardless.

Further, the Working Group also noted the considerable change which has occurred over the past few years in staffing levels and “ways of adapting to a Church in time of transition”. The Working Group concluded that relocation would compound the change and be both distracting and disruptive.

In relation to travel times, the smaller church demographic in both the Ottawa and Winnipeg areas would indicate that more air travel would likely be required by staff.

In relation to a sufficiently sizeable and diverse labour pool, a smaller church demographic as well as population demographic suggests that a larger labour pool exists in the Greater Toronto Area; however, the Working Group notes that all the urban centres under consideration provide sufficient populations and that each offers a diversity unique to their own region. The Working Group also noted that the costs of relocating to the Greater Toronto Area and housing costs within the Greater Toronto Area can serve as a deterrent to recruiting staff, and hence another location might increase the staffing pool. As a result, the Working Group did not see the size or diversity of the labour pool as a defining factor.

***The Working Group concluded that relocation out of the Greater Toronto Area would have a significant impact on staff retention, and that adding additional change to our staffing module would negatively impact efforts for innovative change in emerging new ways of being the Church. Therefore, the Working Group concluded that staying in the Greater Toronto Area was beneficial when considering this aspect of the impact on staff.***

***Equally, the Working Group does appreciate that an innovative and sufficiently diverse staff could be retained in all the urban settings under consideration, and concluded that all the options were of equal value when considering this aspect of the impact on staff.***

*Impact on Volunteers.* While impact on volunteers was not identified as a high-priority criterion, access to the General Council offices for volunteers was considered by the Working Group. The Working Group notes that there is the greatest concentration of United Church folk in and around the Greater Toronto Area. Equally, the Working Group notes that access to airports in smaller urban centres is easier for volunteers traveling.

***The Working Group concluded that remaining in the Greater Toronto Area area is marginally beneficial to a greater number of volunteers than would relocating the General Council offices to another city.***

*Opportunity for collaboration and partnerships:* While noting that opportunity for collaboration and partnership was not identified as a criterion of high-priority, the Working Group did take into consideration factors such as shared space with ecumenical partners as well as other creative partnerships (i.e. the University of Winnipeg). It was noted that partnerships could be forged in all three locations, with Ottawa offering some interesting, though not definitive possibilities. Both Winnipeg and Greater Toronto Area offer opportunities to partner with learning institutions. There are opportunities for the General Council to have a United Church “landlord” as presented by some Greater Toronto Area options, though such partnerships could also be imagined in the other urban settings.

***The Working Groups concluded that creative possibilities for potential partnerships exist in all locations and sees no particular benefit to one location over the other.***

### **Rationale for Recommendation Two - Parameters of Lease**

In this second recommendation, the Working Group offers three parameters for guiding the selection of an office location within the Greater Toronto Area.

*Lease rather than Purchase Property:* The Working Group considered the option of owning rather than leasing, and recommends that the Executive of General Council pursue a lease arrangement. The Working Group offers the view that leasing provides greater flexibility; that the financial benefits of owning in the Greater Toronto Area are not realized for another 25 years and that such a time frame is too long in a context of rapid change; and that the United Church of Canada has an abundance of church property presently and so it does not seem wise to accumulate more.

*Leased space be located on a subway corridor:* The Working Group is of the view that the General Council office be located on a subway corridor. This is a convenience factor for both volunteers and staff as well as a conscious contribution to lessening our carbon footprint. While lower occupancy costs can be realized outside of the subway corridor, the Working Group is of the view that savings are not of sufficient benefit to outweigh other cost factors.

*Leased space work towards the standards of “sustainable green office space.”* Given the United Church of Canada commitment to environmental sustainability, the Working Group concurs with identifying “sustainable green office space” as a determining factor in making a leasing choice.

### **Conclusion:**

This report is respectfully submitted to the Executive of the General Council by the members of the Working Group. We also note that a supplemental report will be submitted to the May 2011 Executive of General Council meeting.

Heather Burton (Clergy - BC)

Charles McMillan (Lay – Hamilton)

Brian Cornelius (Clergy – M&O), co-chair

Louise Rogers (Lay – (ANWC), co-chair

Donald Hunter (Lay – PC Fin)

Staff Support offered by Nora Sanders (General Secretary, General Council); Bill Kennedy (Executive Minister – Finance), Mary Worrall (Administrative Assistant)

### **Addendum N**

#### **Feedback from Exploring Identity and Connection – Led by Duncan Holmes**

##### **Context**

There were 3 sessions – on each day. The first one focused on “What is the distinctive work best done and led by each court?” The second session worked on 4 topics and focused on the question “What work is best done and led by each court on this topic?” the 4 topics chosen were Calling

up New Leaders, Becoming an intercultural Church, Living into Right Relation, New Ways of Being Church/Innovation.

The third session focused on identifying the topics that needed to be worked on now to prepare for the 2025 General Council. Each table was asked to answer three questions:

1. What are examples of what you wish General Council or some court had done 15 years ago?  
*Quick*
2. Standing in 2025, what might General Council be talking about?
3. From 2025 perspective, what work started now by GC/GCE, would make significant difference to those discussions?

This work is included in a table.

This report begins with a summary of the work of the three sessions followed by the more detailed results.

### Summary

The work of the first two sessions is provided here side by side for ease of reference and to enable the patterns to be seen more easily. (Page 3-4) There were a number of comments about there being no role for Conference or that the role of Conference and Presbytery were very common and only one was needed. In the discussion it was noted that this might vary by location and size of Presbytery and Conference. The concern for burn out and frustration at the Presbytery level was noted. This factor may hinder the Presbytery carrying out some of these functions – especially modeling leadership – effectively.

### Work best done and led by each court

General Council	
What is the distinct work that is best done and led by this court?	What is the work best done and led by this court – based on topics provided?
<ul style="list-style-type: none"> <li>➤ Areas that impact the whole church</li> <li>➤ Denominational shaping issues</li> <li>➤ Identity and Connection</li> <li>➤ International and inter-faith relations</li> <li>➤ Media relations</li> <li>➤ Resource development, coordination, sharing</li> <li>➤ Standards - HR, Education,</li> <li>➤ Financial Sharing</li> <li>➤ Property Insurance</li> </ul>	<ul style="list-style-type: none"> <li>➤ Guidelines, resources, policies, processes- share best practices</li> <li>➤ Encouraging visioning</li> <li>➤ Theological education</li> <li>➤ Work on cross-cultural issues – model interculturalism</li> <li>➤ Provide resources including funding and HR assistance</li> <li>➤ Publications, web presence, national events, social media, new ways of meeting</li> <li>➤ Initiate opportunities and model living into right relations</li> <li>➤ Challenging congregations to new ways of being</li> <li>➤ New governance models</li> <li>➤ Education about new possibilities</li> </ul>

<b>Conference</b>	
<b>What is the distinct work that is best done and led by this court?</b>	<b>What is the work best done and led by this court – based on topics provided?</b>
<ul style="list-style-type: none"> <li>➤ No role - combine with Presbytery</li> <li>➤ Regional Programmatic events, Administration</li> <li>➤ Ordain, commission, - Needs assessment</li> <li>➤ Personnel matters, Pastoral relations</li> <li>➤ Build effective Ministries &amp; healthy congregations</li> <li>➤ Property Management</li> <li>➤ Celebration of who we are as a region</li> <li>➤ Interpret National church in regional setting</li> </ul>	<ul style="list-style-type: none"> <li>➤ Minimal and similar to Presbytery</li> <li>➤ Be a Regional dynamic e.g. Discernment groups, youth camps, sharing resources, linking pastoral charges on issues</li> <li>➤ Candidacy, ordination, commissioning</li> <li>➤ Resource for Presbytery and Pastoral Charge</li> <li>➤ New governance models</li> <li>➤ Technology</li> </ul>
<b>Presbytery</b>	
<b>What is the distinct work that is best done and led by this court?</b>	<b>What is the work best done and led by this court – based on topics provided?</b>
<ul style="list-style-type: none"> <li>➤ Respond to mission needs in area</li> <li>➤ Community building/collegiality</li> <li>➤ Needs assessment</li> <li>➤ Communications</li> <li>➤ Wider view of the context of Ministry</li> <li>➤ Support Congregations - outreach, share resources</li> <li>➤ E&amp;S is done here</li> </ul>	<ul style="list-style-type: none"> <li>➤ Minimal and similar to Conference</li> <li>➤ Be a Regional dynamic e.g. Discernment, youth camps, sharing resources, linking pastoral charges on issues, involve new leaders, demographics</li> <li>➤ Encourage E&amp;S committee</li> <li>➤ Stimulate new interest in Ministry</li> <li>➤ Model how act/function as leaders</li> <li>➤ Connection on wider area</li> <li>➤ Support Pastoral charge and Ministers</li> <li>➤ Share best practices and experiences</li> </ul>
<b>Pastoral Charge</b>	
<b>What is the distinct work that is best done and led by this court?</b>	<b>What is the work best done and led by this court – based on topics provided?</b>
<ul style="list-style-type: none"> <li>➤ Worship, Pastoral care, Faith Formation</li> <li>➤ Funerals, weddings,</li> <li>➤ Fellowship, Discipleship, Hospitality</li> <li>➤ Connect with broader community</li> <li>➤ Stewardship campaigns</li> <li>➤ Empower people to be God's mission</li> <li>➤ Recruiting lay and ministry</li> <li>➤ Social Justice in local</li> <li>➤ Mission discernment</li> </ul>	<ul style="list-style-type: none"> <li>➤ Church is seen/modelled –issues are embraced</li> <li>➤ Face-to-face discussions and mentoring</li> <li>➤ Encourage new leadership – listen to young</li> <li>➤ Discern and identify spiritual gifts and skills</li> <li>➤ Educate, build relations</li> <li>➤ New models of ministry</li> <li>➤ New forms of church government</li> <li>➤ Creative partnerships – creating justice, networks, arts partnerships</li> <li>➤ Sharing experiences and best practices</li> </ul>

	<ul style="list-style-type: none"> <li>➤ <b>Listening to the needs – creating opportunities for community interaction</b></li> <li>➤ <b>Stimulate interest in new ministry</b></li> </ul>
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### **What work does GC and GCE need to be doing now to position for the work of GC 2025?**

The following is a grouping of items listed in the reports found on pages 22-24. Items have been grouped and the group named generally for ease of reference only.

#### **Social Justice**

- Celebrating how we re-claimed our social justice voice
- Suffering of fellow Christians in the world
- Educating Canadians on effects of globalization/Canadian companies operations & effects on impoverished people/small land owner overseas
- Educate ourselves on issues related to food/food distribution and costs
- Get even more serious about the environment
- Encourage congregations to engage global partners
- Re-amplify social justice work of the church

#### **Clarify and focus on Mission Vision**

- Glad of shift from calling ourselves mission units rather than congregation – equipped to go out and engage in God’s mission – having learnt from our global partners
- Start implementing our vision
- Talk about their passions – using variety of methods/ways (multimedia) – talking with each other using technology
- Return to understanding of the ‘original church’ – new form of educated ministry
- Need to start conversations now about where we will be in 2025 – how we will gracefully get there

#### **Questioning our structures – what purpose are they serving? How do they prevent us from being Christ’s body**

- Get out of the way
- Empowering the governance model
- Groups gathering in small groups to do the work of the church locally, nationally, worldwide
- Discuss what do we need to put into the “garage sale”
- Streamline unwieldy policies
- Downloading bureaucracy
- Renew connection around HR
- Recognizing that there is no longer a center

#### **Identity and connection need to be priority**

- Continued work on identity and connection

Realize that we may only make one significant decision in a generation

#### **Inter-faith and Intercultural work – Right relations**

- Talking and educating ourselves in Moslem faith
- Partnering with non-church organizations – coordinating mutual agendas

- Intercultural

### **Technology**

- Impact of technology on psyche
- Greater use of electronic

### **Visioning around property issues**

- Develop good process for closing/transitioning congregations/pastoral charges
- Have really good property policies that will produce resources which can grow and have hard conversations that would turn out our pockets and share a common wealth

### **Enabling and supporting paid accountable ministry**

- The recruitment strategy
- Candidacy pathway
- Isolation in Ministry recommendations
- Educate at local Pastoral charge level

### How

- Promote solid theological rationale/base that identifies how these areas actively share the 'good news'
- Fund programs that meet areas
- That we provide summer work experiences for young members
- Open to innovation
- Practice a greater openness to different things in different places
- Open to diversity
- Clarity and humility

### **Detailed reports –**

### **Distinct Work of Each Court - Synthesis Report**

#### **WHAT IS THE DISTINCT WORK THAT IS BEST DONE AND LED BY EACH COURT?**

Each table was asked to think through their responses to the above question. Tables were asked to start with a particular court and then move to the other courts. The following is the synthesis of the ideas by court.

*There is no priority suggested by the ordering. Similar ideas are grouped for ease of reference. A number in brackets e.g. (2), indicates a number of ideas worded the same.*

### **General Council**

- Lift up diversity of United Church
- International and ecumenical relations (2)
  - Relating to ecumenical partners and other faiths
  - Elect delegates to World Council of Churches, Canadian Council of Churches
  - National & International representation – and ecumenical/inter-faith
- Denominational shaping issues – for example how church is structured overall, theology & faith issues, election of moderator

- Work coming from ‘lower courts’ – denominationally shaping
  - Elect the Moderator
- General Council is about bigger issues e.g. areas that impact the whole church e.g. visioning
  - Denominational Governance policy
  - Sharing and developing best practices
  - Oversight – big picture – dreams and visions
  - Ongoing dialogue about identity as it evolves
  - To set the church’s mission focus, identity, statements on our theology
- Media image. Public perceptions
- Resource development, intellectual sharing/expertise, curriculum
  - Denominational resource coordination and development
  - Leading initiatives like Indigenous Relations, Intercultural Church
- “Equalization” (distributive justice) – financial sharing across the church (M&S funds etc. – mission support grants)
- Human Resource policy
  - Employment standards, basic standards, training standards, sexual harassment
  - Standards of practice and ethical standards for ministry personnel
  - Pension and benefits
- Framework for partnerships
- Identity and Connection (2)
  - Connect churches on work of whole United Church
  - Commissioners who communicate and bridge GC and pastoral charges
- Standards for theological education, testamur
  - To set the general standards that should be held common across the church i.e. ministry qualifications
- Insurance - Property

### **Conference**

- Support the combining of Conference and Presbytery
  - No role – get rid of it
  - Not necessary – only need either Presbytery or Conference
  - Congregation/Presbytery/Conference distinctions blurring in ANCC
  - Most of this work can happen at Presbytery or Conference AGM
- Host inspirational events for Ministry personnel and regionally
  - Programmatic events, commissioning/ordination – could focus on these only and not be a bureaucratic court
- Ordain, commission to deaconate ministry
  - Discernment for Ministry/ordination
  - Admissions to order of Ministry from other denominations
  - Celebration of ministry(ies) services
- Needs assessment
- Expertise in personnel matters – oversight, discipline, training (including recruiting), support of Ministry personnel including skill development
  - Ministry to ministers
  - 333/363 reviews

- Our conference has focused on administration – programmatic work is now with Presbyteries
- Interpret National church in more regional setting
  - Keeping focus on direction of church
- Has power to “tax” – problematic when other courts do not
- Pastoral relations (2)
- Support of Presbyteries and pastoral charges for the building up of effective ministries and healthy congregations
  - Networking and community building
  - Have paid personnel in diverse areas to offer support and education in many areas.
  - Acknowledge and encourage lay leadership (can inspire people out of congregation)
  - Build communications between Presbyteries and pastoral charges
- Property Management
  - Property transitions – sales, mergers
- Renewing relationships at ACM
  - Enhancing each others faith at ACM
- Celebration of who we are as a larger region

### **Presbytery**

- Mission strategy
  - Responding to mission needs in their area
- Pastoral oversight (2)
  - Oversight visits
  - Oversight of pastoral charges
- Community building, aspire to collegiality for clergy & lay people, collaboration & networking (for congregations)
  - Share stories – sign – engaging the spirit
  - Ministry personnel support and collegiality
  - Ministry formation
  - Potential for good collegiality
  - *Support combining with Conference* -- Expertise in pastoral charge matters (oversight, discipline & support pastoral charges & community ministries, stewardship, worship & faith formation)
  - Where paid accountable people get supported
  - Connection and faith support
- Role in pastoral relations – communications – support – nurture
  - Sharing of resources, supporting clergy & lay people
  - Contextual education and programming
- Needs assessment
- Communications
- Hold a wider view of the context of ministry in a region
  - Having authentic conversations about our context
  - Engage important questions – how to reach younger people
- Programmatic work to support congregations

- Support base for “outreach ministries”
- Need to offer help/guidelines rather than respond to a need with rules
- Guidelines do not always work in situations e.g. ANC
- Where E&S is done

### **Pastoral Charge**

- It is not that the church of God has a mission in the world but that the god of mission has a church
- Worship (3)
  - Preaching
  - Sacraments (2)
- Pastoral care (2)
  - Healing
- Faith formation for adults (Christian Education)
  - Confirmation
  - Christian Ed, teaching, learning, growing, faith formation
  - Faith formation (2)
  - Nurturing faith of children, youth, adults
  - Teaching about prayer & tithing & how faith affects life decisions
  - Witnessing, testimony, temoinage
  - Evangelism, dialogue
  - Celebrating & teaching of Christian church seasons
- Properly care of church building ‘property’
  - Building management
- Stewardship campaigns
  - Fund raising
- Visitation of shut-ins
- Connecting with broader community
  - Community presence
  - Visitation of new people/community
  - Get along with churches, congregations in other denominations
  - Community building
- Empower people to do God’s mission in the world
  - Help Congregation to become a people of God who may not have a building or may share a house church
- God’s mission is key
- Youth have church 4 times a year
- Funerals and weddings
- Fellowship
- Discipleship
  - Live out and model discipleship and mission
  - Recruiting of lay and ministry
  - Recruitment of ministry personnel
- Mission discernment
- Social justice in local community

- Activism
  - Development
  - Building awareness of the church
  - Hospitality
  - Primary mission unit of the pastoral charge and community ministries

### **Group Discussion Notes**

- Role of General Council and Pastoral Charge are clearest
- Role of Presbytery and Conference is where there is confusion or uncertainty

#### **Role of General Council in this confusion**

- Should GC be prescriptive or be big picture and set the vision?
- GC needs to ensure consistent policy. The practical working out of the policy happens at the other levels.
- GCE sorts out what is the best work to be done at each court and bring recommendation forward to GC.
- There is significant variation in capabilities and resources available at different Conferences and presbyteries across the country. The difference comes together at General Council. Are we being too restrictive in thinking that every conference or Presbytery across the country would have the same work.
- The difference revolves around policy. This could happen in any institution. We are supposed to be the church. GC role is to set the tone of 'we are the church' and raise questions and provide direction of how to live out the call to be the church
- There is a tension to hold with respect to the diversity within the church at the local level. We need to celebrate the diversity of the church and live into the role of the local church ministry. Be the prophetic voice. Watch the assumption that we are all in the same place. We still face injustice. How do we have best of both parts.

### **Best work done by each court by topic**

This session, on Sunday, focused on the work best done on 4 different topics of interest. These were 4 of many different topics that could be chosen. This focused then on the connections between the courts.

What work is best done on this topic at each court?

- Calling up new Leaders
- Becoming an Intercultural Church
- Living into Right Relations
- New Ways of Being Church/ Innovation

This report shows the responses to each topic. There were three table groups working on each topic. The lines between the responses separate the responses from the table groups. Some table groups had no work for a particular court. This is shown seen where there is no answer between the lines.

What work that is best done and led by each court on the topic of.... Calling up new Leaders	
General Council	

<p><b>Nominating committee is effective</b></p> <p><b>Rendezvous and similar events</b></p> <p><b>Educational Centers</b></p> <p><b>Kairos – Wondercafe</b></p> <p><b>Observer</b></p> <p><b>Funding assistance through centralized grants</b></p>
<p><b><u>Vocational</u> – Guidelines, resources, processes, policies</b></p> <p><b><u>All Leadership</u> - Clarify vision and mission of whole church that gets lived out in local communities</b></p>
<p><b>Provides financial and/or human resources</b></p>
<p><b>Conference</b></p> <p><b>Weekend discernment group</b></p> <p><b>Review call for nominations and solicit nominees</b></p> <p><b>Youth Forums and camps</b></p>
<p><b><u>Vocational</u> – Possibly new process of Candidacy pathway.</b></p> <p><b>Need to be consistent with General Council policies and process</b></p>
<p><b>Train trainers to resource Presbytery and Pastoral charge</b></p>
<p><b>Presbytery</b></p> <p><b>Youth Forums and Camps</b></p> <p><b>Enthusiastic and encouraging E&amp;S committee</b></p> <p><b>Funding</b></p>
<p><b><u>Vocational</u> – Model how we act/function as leaders</b></p> <p><b>Help local discernment process for individual to understand and see own gifts</b></p> <p><b><u>Laity</u> – Encourage leadership through involvement in leadership roles on Presbytery committees/ youth work</b></p> <p><b>NB – hard to do if Presbyters are dealing with frustration and burnout</b></p>
<p><b>Offer training – they have access and possibly the expertise.</b></p> <p><b>Identify the need</b></p>
<p><b>Pastoral Charge</b></p> <p><b>One-on-one and face-to-face discussions and mentoring</b></p> <p><b>Invitations</b></p> <p><b>Match task to skill</b></p>
<p><b><u>Vocational</u> – model how we act and function as leaders. Help local discernment process for individual to understand and see own gifts.</b></p> <p><b><u>Laity</u> – be open to encourage new leaders and also encourage involvement of young people – listen to their voices and ideas</b></p>
<p><b>Discern and identify spiritual gifts and skills - the members have more intimate knowledge of each other</b></p> <p><b>Support training</b></p>
<p><b>What work that is best done and led by each court on the topic of....</b></p> <p><b>Becoming an Intercultural church</b></p> <p><b>There are two issues in being intercultural:</b></p> <ol style="list-style-type: none"> <li><b>1. Ethnically based congregations</b></li> <li><b>2. Inclusivity within a more traditional ‘WASP’ congregation</b></li> </ol>
<p><b>General Council</b></p>

<b>Encouraging visioning – having a common vision</b> <b>Innovative program, best practices, webinars etc.</b> <b>Theological students – classes between First Nations and non-First Nation students with limited non-First Nation numbers</b> <b>Doing work on issues like poverty which are cross-culturally pertinent</b> <b>Embedding intercultural lens/participation in structure of church, mission, manual etc.</b> <b>Resourcing/sharing best practices for interculturalism at all levels of church – expertise</b> <b>Acknowledging dominant, white, national UCC’s planting of seeds in non-white communities and welcoming in those voices</b> <b>Modeling leadership of non-white people</b> <b>Responsible for ‘identity’ so interculturalism fits here</b> <b>Gender and racial justice work &amp; specific staffing</b>
<b>Conference</b> <b>Ordination/commissioning</b> <b>AGM having a focus on intercultural</b>
<b>Presbytery</b>
<b>Welcoming new congregations</b>
<b>Encouragement</b> <b>Nurture intercultural exchange, not police ethnic minority congregations</b> <b>Look at community demographics</b> <b>Interfaith relationships</b> <b>Looking at local issues as possibilities for solidarity</b>
<b>Pastoral Charge</b> <b>Reaching out – being welcoming-practicing the welcome – sing in other languages</b> <b>The behaviours/values to become an intercultural church need to be practiced now, so that all people are welcome all the time</b> <b>We need to share gifts of all and welcome gifts of all</b>
<b>Opening hearts – educate, build relationships – intentionally build bridges</b> <b>Why? Because this is where it is face-to-face – embrace the issue as ours at every level – every court</b>
<b>Grassroots commitments and relationships</b> <b>Genuine inclusion</b>
<b>What work that is best done and led by each court on the topic of....</b> <b>Living into Right Relations</b> <b>Needs to be relationships at all levels</b>
<b>General Council</b> <b>Corporate structural engagement</b> <b>Provide resources</b> <b>Support face-to-face right relations</b> <b>Aboriginal identity – holding space for healing of relationships</b>
<b>Initiate opportunities and model living into right relations i.e. interfaith, interchurch</b> <b>guests at GC, GCE</b> <b>Middle East working group challenges the church beyond documents “Bearing Faithful Wellness” that we know each other</b> <b>Trickles up from Pastoral Charge</b>

<b>Policy development</b> <b>Create educational resources</b> <b>Live out the Policy</b>
<b>Conference</b> <b>To be examining our own process that makes it difficult for others to participate fully</b> <b>Educate and model opportunities; share stories from charges and presbyteries</b> <b>Live out the Policy</b>
<b>Presbytery</b> <b>Connections on wider area</b> <b>Same as Conference</b> <b>Support Pastoral charge efforts</b> <b>Live out the Policy</b>
<b>Pastoral Charge</b> <b>People to people</b> <b>Right relations are intimate, personal and local and lived out in personal relationships in congregations, in local interchurch, interfaith, intercultural opportunities and in relations with First Nations</b> <b>Trickles up from here</b> <b>Live out the Policy</b>
<b>What work that is best done and led by each court on the topic of....</b> <b>New Ways of Being Church/Innovation</b>
<b>General Council</b> <b>New governance models</b> <b>Technology – youtube, social media, Wonder Café</b> <b>New methods of meeting</b> <b>Sharing experiences and best practices</b> <b>Challenging congregations to new ways of being e.g. Living in Right Relations, Bearing Faithful Witness</b> <b>Naming and questioning</b> <b>Finances</b> <b>Dreaming, visioning</b> <b>Provide grants for new ministries</b> <b>Have policies that help them get out of the way</b> <b>Education about new possibilities – seed planting</b>
<b>Conference</b> <b>New governance models</b> <b>Creative partnerships – economically and with presbyteries for projects and celebrations</b> <b>Technology – Youtube, web, social media, new methods of meeting, sharing experiences, best practices</b>
<b>Minimal</b> <b>Leadership and resources &amp; finances</b> <b>Encourage and approve proposals for groups to apply for grant money that can be given to each conference to administer</b>
<b>Presbytery</b>

<b>Sharing best practices and experiences</b> <b>Creative partnerships</b> <b>New governance models</b> <b>New forms of ministry</b>
<b>Minimal</b> <b>Ministerial support (provision)</b>
<b>Stimulate interest in new ministry</b>
<b>Pastoral Charge</b> <b>New models of ministry</b> <b>New forms of church government</b> <b>Creative partnerships – creating justice, networks, arts partnerships</b> <b>Sharing experiences and best practices</b>
<b>Listening to the needs – creating opportunities for community interaction</b> <b>Explore context (surrounding community – Environics)</b> <b>Implementation at local level</b> <b>Let local church be local church and express themselves</b> <b>Worship, program, finances, administration</b> <b>Values: Where established; How uniform do they need to be?</b>
<b>Stimulate interest in new ministry, sing different hymns, try new things in worship</b>

### **Best work done on topics by each court - Synthesis**

This is the same work as above except organized by court.

<b>What work that is best done and led by each court on the topic of...</b> <b>GENERAL COUNCIL</b>
<b>Summary</b> <b>Guidelines, resources, policies, processes- share best practices</b> <b>Encouraging visioning</b> <b>Theological education</b> <b>Work on cross-cultural issues – model interculturalism</b> <b>Provide resources including funding and HR assistance</b> <b>Publications, web presence, national events, social media, new ways of meeting</b> <b>Initiate opportunities and model living into right relations</b> <b>Challenging congregations to new ways of being</b> <b>New governance models</b> <b>Education about new possibilities</b>
<b>Calling up New Leaders</b> <b>Nominating committee is effective</b> <b>Rendezvous and similar events</b> <b>Educational Centers</b> <b>Kairos – Wondercafe</b> <b>Observer</b> <b>Funding assistance through centralized grants</b>
<b><u>Vocational</u> – Guidelines, resources, processes, policies</b> <b><u>All Leadership</u> - Clarify vision and mission of whole church that gets lived out in local</b>

<b>communities</b>
<b>Provides financial and/or human resources</b>
<b>Becoming an Intercultural Church</b> <b>Encouraging visioning – having a common vision</b> <b>Innovative program, best practices, webinars etc.</b> <b>Theological students – classes between First Nations and non-First Nation students with limited non-First Nation numbers</b> <b>Doing work on issues like poverty which are cross-culturally pertinent</b> <b>Embedding intercultural lens/participation in structure of church, mission, manual etc.</b> <b>Resourcing/sharing best practices for interculturalism at all levels of church – expertise</b> <b>Acknowledging dominant, white, national UCC's planting of seeds in non-white communities and welcoming in those voices</b> <b>Modeling leadership of non-white people</b> <b>Responsible for 'identity' so interculturalism fits here</b> <b>Gender and racial justice work &amp; specific staffing</b>
<b>Living into Right Relations</b> <b>General Council</b> <b>Corporate structural engagement</b> <b>Provide resources</b> <b>Support face-to-face right relations</b> <b>Aboriginal identity – holding space for healing of relationships</b>
<b>Initiate opportunities and model living into right relations i.e. interfaith, interchurch guests at GC, GCE</b> <b>Middle East working group challenges the church beyond documents "Bearing Faithful Wellness" that we know each other</b> <b>Trickles up from Pastoral Charge</b>
<b>Policy development</b> <b>Create educational resources</b> <b>Live out the Policy</b>
<b>New Ways of Being Church/Innovation</b> <b>New governance models</b> <b>Technology – youtube, social media, Wonder Café</b> <b>New methods of meeting</b> <b>Sharing experiences and best practices</b>
<b>Challenging congregations to new ways of being e.g. Living in Right Relations, Bearing Faithful Witness</b> <b>Naming and questioning</b> <b>Finances</b>
<b>Dreaming, visioning</b> <b>Provide grants for new ministries</b> <b>Have policies that help them get out of the way</b> <b>Education about new possibilities – seed planting</b>
<b>What work that is best done and led by each court on the topic of....</b>
<b>CONFERENCE</b>
<b>Summary - Minimal and similar to Presbytery</b>

<b>Be a Regional dynamic e.g. Discernment groups, youth camps, sharing resources, linking pastoral charges on issues</b> <b>Candidacy, ordination, commissioning</b> <b>Resource for Presbytery and Pastoral Charge</b> <b>New governance models</b> <b>Technology</b>
<b>Calling up New Leaders</b> <b>Weekend discernment group</b> <b>Review call for nominations and solicit nominees</b> <b>Youth Forums and camps</b>
<b><u>Vocational</u> – Possibly new process of Candidacy pathway.</b> <b>Need to be consistent with General Council policies and process</b>
<b>Train trainers to resource Presbytery and Pastoral charge</b>
<b>Becoming an Intercultural Church</b> <b>Ordination/commissioning</b> <b>AGM having a focus on intercultural</b>
<b>Living into Right Relations</b> <b>To be examining our own process that makes it difficult for others to participate fully</b>
<b>Educate and model opportunities; share stories from charges and presbyteries</b>
<b>Live out the Policy</b>
<b>New Ways of Being Church/Innovation</b> <b>New governance models</b> <b>Creative partnerships – economically and with presbyteries for projects and celebrations</b> <b>Technology – Youtube, web, social media, new methods of meeting, sharing experiences, best practices</b>
<b>Minimal</b> <b>Leadership and resources &amp; finances</b>
<b>Encourage and approve proposals for groups to apply for grant money that can be given to each conference to administer</b>

<b>What work that is best done and led by each court on the topic of....</b> <b>PRESBYTERY</b>
<b>Summary – Minimal and similar to Conference</b> <b>Be a Regional dynamic e.g. Discernment, youth camps, sharing resources, linking pastoral charges on issues</b> <b>Encourage E&amp;S committee</b> <b>Involve new leaders in Presbytery committees – stimulate new interest in Ministry</b> <b>Look at community demographics</b> <b>Model how act/function as leaders</b> <b>Connection on wider area</b> <b>Support Pastoral charge and Ministers</b> <b>Share best practices and experiences</b>
<b>Calling up New Leaders</b> <b>Youth Forums and Camps</b> <b>Enthusiastic and encouraging E&amp;S committee</b>

<b>Funding</b>
<b><u>Vocational</u></b> – Model how we act/function as leaders <b>Help</b> local discernment process for individual to understand and see own gifts <b><u>Laity</u></b> – Encourage leadership through involvement in leadership roles on Presbytery committees/ youth work <b>NB</b> – hard to do if Presbyters are dealing with frustration and burnout
<b>Becoming an Intercultural Church</b>
<b>Welcoming</b> new congregations
<b>Encouragement</b> <b>Nurture</b> intercultural exchange, not police ethnic minority congregations <b>Look</b> at community demographics <b>Interfaith</b> relationships <b>Looking</b> at local issues as possibilities for solidarity
<b>Living into Right Relations</b> <b>Connections</b> on wider area <b>Same</b> as Conference
<b>Support</b> Pastoral charge efforts
<b>Live</b> out the Policy
<b>New Ways of Being Church/Innovation</b> <b>Sharing</b> best practices and experiences <b>Creative</b> partnerships <b>New</b> governance models <b>New</b> forms of ministry
<b>Minimal</b> <b>Ministerial</b> support (provision)
<b>Stimulate</b> interest in new ministry

<b>What work that is best done and led by each court on the topic of....</b>
<b>PASTORAL CHARGE</b>
<b>Summary</b> <b>Where</b> church is seen and modeled – where issues are embraced as ours <b>One-on-one</b> and face-to-face discussions and mentoring <b>Encourage</b> new leadership – listen to voices of young <b>Discern</b> and identify spiritual gifts and skills <b>Educate</b> , build relations <b>New</b> models of ministry <b>New</b> forms of church government <b>Creative</b> partnerships – creating justice, networks, arts partnerships <b>Sharing</b> experiences and best practices <b>Listening</b> to the needs – creating opportunities for community interaction <b>Stimulate</b> interest in new ministry
<b>Calling up New Leaders</b> <b>One-on-one</b> and face-to-face discussions and mentoring <b>Invitations</b> <b>Match</b> task to skill

<b><u>Vocational</u></b> – model how we act and function as leaders. Help local discernment process for individual to understand and see own gifts.
<b><u>Laity</u></b> – be open to encourage new leaders and also encourage involvement of young people – listen to their voices and ideas
<b>Discern and identify spiritual gifts and skills</b> - the members have more intimate knowledge of each other
<b>Support training</b>
<b>Becoming an Intercultural Church</b>
<b>Reaching out</b> – being welcoming-practicing the welcome – sing in other languages
<b>The behaviours/values to become an intercultural church</b> need to be practiced now, so that all people are welcome all the time
<b>We need to share gifts of all and welcome gifts of all</b>
<b>Opening hearts</b> – educate, build relationships – intentionally build bridges
<b>Why?</b> Because this is where it is face-to-face – embrace the issue as ours at every level – every court
<b>Grassroots commitments and relationships</b>
<b>Genuine inclusion</b>
<b>Living into Right Relations</b>
<b>People to people</b>
<b>Right relations</b> are intimate, personal and local and lived out in personal relationships in congregations, in local interchurch, interfaith, intercultural opportunities and in relations with First Nations
<b>Trickles up from here</b>
<b>Live out the Policy</b>
<b>New Ways of Being Church/Innovation</b>
<b>New models of ministry</b>
<b>New forms of church government</b>
<b>Creative partnerships</b> – creating justice, networks, arts partnerships
<b>Sharing experiences and best practices</b>
<b>Listening to the needs</b> – creating opportunities for community interaction
<b>Explore context</b> (surrounding community – Environics)
<b>Implementation at local level</b>
<b>Let local church be local church and express themselves</b>
<b>Worship, program, finances, administration</b>
<b>Values:</b> Where established; How uniform do they need to be?
<b>Stimulate interest in new ministry, sing different hymns, try new things in worship</b>

### **Work of GC to position for work of 2025 General Council**

The third session focused on identifying the topics that needed to be worked on now to prepare for the 2025 General Council. Each table was asked to answer three questions:

4. What are examples of what you wish General Council or some court had done 15 years ago?  
*Quick*
5. Standing in 2025, what might General Council be talking about?
6. From 2025 perspective, what work started now by GC/GCE, would make significant difference to those discussions?

This work is included in the table below.

<b>What do we wish had been done 15 years ago</b>	<b>2025 topics</b>	<b>Work to do now How</b>
Consolidated from 4 to 3 courts Focus on priority setting and Denominationally shaping issues rather than administrivia of previous General Councils	Wonderful church-wide gathering – 1,000's UCC members gather together – not focused on business How we should have got unstuck earlier – could have acted with a little more boldness	Celebrating how we re-claimed our social justice voice Glad of shift from calling ourselves mission units rather than congregation – equipped to go out and engage in God's mission – having learnt from our global partners <b>Questioning our structures – what purpose are they serving? How do they prevent us from being Christ's body</b> Identity and connection need to be priority
Gone to 3 courts	The good old days Relocation If we need a head office The last days of our church Gospel of Jesus Christ and following it Mission Trying to deal with millions of new members and how to spend all our money	Get out of the way Start implementing our vision Empowering the governance model Realize that we may only make one significant decision in a generation <b>Enabling and supporting paid accountable ministry</b>
Encourage Christians to be stronger& speak against and act against secularization Trained people in power point	How are Christians and Moslems going to be inter-relating Issues from overseas (poverty, fate of land owners –Christians)	Talking and educating ourselves in Moslem faith Suffering of fellow Christians in the world Educating Canadians on effects of globalization/Canadian companies operations & effects on impoverished people/small land owner overseas Educate ourselves on issues related to food/food distribution and costs
Better location for offices Get rid of 4courts	Groups gathering in small groups to do the work of the church locally, nationally, worldwide	

	<p>Talk about their passions – using variety of methods/ways (multimedia) – talking with each other using technology</p> <p>Return to understanding of the ‘original church’ – new form of educated ministry</p> <p>Impact of technology on psyche</p>	
<p>Clergy was preaching what they had been taught and not what they thought people wanted to hear – that they were not teaching the emerging theology</p> <p>That we had been less resistant to congregations getting directly involved in mission, partnering etc.</p> <p>Have a communication strategy lifting up the work of M&amp;S fund in UCC</p>	<p>We may still be in this room</p> <p>It will probably not be GC talking in 2025 – it will be local Congregations or area groups</p>	<p>Need to start conversations now about where we will be in 2025 – how we will gracefully get there</p> <p>Discuss what do we need to put into the “garage sale”</p> <p>Streamline unwieldy policies</p>
<p>Eliminating one of the middle courts (a 3 court system)</p> <p>What could we have done/communicated about the move to more congregational base?</p>	<p>Role clarity of courts – maybe not courts at that point (more like Councils)</p> <p>A new hymn book (maybe sooner than later)</p>	<p>Visioning around property issues</p> <p>Downloading bureaucracy</p> <p>Renew connection around HR</p> <p>Partnering with non-church organizations – coordinating mutual agendas</p> <p>Recognizing that there is no longer a center</p>
<p>GC take a firmer stand on need for Congregational renewal</p> <p>GC doing good work on establishing lines of communication &amp; parameters of communication</p>	<p>Our intercultural realities</p> <p>Shared use of resources of land</p> <p>Virtual meetings</p>	<p>Continued work on identity and connection</p>
<p>Signed a 50-year lease on current location</p>	<p>Location of GC Office</p> <p>Nature of Ministry</p>	<p>Get even more serious about the environment</p>

<p>Articulating more clearly our vision and our mission</p> <p>More clarity about the nature of ministry</p>	<p>Environmental concerns</p> <p>Increased involvement in treaty and land rights</p>	
<p>Streamlined theological education</p> <p>Emphasis on training pastors/ministers not theologians</p> <p>Implement/create a strategy to encourage/recruit young people into leadership</p>	<p>Property Redevelopment</p> <p>Pension plan</p> <p>Support/nurture of a diverse new group of leaders</p> <p>Healthy pastoral relationships</p> <p>That we have successfully or are on the right path to continue to live into right relationship and being intercultural</p>	<p>The recruitment strategy</p> <p>Candidacy pathway</p> <p>Isolation in Ministry recommendations</p> <p>Encourage congregations to engage global partners</p> <p>Develop good process for closing/transitioning congregations/pastoral charges</p>
<p>More intentional work on group discernment and decision making</p> <p>Embrace technology</p> <p>Implemented perennial youth ministry reports</p>	<p>Mission in local community and beyond</p> <p>Partnerships in faith and work</p>	<p>Technology</p> <p>Intercultural</p> <p>Re-amplify social justice work of the church</p> <p><u>How</u></p> <p>Promote solid theological rationale/base that identifies how these areas actively share the 'good news'</p> <p>Educate at local Pastoral charge level</p> <p>Fund programs that meet areas identified</p>
<p>Clarified our property policies</p> <p>Work hard at recruitment</p> <p>Bought property and housed GCO creatively then – and it was still functional &amp; adaptive</p>	<p>Ministry personnel will be able &amp; articulate on matters of stewardship &amp; finance so Executive would be getting creative with a sharp rise in available dollars</p> <p>That executive will be excited about justice work and be directing resources towards it</p> <p>That we're surrounded by leaders we didn't know 15 years ago</p>	<p>Have really good property policies that will produce resources which can grow and have hard conversations that would turn out our pockets and share a common wealth</p> <p>That we provide summer work experiences for young members</p>
<p>4 courts – have addressed</p>	<p>Role in environmental</p>	<p>Greater use of electronic</p>

and made smaller More intentional about youth ministry More recruiting with young people More supportive congregational mission partnerships – identify purpose	issues New creative ways to be in community Different ways to do things New technologies How we talk to God How we engage other faiths New models	Open to innovation Practice a greater openness to different things in different places Open to diversity  Clarity and humility
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