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 Appendix I

Respectful Communication Guidelines

R = take RESPONSIBILITY for what you say and feel without blaming others
E = use EMPATHETIC listening
S = be SENSITIVE to differences in communication styles
P = PONDER what you hear and feel before you speak
E = EXAMINE your own assumptions and perceptions
C = keep CONFIDENTIALITY
T = TRUST ambiguity because we are not here to debate who is right or wrong

from The Bush Was Blazing but Not Consumed, by Eric H.F. Law
Appendix II

Reports

General Secretary Update

My dear friends in Christ,

So spacious is he, so roomy, that everything of God finds its proper place in him without crowding. Not only that, but all the broken and dislocated pieces of the universe—people and things, animals and atoms—get properly fixed and fit together in vibrant harmonies, all because of his death, his blood that poured down from the cross. Colossians 1:19-20 The Message

I hold those words dear as we live into this time of change, a time when many experience the church as being “broken and dislocated pieces”. Although in many ways, I have not carried as great a load through the changes as those (staff and elected) working to set up the new Regional Councils, the National Indigenous Council, the Office and Board of Vocation, the new funding structure, and all the complex relationships that flow from these changes, I take comfort that there is someone greater than us, lovingly holding together all the many pieces and places, old and new. It is worth noting that in The Message version of the Bible, this passage comes under the heading, “Christ Holds It All Together”. Maybe that is all we need to remember.

This is the third report you have had from me this fall, so I am not going to repeat information given in the previous reports but will provide some updates and additional items here. The links to my reports to the September 21 GCE and the October 20 General Council meeting are included here, and you should feel free to ask me about anything in these three reports (links to the workbooks in which the reports are found).

Harassment Policy

We are in the process of revising the Harassment Policy. One of our legal counsel, Kathy MacDonald, has been working on this along with specialized outside counsel and they led a session with staff leaders at a recent meeting to gather input and share ideas. The goal is to include more specific references to racial harassment, and to ensure that the mechanism for pursuing complaints is clear. Further consultation is taking place with Douglas Stewart (who is working with us on anti-racism issues and will be leading a session for the Executive on the Friday night of your meeting), and with the White Privilege Working Group as well as key staff. We are aiming to have the policy ready for you to consider at your January meeting.

Work on Anti-Racism/White Privilege

The Executive’s Anti-Racism working group (which I have been supporting), has been gathering information and working to identify the various pieces of related work already underway. We are working to put together a list….. it may not be fully complete by the time of your meeting, but I will have a version to share with you at that time.

Appendix
Sustainable Report
Work is underway on our first “Sustainable Update”, to be available in the new year, and updated annually. It will include a report on the progress of Faithful Footprints, which is already making strong progress in supporting communities of faith to make their church buildings more energy efficient. The report will also include updates on investments, our own operational footprint, and environmental advocacy. We hope that sharing this information will help build momentum across the church for practical steps to care for God’s beautiful creation.

Called to be the Church
Speaking of reports, I thought that you would like to know that the theme for this year’s Annual Report (which will come out in 2020), will be Called to be the Church.

The United Property Resource Corporation
The United Property Resource Corporation has been created, according to the authorization you gave last spring, and you will have a proposal before you to appoint to their Board some people who bring excellent skills and experience relevant to this work. The corporation was set up quite quickly in the summer to meet a deadline imposed by the Canadian Mortgage and Housing Corporation (CMHC), with mostly staff as the initial directors, and the longer term intention of recruiting board members with particular expertise.

At that time, we were preparing a presentation to the CMHC after discussions with them about the possible availability of a significant loan to support this work. This presentation was so well received that CMHC came back to us with numbers greater than what we had expected. The Finance Advisory Committee discussed this at some length last week – the greater opportunity and the greater risk – and the proposal is now coming to you for discussion and decision at this meeting.

Migrant Church – Extension of Western Canada Missioner
Since 2017, we have been in an intentional partnership with the General Board of Global Ministry of the United Methodist Church to pilot the appointment of a Missioner (the Rev. Tazvi Nyarota) to serve the United Methodist Zimbabwean Community in Canada. The term of the current Missioner ends in April 2020. We will be working with the General Board to extend the appointment. We believe that this experiment has been a success in connecting the four United Methodist Zimbabwean Societies (congregations) in Canada with the United Church and strengthening their leadership.

This is part of our commitment to support the ministries of Migrant Methodist communities. Having ministry personnel with the language and cultural skills to help these communities, not only settle into the society, but also find their place in the United Church of Canada is critical.

Coordination of Office of Vocation and Pastoral Relations
The regional council pastoral relations ministers, Indigenous Ministry Community Capacity Development Coordinators, Office of Vocation ministers, and other staff from the Ministry and Employment Unit and Ministries in French gathered in London, Ontario, October 27-31, 2019, to continue ‘to weave a new tapestry’ (Colossians 2:2). The focus was on affirming what is going well, tracking the pieces still to be completed and identifying gaps in policy with respect to the support and oversight of ministry personnel. Information and ideas were shared. Collaboration amongst staff deepened as knots in the tapestry were acknowledged or untangled.
National Indigenous Council
By the time you meet, the National Indigenous Council will have gathered in Winnipeg for its first in meeting since being elected at the National Indigenous Spiritual Gathering last summer. Remember what it was like for you as you began meeting last year, with so much to think through about how you wanted to work and what things to tackle first.

Although Cheryl Jourdain is serving very ably as the Executive Minister for Indigenous Ministries and Justice, she has committed to serve only on an interim basis, and I have asked the Council to name a small group to work with me on the staffing process for a new Executive Minister.

Efficiency and Effectiveness Review
This is the review of the General Council Office being conducted by Optimus Consultants, to provide background information and advice for the cost reduction decisions that will need to be made to achieve a balanced budget in 2021. The project team (Alan Hall, Erik Mathiesen, Michael Blair, Treena Duncan, Peter Hartmans and I) meet with the consultants by phone once a week. Interviews have been held now with all senior staff and other people who can offer key insights, and they will make a presentation to the full Management Group and Regional Council Executive Ministers later this month. It is helpful having an outside perspective on our operations, and I believe the report with be helpful as we prepare for difficult decisions.

You know where to find me
And by this I mean, if there are questions about anything in my report, or in anything in this workbook, please don’t hesitate to be in touch: nsanders@united-church.ca.
The Executive of the General Council, November 22-23, 2019

FINANCE ADVISORY COMMITTEE ACCOUNTABILITY REPORT
Origin: Finance Advisory Committee

Theological Foundation
1 Peter 3:15 b: “but in your hearts sanctify Christ as Lord. Always be ready to make your defense to anyone who demands from you an accounting for the hope that is in you;” Our committee work demands from us all forms of accounting in order to deepen understandings of sacred encounter and faith community.

We invite you to read our report with the hope that is in you as we continue to respond to our current financial picture and discern the transformations that we are called to make.

Executive Summary
The Committee held its first in-person with a full complement of members on November 1, 2019. The primary goal was new member orientation and developing a shared understanding of the overall church financial picture and decisions that would need to be made over the course of this triennium. Guests included the Moderator (by videoconference), the General Secretary, Don Hunter, president of the nascent property corporation, and Tim Bradshaw, chair of the Treasury Investment Committee.

The Committee will be reviewing management’s 2020 Operating Budget proposals in early January 2020 in advance of the Executive considering this matter on January 18, 2020. The 2020 budget is expected to be relatively steady state, in that the Executive has directed that more substantial cost reduction be targeted for 2021. External consultant reporting and related management recommendations around balancing the 2021 budget will be brought to the Executive for the March 28-29, 2020 meeting.

Two specific proposals were discussed at this first meeting.

There was a strong consensus to support GS34 Technology Support for Congregations.

Discernment regarding GS 31 Expanded Commitment to the work of the United Property Resource Corporation in partnership with CMHC National Housing Strategy was more challenging and a consensus was not reached. It was however agreed that the proposal be brought forward because the CMHC Innovation Fund allocation is very time sensitive.

Finance Committee Issues and Workplan
There is a regular cycle of reporting operating results, seeking governor direction for planning and budget assumptions. For example, the Executive would normally approve any budget principles in the spring of each year to allow work on future year operating budget approvals for late fall. On a more sporadic basis, there will be financial transactions requiring governor approval because they fall outside of management authority or policy. For 2019, there are a host of new considerations – notably assessment revenue administration and shared service rollouts for accounting support and an overall technology infrastructure

2019 Implementation of Remits
From a financial perspective, there is a tremendous amount of activity across the church as Conferences and Presbyteries wound up their affairs and transferred residual assets to the new Regions. The Finance
Unit in the General Council Office is handling the accounting for 4 regions on a fee for service basis (with 2 other regions changing their mind about participating).

The new denominational assessment rollout has been an especially large and complex undertaking. The elective element (choosing to cap increases or not) sparked considerable discernment across the country. Two regions (Pacific Mountain and Chinook Winds) implemented supplemental regional assessments for 2019. Living Skies Region (SK) has elected supplemental assessment for 2020. It is expected that this process will be much simpler in future years. Once the first year process and procedures have been fully set up, future years will be much simpler.

Technology investment continues to be a major focus with the development of Church Hub and other tools. A detailed information technology briefing will be scheduled for the Executive in 2020.

**Key Financial Decisions Needed this Triennium**

Since 2019 is the first year of operationalizing the remits ratified by General Council in 2018, there are still transition activities underway in the regions and at the General Council Office. The implementation plan provided for a number of short term transition measures, including assured funding for regions for 2019 and 2020, mitigation of assessment rate increases for congregations, and significant investment in systems to support the new structure.

Over the next two years there will be a number of major financial decisions/recommendations that the General Council Executive will need to make – normally based on recommendations or commentary from the Finance Advisory Committee.

Financially significant decisions will include:

- Resource allocation for 2021 (share of cuts)
  - Regions
  - Indigenous church
  - General Council Office (staff/grants)
- Principles to guide ongoing Mission and Service resource allocation in view of annual decline in receipts
- Recommendation to General Council 44 regarding
  - Assessment rate for 2022-2024 (unlikely to change)
  - Any change to assessment formula
  - “Catchup” mechanism for congregations not yet at target assessment level
  - Principles and priorities to guide ongoing cost reduction and sharing across regions, denomination and the Indigenous church.
- Any action on Ordained/Lay salary differential ($900,000 / yr)
- Office location for 2023-2024 (decision needed in 2020)

**Finance and Philanthropy Staffing**
The Finance Advisory Committee expresses its appreciation to the efforts of all Finance, Information Technology and Philanthropy staff on our behalf.

Submitted by: Jane McDonald, Chairperson, on behalf of the Finance Advisory Committee
Appendix I

Traditional View 2019 Operating Budget as at July 31, 2019

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2019</th>
<th>2019</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Audited</td>
<td>Approved</td>
<td>the 7 mos</td>
<td>Forecast</td>
</tr>
<tr>
<td></td>
<td>($000)</td>
<td>(3,4,5)</td>
<td>(31/7/2019)</td>
<td>($000)</td>
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<tr>
<td><strong>Revenues</strong></td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>Total M&amp;S Contributions</td>
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<td>23,069</td>
<td>9,463</td>
<td>22,844</td>
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<td>Denominational Assessment</td>
<td>-</td>
<td>10,700</td>
<td>7,908</td>
<td>10,256</td>
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<tr>
<td>Other Revenue</td>
<td>6,669</td>
<td>7,536</td>
<td>4,420</td>
<td>7,749</td>
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<tr>
<td></td>
<td><strong>29,776</strong></td>
<td><strong>41,305</strong></td>
<td><strong>21,791</strong></td>
<td><strong>40,849</strong></td>
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<td><strong>Expenses</strong></td>
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<td></td>
<td></td>
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<td>M&amp;S Grants</td>
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<td></td>
<td></td>
<td></td>
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<td>General Council Office</td>
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<td>9,481</td>
<td>4,591</td>
<td>7,950</td>
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<td>Regional Councils</td>
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<td>1,793</td>
<td>4,624</td>
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<td></td>
<td><strong>10,297</strong></td>
<td><strong>14,105</strong></td>
<td><strong>6,384</strong></td>
<td><strong>12,574</strong></td>
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<td>M&amp;S Expenses</td>
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<tr>
<td>Compensation Expenses</td>
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<td>8,282</td>
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<td>Resources</td>
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<td>976</td>
<td>428</td>
<td>890</td>
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<td>Travel Expenses</td>
<td>668</td>
<td>439</td>
<td>136</td>
<td>183</td>
</tr>
<tr>
<td>Committee Meeting Expenses</td>
<td>1,535</td>
<td>600</td>
<td>237</td>
<td>590</td>
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<td>Office Costs</td>
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<td>849</td>
<td>569</td>
<td>1,021</td>
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<td>Professional Fees</td>
<td>1,666</td>
<td>922</td>
<td>1,012</td>
<td>1,513</td>
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<td>Property &amp; Insurance Expenses</td>
<td>94</td>
<td>157</td>
<td>75</td>
<td>129</td>
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<tr>
<td>Banking fees</td>
<td>233</td>
<td>210</td>
<td>50</td>
<td>89</td>
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<tr>
<td></td>
<td><strong>28,968</strong></td>
<td><strong>27,586</strong></td>
<td><strong>15,004</strong></td>
<td><strong>25,271</strong></td>
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<tr>
<td>M&amp;S Operating Surplus or (Deficit)</td>
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<td>13,719</td>
<td>6,787</td>
<td>15,578</td>
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<tr>
<td>Governance Costs</td>
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<td>11,521</td>
<td>7,715</td>
<td>13,415</td>
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<tr>
<td>Externally Funded Costs</td>
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<td>2,709</td>
<td>1,760</td>
<td>3,066</td>
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<tr>
<td>Investment Income/Gains</td>
<td>(427)</td>
<td>511</td>
<td>1,288</td>
<td>596</td>
</tr>
<tr>
<td>Final Operating Surplus (Deficit)</td>
<td>(2,223)</td>
<td>(0)</td>
<td>(1,400)</td>
<td>(307)</td>
</tr>
</tbody>
</table>

(1) Includes $1.3 million (50% of bequests) to be set aside.
(2) General Council 43 costs will be spread over 3 years as incurred.
(3) Excludes one-time costs for remit implementation
(4) Excludes transfer to UCC FDN
(5) No increase in the Embracing the Spirit grants
## Program View 2019 Operating Budget as at July 31, 2019

<table>
<thead>
<tr>
<th></th>
<th>2018 Actual</th>
<th>2019 Budget</th>
<th>2019 7 months ended July 31, 2019</th>
<th>2019 Forecast (2, 3 &amp; 4)</th>
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<tr>
<td><strong>General Council Office</strong></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contributions</td>
<td>23,107</td>
<td>23,069</td>
<td>9,463</td>
<td>22,844</td>
</tr>
<tr>
<td>Other Revenue</td>
<td>6,669</td>
<td>7,731</td>
<td>4,420</td>
<td>7,749</td>
</tr>
<tr>
<td>Self Funded Programs</td>
<td>2,604</td>
<td>2,563</td>
<td>1,760</td>
<td>3,066</td>
</tr>
<tr>
<td>Investment income &amp; net gains</td>
<td>(427)</td>
<td>513</td>
<td>1,288</td>
<td>596</td>
</tr>
<tr>
<td><strong>Total M&amp;S and Other Revenue</strong></td>
<td>26,745</td>
<td>28,750</td>
<td>13,411</td>
<td>28,123</td>
</tr>
</tbody>
</table>

| **Governance**       |             |             |                                  |                         |
| Assessment           |             | 10,700      | 7,908                            | 10,256                  |
| General Council Leadership and Governance | (4,446) | (3,386) | (2,266) | (3,990) |
| Office of Vocation   |             | (1,589)     | (1,060)                          | (1,794)                 |
| Stewardship          |             | (500)       | (111)                            | (500)                   |
| Shared Services      |             |             |                                  |                         |
| **Subtotal of OV, Stewardship & SS** | (2,089) | (1,171) | (2,294) |                 |
| Indigenous Governance|             | (591)       | (147)                            | (629)                   |
| Regional Governance  |             | (5,950)     | (4,130)                          | (6,550)                 |
| Other                |             |             |                                  |                         |
| **Total Governance Expenses** | (4,446) | (1,316) | 194 | (3,207) |

| **Mission & Ministry Expenses** |             |             |                                  |                         |
| Denominational Council          |             |             |                                  |                         |
| Global Mission & Service        | (4,837)     | (4,817)     | (3,125)                          | (4,757)                 |
| Community and Justice Work      | (2,501)     | (2,283)     | (820)                            | (1,264)                 |
| Theological Education and Ministry Work | (1,415) | (1,712) | (882) | (1,423) |
| Faith Formation                 | (5,670)     | (4,910)     | (2,941)                          | (4,625)                 |
| Support to Local Ministries     | (3,670)     | (3,332)     | (1,653)                          | (2,854)                 |
| Conference Leadership           | (577)       |             |                                  |                         |
| **Total Mission & Ministry Expenses** | (18,670) | (17,054) | (9,021) | (14,923) |

| Regional M&S Support |             |             |                                  |                         |
| Indigenous           | (4,723)     | (4,506)     | (2,869)                          | (4,426)                 |
| **Total Mission & Ministry Expenses** | (23,393) | (26,184) | (14,513) | (23,973) |

| Embracing the Spirit | (1,129) | (1,250) | (492) | (1,250) |
| **Total Expenses**  | (28,968) | (28,750) | (14,811) | (28,430) |

| **Final Operating Surplus (Deficit)** | (2,223) | (0) | (1,400) | (307) |

**Notes**

1. Excludes one time costs for transition to 3 courts
2. Excludes supplemental regional revenue
3. Excludes transfer to UCC FDN
4. No increase in Embracing the Spirit grants
WORLD COUNCIL OF CHURCHES
Origin: Miriam Spies, Central Committee Representative

GS Search Process
Rev. Dr. Olav Fykse Tveit, General Secretary of the World Council of Churches, announced at the meeting of the Central Committee (June 2018) that he will not stand for a third term. The search team was struck during that gathering and will be conducting interviews in November (2019), in preparation to bring name(s) forward to the Central Committee meeting in March 2020.

WCC Assembly – worship planning team, delegates, stewards
The World Council of Churches (WCC) is a worldwide fellowship of 349 churches. The WCC holds an Assembly every eight years, bringing together approximately 3,500 people from over 110 countries and territories. The Assembly will take place September 8-16, 2021, in Karlsruhe, Germany, with some events in Strasbourg, France, making this the first cross-border Assembly. The United Church of Canada is invited to send two delegates to the 11th Assembly. The call for nominations has been released through the General Council Office.

I am privileged to serve on the Assembly Worship Planning Committee, along with fellow Canadian Dr. Swee Hong Lim (Emmanuel College). Our first meeting took place in Karlsruhe this past July, and two subsequent meetings will be held in person in June 2020 and February 2021. We are developing liturgies using the theme: “Christ’s Love Moves the World to Reconciliation and Unity.” As materials are released, it would be great for them to be shared among United Church congregations. One idea to consider might be to use the theme in congregational worship on September 12, 2021.

There are various other ways to be involved in the 11th WCC Assembly. There will be a stewards program for those between 18-30, as well as a participants programme (beyond the delegations). More information can be found at https://www.oikoumene.org/en/about-us/organizational-structure/assembly/karlsruhe.

Thursdays in Black Resources and Ambassadors
Thursdays in Black is a movement towards a world without rape and violence. It grew out of the World Council of Churches (WCC) Decade of Churches in Solidarity with Women (1988-1998), in which the stories of rape as a weapon of war, gender injustice, abuse, violence, and many tragedies that grow outward from such violence became all the more visible. But what also became visible was women’s resilience, agency and personal efforts to resist such violations. Wearing black on Thursdays and speaking out against rape and violence is an act of resistance and resilience. There is a toolkit on the WCC’s website, encouraging denominations and congregations to participate: https://www.oikoumene.org/en/get-involved/thursdays-in-black/toolkit-for-congregations.

This fall, the WCC started releasing video interviews with Thursdays in Black Ambassadors. Ambassadors are leaders in their community, committed to being visible and outspoken in the Thursdays in Black movement. By standing together from many sectors and many countries, Thursdays in Black ambassadors are conveying a sense of solidarity against violence and injustice. Canadians Rev. Chris Ferguson (World Communion of Reformed Churches) and Bishop Susan Johnson (Evangelical Lutheran Church in Canada) are ambassadors. Their video messages and others can be found at https://www.oikoumene.org/en/get-involved/thursdays-in-black/thursdays-in-black-ambassadors.
Executive Committee’s Work on Racism, May 2019

The WCC has acknowledged that racism is a church-dividing issue and has underlined the importance of continuing the discussion on restorative justice to people of African descent and Indigenous Peoples. Racism and racial justice is the global theme for the year of 2019 in the common journey of the Pilgrimage of Justice and Peace (PJP). At their meeting this spring, the Executive Committee commemorated the 2019 Quad-Centennial of the Forced Transatlantic Voyage of Enslaved African Peoples from Angola to Jamestown, Virginia (USA) and

- Celebrated the spiritual resistance of African Peoples throughout these 400 years;
- Affirmed the historic partnership the US churches and ecumenical organizations in the US share with WCC in addressing racism globally, and looks forward to deepening this partnership;
- Joined the churches, ecumenical bodies and their networks in the USA in commemorating the Quad-Centennial, and expresses special appreciation for the relevant commemorative events of the churches at their national gatherings;
- Affirmed the timely relevance and significance of ecumenical work concerning:
  - the UN Decade in Solidarity with People of African Descent;
  - inviting the UN Special Rapporteur on contemporary forms of racism to the United States in 2021, including the letter from the NCCCUSA and its partners to the US Secretary of State requesting this invitation be extended to the Special Rapporteur;
  - the final drafting of the US report in preparation for the Universal Periodic Review of the USA (2020), which will also inform a proposed congressional briefing in June to strengthen the case for the Special Rapporteur’s visit;
  - WCC-CCIA Training on Achieving Racial Justice through UN Human Rights Mechanisms, that took place in April 2019;
- Invited all WCC member churches to find opportunities to commemorate this historic moment, to ask God’s forgiveness on behalf of our ancestors who were involved in the enslavement of African people, and to recommit to the struggle against racism and for racial and economic justice and reparations.

The UCC has participated in a number of regional webinar conversations on racism and xenophobia and discrimination (https://www.youtube.com/watch?v=OzMUz6Rsv2A).

Arusha Call – North American Anglican and Lutheran joint statement

At the gathering of the WCC’s Commission of World Mission and Evangelism in Tanzania in 2018, delegates produced The Arusha Call to Discipleship (which can be found here: https://www.oikoumene.org/en/resources/documents/commissions/mission-and-evangelism/the-arusha-call-to-discipleship). This past spring, leaders from The Episcopal Church, the Evangelical Lutheran Church in America, the Anglican Church of Canada, and the Evangelical Lutheran Church in Canada commended the call and lifted up four features to their churches. This joint statement is a powerful witness of working ecumenically, bringing the global call to discipleship into the North American context. Their full commendation can be seen at https://www.anglican.ca/news/a-call-to-discipleship-hearing-the-message-from-arusha-tanzania-in-our-churches-in-canada-and-the-u-s-a/30024453/
Plans for the Green Village – Redevelopment of the Ecumenical Centre (Geneva)

Plans for the Ecumenical Centre building and being a part of the “Green Village” have been underway since 2011, with hopes of construction beginning soon. The Green Village will comprise six new, environmentally-oriented buildings in a park-like setting, around a restored and renovated Ecumenical Centre. It will also include apartment and hotel accommodations. The buildings will be named after cities where significant global agreements for the environment have been reached (Kyoto, Rio, Montreal etc.). The One Planet Living label, initiated by WWF, will require committed effort from owners, including WCC, but also from tenants, local service providers and the local authorities in operating the site with ecological guidelines and targets, to be monitored as a community, with a sustainability expert. There will be a very limited number of parking places, as we are placed close to public transports, and we will facilitate new paths for biking and walking through our property as a part of the mobility plans in Geneva. (https://green-village.ch/project/)

Human sexuality: since the Busan Assembly a working group on Human Sexuality has been at work, part of the work relates to how churches can create a more inclusive space for LGBTQI persons. Although the UCC is not part of the Working group, we have participated in the Global Coalition for LGBTQI Rights, which accompanies the work of the Working group. The final report of the Working group will be sent to the Executive Committee in November and hopefully to the Central Committee in 2020.

Central Committee, March 2020

The Central Committee is the second highest governing body of the WCC that meets between the assemblies. Currently, I am privileged to serve this body and have done so since my election at the 10th Assembly in Busan, Korea in 2013. We have our final meeting prior to the 11th Assembly in March 2020 to be held in Geneva. We will be electing a new General Secretary, making preparations for the Karlsruhe Assembly, as well as reviewing and supervising WCC programmes and the budget of the Council and responding to events in the world through public issue statements. The People in Partnership cluster is working with other colleagues to recruit youth to serve as Stewards for the Central Committee (https://www.oikoumene.org/en/press-centre/news/wcc-invites-youth-to-stewards-programme-for-2020-central-committee).

United Church of Canada Representatives with the WCC:
Sandra Beardsall serves on the Faith & Order Commission and reports to Theology and Interchurch Interfaith Committee
Lorna Pawis serves as a member of the Indigenous Peoples Reference Group and reports to the Indigenous Ministries Council
Miriam Spies serves as a member of the Central Committee and reports to the Executive as needed
Patti Talbot serves as a member of the Specialized Ministry working group and reports to the Executive Minister, Church in Mission
Gail Allan participates in the Ecumenical Officers Network and is a member of the Gender Advisory Group, and reports to TICIF and the General Secretary as appropriate
Adele Halliday serves as a member of the Pilgrimage of Justice & Peace Reference Group and reports to the Executive Minister, Church in Mission and General Secretary as appropriate
Michael Blair serves as a member of the Commission on World Mission & Evangelism and chairs the Missions from the Margins working group.
PENSION BOARD ACCOUNTABILITY REPORT  
Origin: Pension Board

Report
Under the current governance structure, the Executive of the General Council is the legal Administrator of the Pension Plan of The United Church of Canada and has oversight responsibilities for its operation. To facilitate the conduct of those responsibilities, the Pension Board typically submits a comprehensive accountability report to the Executive of the General Council at its fall meeting and provides an update at other meetings if substantive events have transpired.

This report consists of an overview, followed by more detailed comments in several key areas, and concludes a list of motions passed since the last report. The Board trusts that this information will be useful and would be pleased to provide supplemental information at any time.

Overview

• In 2018, the Pension Board approved the Pension and Benefits Administration Stabilization project to create a sustainable in-house administration model. Oversight to this project is provided by a project steering committee comprising staff and members of the Pension Board and the Pension Plan Advisory Committee. Administration services moved in-house effective September 1, 2018, as previously reported.

• The Pension Board, its committees and staff continue to implement recommendations contained in Morneau Shepell’s February 2018 governance review of the Plan. During 2019, the Plan’s governance documents were reviewed and updated where necessary.
  o The Board endorsed revisions to The Statement of Beliefs and Guiding Principles and the Terms of Reference for the Pension Board and submitted them to the Sub-Executive of the General Council for approval. The Sub-Executive approved both documents at its April 15, 2019 meeting.
  o The Board approved revised Terms of Reference for the Pension Plan Advisory Committee and the Investment Committee.

• As mentioned in the 2018 Accountability Report, a participating employer in BC, Fairhaven Church Homes, opted to leave the Plan effective September 30, 2017. The group ceased participation in the Church’s Plan in order to join the BC Municipal Plan. As BC required a partial plan wind-up, annuities must be purchased for the retired members formerly employed by Fairhaven Church Homes. There are only seven such pensions in pay and the cost to purchase the annuities is estimated to be approximately $2 million. All active and deferred members associated with the employer opted to transfer their entitlements to personal locked-in accounts.

• The Board formed a working group to initiate a process to develop strategic objectives for the Plan.

• Following the asset/liability study completed by PBI Actuarial Solutions in late 2018, a Funding Policy Review Group was formed. The group engaged Mercer, the Plan’s actuarial consulting firm, and PBI to provide background information to assist in reviewing the Funding Policy.

• The Pension Board, in consultation with the Pension Plan Advisory Committee, continues to consider the advisability of a benefit improvement.

There were various changes to Board and committee membership since November 2018, which are outlined below.

Appendix
Pension Board
At the beginning of 2019, Sharon Aylsworth and the Reverend Mitchell Anderson joined the Board as representatives from the new Executive of the General Council. The Reverend Hae-Bin Jung was appointed by the Sub-Executive of the General Council as a member-at-large in March 2019. Thanks to the Reverend Graham Brownmiller, GCE representative and the Reverend Brian Copeland, PC-MEPS representative, who completed their appointments at the end of 2018.

Pension Plan Advisory Committee
Jacques Tremblay completed his first term in April 2019 and was reappointed by the Executive of the General Council to a second term. Audrey Forbes was appointed to the Pension Plan Advisory Committee for her first term in April 2019.

Investment Committee
Asif Haque, Kathleen Wylie and David Kaposi completed their first terms and Claire Kyle and William Mackenzie completed their second terms in February 2019 and were reappointed. There were no other changes to the Investment Committee.

As part of the governance review process, the Terms of Reference for the Board and Committees were reviewed. As part of the process, a change to the length of chair appointments, from two to three years was made to more closely align the length of chair term and membership term.

The balance of the Accountability Report provides greater detail on specific aspects of the Pension Plan’s operation.

Statement of Investment Policies and Procedures:
The Statement of Investment Policies and Procedures is reviewed by the Investment Committee annually. Changes to the asset mix were approved by the Pension Board in December or 2018 and implemented in late January 2019. The changes reflected input from the asset liability study and consensus of the asset liability working group and Pension Board that the Plan has limited tolerance for risk. The asset mix was changed from 60% equities and 40% fixed income to 45% equities and 55% fixed income. This change reduced the overall risk exposure of the Plan and potentially reduces the opportunity for excess investment returns.

Investment performance of the Pension Fund:
At June 30, 2019, annualized returns for the Pension Fund were as follows for one- to five-year periods as compared to policy, which represents the return on the assets as if they had been invested passively in policy asset mix.

<table>
<thead>
<tr>
<th></th>
<th>Fund</th>
<th>Policy</th>
</tr>
</thead>
<tbody>
<tr>
<td>One Year</td>
<td>5.5%</td>
<td>6.8%</td>
</tr>
<tr>
<td>Two Years</td>
<td>6.2%</td>
<td>7.0%</td>
</tr>
<tr>
<td>Three Years</td>
<td>7.4%</td>
<td>7.5%</td>
</tr>
<tr>
<td>Four Years</td>
<td>6.2%</td>
<td>6.4%</td>
</tr>
<tr>
<td>Five Years</td>
<td>6.5%</td>
<td>6.8%</td>
</tr>
</tbody>
</table>

As mentioned, the asset mix was changed in January to increase the fixed income allocation to 55% from 40% and reduce the equity allocation from 60% to 45%. In terms of dollars, $197 million of equity
investments were redeemed for cash, split $103 million for Canadian equity $94 million for foreign equity. All public equity allocations were reduced and one Canadian equity manager, PCJ, was terminated. Proceeds of $164 million were invested in two fixed income mandates, split evenly between a corporate bond strategy and a long-term provincial/corporate bond strategy. The balance of $33 million was left in cash to fund operations of the Plan over the next few quarters.

At June 30th, the year-to-date return was 9.3%, 0.3% lower than the policy return. The main drag on performance has been foreign equity investments. Detailed reviews indicate that the Fund’s foreign equity managers have significant holdings of value stocks, which are stocks the managers believe are undervalued, based on their analysis. Over the last few years, value stocks have underperformed the market when compared to growth stocks, which are stocks whose prices are expected to increase due to growth of the company. Facebook and Tesla are examples of companies whose stocks would be described as growth stocks. The Investment Committee believes equity investments should “tilt” towards value stocks, but that the current focus on value stocks should be reduced.

The Investment Committee has engaged Mercer to help with this project and expects that any changes would occur in the first quarter of 2020. On a positive note, emerging market equity manager, Coronation, which performed poorly in 2018, losing 19%, has rebounded returning 24% year to date. Emerging markets are more volatile than developed markets so the Fund only allocates 3% of assets to this asset class. In addition, Coronation has a 7% allocation to tobacco stocks and a 2% allocation to gambling stocks. These investments are normally prohibited, but this fund is a pooled fund and the United Church has no control over specific investments in pooled funds. The Investment Committee continues to monitor these holdings. Returns from real estate and private equity have been good, exceeding benchmarks, and helping to offset the underperformance of the foreign equity investments. Fixed income returns slightly outperformed their benchmark. With concerns of trade wars and potential recessions, interest rates have fallen leading to strong performance of bond portfolios; year to date the fixed income portfolio has returned 7.4%.

The four-year return of 6.2% did not exceed the Policy return of 6.4%. The slight underperformance to Policy in the four-year period was largely explained by underperformance in foreign equity allocations offset by strong real estate and private equity performance.

The market value of the Pension Fund at June 30, 2019 was $1.497 billion, a $105 million increase over the market value as at December 31, 2018. Over the first half of the year, investment gains of $128 million and contributions of $10 million were offset by pension payments of $33 million. At June 30, the Pension Fund was 45% invested in Equity, Private Equity and Real Estate and 55% invested in Fixed Income and Cash. This is at the new target allocation in the SIPP.

**Responsible Investment:**

The Pension Board formed the Responsible Investment Working Group to advise the Board on a range of issues related to investing responsibly while carrying out its fiduciary responsibilities. These include in the past year:

- Proxy voting
- Engagement proposals from the Shareholder Association for Research and Education (SHARE)
- Review of related policies that form part of the governance documentation
- Participation in relevant conferences and meetings
- Engagement with United Nations Principles for Responsible Investment

**Appendix**
• Membership in the Canadian Coalition for Good Governance

Since the last update there have been a number of developments:

• As part of the foreign investments restructuring project described above, improvements in the integration of environmental, social and governance (ESG) issues will be required for any new manager. In particular, attention will be paid to ensuring the effects of climate change are considered in any new investment choice.

• TransCanada (now called TC Energy) – the Plan filed a shareholder proposal on disclosure of the company’s policies, practices and performance indicators related to respecting internationally-recognized standards for Indigenous Peoples’ rights. The proposal went to a vote at TC Energy’s annual general meeting on May 3rd and lost with 90% voting against. Board member, the Reverend Carmen Lansdowne, spoke to the proposal at the meeting. It was anticipated that the vote would lose, but the proposal was not withdrawn so as to promote awareness. TC Energy has requested a follow up meeting to discuss the issues, so the dialogue will continue.

• Dollarama – the Plan filed a shareholder proposal on how Dollarama deals with risks to human rights in its supply chain. The vote result was 11% in favour of the proposal. While not a high vote, it shows the lines for further engagement are open. Dollarama’s ESG report did suggest that the company will commence some form of auditing in the future, which is a step up from current practice.

• The Board is considering approved new policies and procedures that move responsibility for oversight of responsible investment largely to staff and the Investment Committee.

• So far in 2019, the Plan has participated in nine SHARE engagement initiatives around issues of forced labour, indigenous relations, political spending and climate change.

• Active engagement with Canadian gold mining company, Goldcorp, has ceased as the Fund no longer directly owns any stock in the company since it was sold to American gold miner Newmont.

Changes to the Pension Plan’s auditor, actuary, external legal counsel and other service providers:
Since the last report, no formal reviews or other changes were made with respect to existing service providers.

Material administration activities and administration services performance:
As advised last year, the Pension Board approved the Pension and Benefits Administration Stabilization project (“PABAS”) to bring administration in house effective September 1, 2018. Staff continue to work to support an expanded team of administration staff (15 staff) at the General Council Office serving our plan members.

With oversight from a project Steering Committee consisting of the Pension Board chair and two Pension Plan Advisory Committee members with staff support including Mr. Hall, work continues to bring administration services in-house. The initial phases of the project include working with consultants to:

1. Assemble all pension and benefits data into a single database and remediate data to address historic data issues. In progress.
2. Document all administration requirements for pension and benefits administration. Complete.
3. Perform a procurement exercise to source a ‘Customized Off The Shelf’ Pension Administration System. Complete.
Following completion of the procurement exercise, a vendor has been selected and approved by the Pension Board. It is anticipated that this final phase of the PABAS project will commence January 1, 2020 with a three-year implementation time-line. This administration solution will be provided on a co-sourced basis and will provide the tools required for the in-house staff to support a member-centric administration model to the plan members and to better serve and support the participating employers (mostly local churches).

**Funded Position and Benefit Improvement under the Current Funding Policy**

**Funded Status of the Pension Plan:**

Actuarial valuations are required by regulation every three years, unless the Plan has solvency concerns. An actuarial valuation is an appraisal of a fund's assets versus liabilities, using investment, economic and demographic assumptions to determine the funded status of a plan. The usual practice for this Plan has been to perform actuarial valuations every two years, but in recent years they have been performed more frequently on the advice of the Pension Plan Advisory Committee. Actuarial valuations of the Plan were performed at December 31, 2015, at December 31, 2016 and at December 31, 2017. Currently, there is no plan to undertake a valuation as at the end of 2018.

The following table gives a brief summary of the funded position of the Plan at the end of 2015, 2016 and 2017, with estimated values for 2018.

<table>
<thead>
<tr>
<th>Funded Position (in 000's)</th>
<th>December 31</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2015</td>
</tr>
<tr>
<td>Solvency Excess/(Deficiency) (before smoothing)</td>
<td>$67,817</td>
</tr>
<tr>
<td>Solvency Excess/(Deficiency) (after smoothing)</td>
<td>($23,174)</td>
</tr>
<tr>
<td>Percentage Funded Solvency (before smoothing)</td>
<td>105%</td>
</tr>
<tr>
<td>Percentage Funded Going-concern</td>
<td>122%</td>
</tr>
</tbody>
</table>

**Benefit Improvement under the Current Funding Policy**

The current Funding Policy, which was approved by the Pension Board at its March 17, 2016 meeting, contains a funding threshold of 110% solvency/105% going concern which must be met before benefit improvements are considered. These “buffers” are intended to allow the Plan room to accommodate unanticipated adverse economic or investment events without being immediately pushed into a deficit position.

Despite long-term challenges, particularly of diminishing numbers of active members and employers and increasing numbers of retirees drawing pension, the Plan was well-funded at the December 31, 2017 valuation, which would allow for consideration of pension increases. The Pension Board, in consultation with the Pension Plan Advisory Committee, continues to consider the advisability of a benefit improvement.

Appendix
Review of Funding Policy and Long-term Pension Plan Sustainability:
As part of the Board’s on-going fiduciary duty, it continues to assess the factors affecting the long term sustainability of the Plan. An Asset Liability Study completed in 2018 resulted in changes to the asset mix. The Funding Policy is currently being reviewed in light of this study and the changes instituted by the regulator in 2019. Over the next two years the Pension Board looks forward to further conversation with the Executive of General Council, the Plan’s Administrator, as it develops a long-term strategy to position the Church and the Plan to effectively honour this fiduciary duty.

Review of Funding Policy
Following the asset/liability study, and in view of Ontario’s new funding requirements for defined benefit plans, a Funding Policy Review Group was formed. The current Funding Policy, which was approved by the Pension Board in March 2016, contains a funding threshold of 110% solvency/105% going concern, which must be met before benefit improvements are considered.

The Plan is registered in Ontario and falls under Ontario’s new funding requirements, revised in 2018.

- The new rules require pension plans be funded at least 85 per cent (no longer 100 per cent) on a solvency basis. Solvency special payments are required to be made for a pension plan that does not meet this 85 per cent threshold, with a five-year amortization period. Such special payments must begin one year after the date of the valuation report showing the deficiency. This relieves some of the pressure to immediately address a solvency deficit, especially one driven by a short-term economic downturn.
- The new legislation still requires that a pension plan be funded at 100 per cent on a going concern basis. However, the amortization period has been reduced from 15 years to 10 years with special payments starting one year after the date of the valuation report showing the unfunded liability. This increases the pressure to resolve a going-concern deficit more immediately.
- In addition, contributions are required to be made to the plan to maintain a Provision for Adverse Deviation “PfAD” in respect of both normal costs and going concern liabilities. The PfAD is calculated according to the formulae prescribed by the new regulations.
- For added security, the Pension Board has directed that the Plan hold a margin in addition to the required PfAD, which can be drawn down when negative economic events occur.

Amendments to the Pension Plan since the previous report:
Since the last report, Amendment 2019-1 and the Plan as Amended and Restated as of July 1, 2019 were filed with the regulators. Amendment 2019-1 clarifies the small benefit rule, aligns funding provisions with new Ontario requirements and clarifies employer withdrawal provisions. The Plan Restatement incorporates all amendments made since last restatement, as follows:

- 2016 – 1, for compliance with Quebec legislative changes,
- 2016 – 2, for compliance with Newfoundland and Labrador, and New Brunswick legislative changes
- 2017 – 1, to update Ontario Spouse definition for legislative compliance
- 2018 – 1, Fairhaven withdrawal

Compliance:
All administration practices comply with regulatory requirements and the Pension Plan Text as noted above. All regulatory filings since the last report were made on time.
Effective June 8, 2019, the Financial Services Regulatory Authority “FSRA” became the regulatory authority for pension plans registered in Canada.
Other information that the GCE requested:
None at this time.

Other information that the Pension Board feels is appropriate:
Since the last report to the Executive of the General Council, the Pension Plan Advisory Committee held four regular meetings and two special-purpose meetings. The Investment Committee met four times. The Pension Board held four regular meetings.

All the work at the Committee and Working Group level is reported to the Pension Board for oversight or approval. At Pension Board meetings subsequent to the last report, staff and Committee work was reviewed and the following items were approved:

<table>
<thead>
<tr>
<th>Meeting Date</th>
<th>Items Approved by the Board</th>
</tr>
</thead>
</table>
| December 6, 2018   | • THAT the Pension Board approve the revised Forward Agenda.  
                   • THAT the Pension Board approve the Investment Committee’s revised Terms of Reference.  
                   • THAT the Pension Board approve the proposal to amend the Statement of Investment Policies and Procedures (SIPP) to reflect an asset mix of 45% Equities and 55% Fixed Income. This change in asset mix will be phased in as soon as practicable, with the amended SIPP to be presented at the first Pension Board meeting of 2019.  
                   • THAT the Pension Board approve the proposal to engage Battea for class action claims recovery services.  
                   • THAT the Pension Board re-appoint PwC as auditor for the 2018 Plan Year, subject to there being no major issues raised at the audit committee meeting, and  
                   • THAT the Pension Board approve the audit plan as distributed/amended subject to there being no major issues raised at the audit committee meeting,  
                   • THAT the Pension Board approve the 2019 Pension Plan Budget as distributed.                                                                                                                                              |
| April 5, 2019      | • THAT the Pension Board endorse the reappointment of Marcus Robertson for a final three-year term as chair of the Pension Board.  
                   • THAT the Pension Board endorse Audrey Forbes for membership on the Pension Plan Advisory Committee.  
                   • THAT the Pension Board endorse the Pension Board’s revised Terms of Reference as amended.  
                   • THAT the Pension Board recommend the revised Statement of Beliefs and Guiding Principles for the Pension Plan to Executive of the General Council for approval.  
                   • THAT the Pension Board approve continued membership in the Canadian Coalition for Good Governance at a cost of $2,500.  
                   • THAT the Pension Board approve the revised Statement of Investment Policies and Procedures.                                                                                                                                 |
| June 20, 2019      | • THAT the Pension Board approve Amendment 2019-1 to the Plan.                                                                                                                                                              |
• **THAT** the Pension Board approve the Pension Plan of The United Church, as amended and restated as of July 1, 2019, with the requested change to Sections 1.01 and 2.12.

• **THAT** the Pension Board authorize the hire of an investment consultant to assist in the portfolio construction of the global equity allocation and in the search for investment manager(s).

• **THAT** the Pension Board approve the 2018 Annual Report of the Pension Plan.

• **THAT** the Pension Board approve the Audited Financial Statements of the Pension Plan as at December 31, 2018.

The Pension Board also held a meeting on October 24, 2019 and the Board’s final meeting of 2019 is scheduled for December 5, 2019.

**Pension Board Members:**
Sharon Aylsworth Hons BA (Math)  
The Reverend Mitchell Anderson, BA(Hons), MBA, MDiv(Hons)  
Malcolm Boyle, QC, BA, MA, J.D.  
David Gilliland, BMath, FSA, FCIA, CFA, MAAA, CERA  
Douglas D. Greaves, HBA, CFA, ICD.D  
The Reverend Hae-Bin Jung BA, MDiv, MTS  
The Reverend Dr. Carmen Lansdowne, BA, MDiv, ThM, PhD  
Kit (Kathleen) Loewen, BSc, BEd, MEd  
Katharine Preston MBA, B.Eng  
Joanne Wilson, BSc, MBA  
Marcus Robertson (Chair), BSc (Hons), MSc, FSA, FCIA

**Staff Support:**
The Reverend Alan Hall, Executive Officer, Ministry and Employment  
Erik Mathiesen, Executive Officer, Finance
GENERAL SECRETARY SUPERVISION COMMITTEE (GSSC) ACCOUNTABILITY REPORT
Origin: Sharon Aylsworth, Chair

Background
The General secretary Supervision Committee provides supervision and accountability for the performance of the General Secretary. The committee provides a venue in which the General Secretary can clarify goals, receive feedback on performance of duties and reflect upon personal growth issues and emerging challenges.

The previous GSSC presented the 2018 performance review to the last GCE meeting of 2018 and with the General Secretary set preliminary goals for 2019. This work was a gift to the incoming committee in early 2019 and greatly assisted the transition. Their work and the support and assistance of Nora and Alan Hall as staff support has been appreciated.

Summary of meetings and work accomplished:
Three meetings were held by conference call: March 19, 2019, June 4, 2019, and September 17, 2019. An in person meeting is scheduled for November 24 2019 for 2019 performance review and 2020 goal setting.

March 19, 2019 meeting highlights
Roles and Responsibilities of the GSSC reviewed and discussed. Allan Hall assisted our understanding.

Key responsibilities for the year were agreed to be
- Review and update the job description of the General Secretary to reflect current expectations and the new church structure
- Ongoing review and discussion of General Secretaries progress to agreed goals
- Oversee the process for the triennial review of the General Secretary (This often takes the form of a 360 review conducted by an outside firm)

2019 Performance goals were approved.

June 4, 2019
The Terms of Reference for GSSC and the position description of the General Secretary were reviewed at this meeting.

Minor changes were determined of the Terms of Reference document to reflect the reality of video conferencing and correct some position names. These changes are included in governance changes for November meeting of GCE.

The General Secretary Job Description was thoughtfully and thoroughly revised by Nora and Allan, and presented to the committee for discussion. With minor revisions, the updated job description was felt to effectively represent the job as it has evolved.

September 17, 2019
Final version of General Secretary position description approved.
Terms of Reference for GSSC, approved by the committee and prepared for GCE.
Triennial review of General Secretary cancelled upon news that Nora will be retiring in September 2020.

Appendix
Plans were set for November meeting GSSC – Review of GS performance and accomplishments to goals in 2019 and establishment of goals for 2020. Results of this work is planned to be reviewed with GCE in early 2020. The current GSSC will continue to support and work with Nora in 2020.

**General Secretary Search Committee**
Upon the receipt of Nora’s intention to retire in the fall 2020, actions taken to establish a General Secretary Search Committee. The committee will consist of eight (8) members, the Moderator (chair), chair of the General Secretary Supervision committee, two other members of General Council executive, one representative from National Indigenous church and three persons at large.

A volunteer opportunity description was developed, posted, volunteer applications received and nominations committee worked to identify committee members for appointment at Nov GCE meeting. Staff support and participation in this is greatly appreciated.

An outside executive search company is being engaged to support and advise the work of the search committee.

Next GSSC report to GCE anticipated early 2020.

**Members:**
Sharon Aylsworth – chair
Katie Curtis – member
Ha Na Park – member
Deborah Richards – member
Nora Sanders – General Secretary
Alan Hall – Executive Minister of Ministry and Employment – Staff Support
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Next GSSC report to GCE anticipated early 2020.

**Members:**
- Sharon Aylsworth – chair
- Katie Curtis – member
- Ha Na Park – member
- Deborah Richards – member
- Nora Sanders – General Secretary
- Alan Hall – Executive Minister of Ministry and Employment – Staff Support
Appendix III

CONSENT PROPOSALS

BP 03  Governance Handbook Updates

*Origin:* Business Planning Committee

1. **What is the issue?**
Several policies and terms of reference within the Governance Handbook require updating, particularly in light of restructuring changes.

2. **Why is this issue important?**
Good governance requires regular review and updating of policies and committee terms of reference to ensure consistency with current structures and practices.

In consultation with the relevant committees, the Business Planning Committee reviewed their terms of reference of the General Council and the General Council Executive in order to recommend updates that would reflect each committee’s current membership, responsibilities and reporting relationships, particularly in light of restructuring changes.

In addition, amendments are offered to Policy 1.10 Delegated Authority to include the topic of each responsibility listed, rather than just their manual reference number, in order to make this policy more accessible to the reader.

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

The Business Planning Committee recommends

That the Executive of the General Council approve the amendments to the following proposals as appended:

- Policy 1.10 Delegated Authority
- Policy 2.05 The Manual Committee
- Policy 3.16 General Secretary’s Supervision Committee
- Policy 3.17 Moderator’s Advisory Committee
- Policy 3.18 Joint Grants Committee

subject to final editing for punctuation, formatting, consistency of terminology and similar editing matters, as may be approved by the General Secretary.

4. **For the body transmitting this proposal to the General Council Sub-Executive:**
This proposal is a part of a continuing strategy of the Business Planning Committee to review and update the Governance Handbook.
1.10 Delegated Authority

Purpose Statement

The duties and powers (authority) of the Executive of the General Council or a committee of the Executive may be delegated to another committee or sub-committee with accountability to the delegating body.

Policy

Governed by This Policy

1. This policy applies to the Executive and all committees, sub-committees, and task groups created by or reporting to the Executive.

Process

2. The Executive confirms delegation of its powers and duties for the performance of its responsibilities to the Sub-Executive.

3. The Executive confirms delegation of its powers and duties for the performance of its responsibilities to any committee that is accountable to it. It would be inappropriate to The Executive may not delegate the following powers: The Manual, 2019, sections

   a. D.4.2.1v (appointing a General Secretary)
   b. D.5.2.3. (filling vacancies in its membership)
   c. D.5.3.2 (h) (overseeing remits)
   d. D.5.3.2 (i) (approving changes to The Manual)
   e. D.5.3.3 (c) (receiving reports from the committees of the General Council or Executive)
   f. D.5.3.4 (c) (setting human resources policies for General Council and Regional Council staff)
   g. D.5.3.4 (d) (appointing General Council officers, executive ministers or officers, and regional council executive ministers or speaker)
   h. D.5.3.4 (e) (deciding on office accommodation of the General Council Office
   i. D.5.3.7 (being the legal administrator of the pension plan)
   j. D.5.4.8(b) and (supervising the unified plan of finance, the Mission & Service Fund, and all other funds for the mission of the United Church)
D.5.3.1(b) (dealing with all routine and emergency work of the General Council between meetings of the General Council)

3-4. The committees of the Executive may, in turn, delegate authority to appropriate sub committees.

4-5. The Executive reserves the right at all times to withdraw the delegated authority in general or on a particular occasion.

5-6. In exceptional circumstances and on a case-by-case basis, the Nominations Committee may delegate the discernment and recommendations for appointments to another committee or sub-committee. In all cases, recruitment must occur through the nominating process in accordance with Governance Policy 3.02 - Nominations Committee, and recommendations shall be reported to the Nominations Committee for reporting to the Executive for action.

6-7. When a request for delegated authority is considered, the delegating body shall articulate the policies, values, and parameters according to which the delegated decision-making shall be exercised.

7-8. When a decision is made by a body with such delegated authority, that decision becomes a decision of the delegating body and will be reported to the next meeting of the Executive.

Established 2008-05-02-291 by the Executive of the General Council
2.05 The Manual Committee

Purpose Statement

The General Secretary shall consult with the Manual Committee to serve as a resource to the General Secretary regarding amendments being proposed to the Manual of The United Church of Canada and any amendments thereto.


D.4.6 Committees and Other Bodies of the General Council
D.4.6.2.d. Manual Committee: The Manual Committee is responsible for assisting the General Secretary with
i) preparing The Manual; and
ii) conducting remits.

Policy

Governed by This Policy

1. This policy applies to the members of the Manual Committee and the General Secretary of the General Council.

Terms of Reference

Membership

2. The committee shall be composed of a chair appointed by the General Council or its Executive, and five members.

3. The persons appointed to the committee should have an appreciation of the importance of detail and accuracy, good writing skills, the ability to think conceptually, and the ability to reflect critically on text.

4. At least two of the members will be lawyers or have a law degree.

5. Members are appointed to serve for terms of three years commencing the December following the General Council.

6. Members may serve a maximum of three consecutive terms of appointment.

7. The General Council's legal/judicial counsel is resource staff for the committee.

Meetings

8. The committee meets four to six times during the triennium.


Established 2009-08-15-122 by the 40th General Council
3.16 General Secretary's Supervision Committee

Purpose Statement
Supervision and accountability for the performance of the General Secretary, General Council, will be carried out by the General Secretary’s Supervision Committee on behalf of the General Council and its Executive.

Policy
Governed by This Policy
1. This policy applies to the members of the General Secretary's Supervision Committee.

Terms of Reference
2. On matters related to supervision of the General Secretary, the committee is responsible to
   (1) provide a venue in which the General Secretary can clarify goals, receive feedback on performance of duties, and reflect upon personal growth issues and emerging challenges
   (2) meet as soon as practicable with a newly appointed General Secretary to develop a mutual understanding of the roles, duties, and responsibilities of the General Secretary and the committee, and to identify long-term and short-term priorities
   (3) normally meeting at least three times each year with the General Secretary, with one meeting in person, for ongoing general assessment of the General Secretary's performance of the duties outlined in the position description and progress toward achieving the established goals and objectives
   (4) in concert with the General Secretary, the position description, and the priorities set by the General Council and its Executive, set the annual goals and objectives for the position
   (5) direct strategies to address any shortcomings with regards to performance of duties and meeting of goals and objectives
   (6) assess needs for training, continuing education, and other supports or resources
   (7) receive, consider, and act upon written affirmations and complaints about performance
   (8) annually prepare for the personnel file a performance review report signed by the chair of the committee and by the General Secretary
   (9) at least once a year report (in camera) on the performance of the General Secretary to the elected members of the Executive
   (10) ensure the human resource policies of the United Church are fairly and consistently applied to the position of the General Secretary
   (11) recommend to the elected members of the Executive or Sub-Executive any disciplinary actions that it deems necessary, annually review the position description, and make recommendations on changes to the Executive
(12) annually report on its activities to the Executive
(13) advise and guide the Executive on matters relevant to the committee's mandate

3. The committee may obtain professional human resources advice outside the United Church.

Membership
4. The committee will be composed of three to five members.
   (1) A majority of the members will be voting members of the Executive, one of whom will be appointed as chair. The chair will have the following qualifications:
       (a) supervisory experience
       (b) understanding of the role of senior leadership and management within a faith community that requires both theological and spiritual leadership
       (c) demonstrated communication skills
   (2) Up to two additional members will have some of the following qualifications/members who are not on the Executive may be appointed to offer to the Committee some of the following qualifications:
       (a) understanding of the structure and range of work of the General Council and the General Council Office
       (b) understanding of human resource practices
       (c) experience with supervision at a senior level

5. The Nominations Committee will invite written comment on the committee nominees from the General Secretary prior to recommending appointments.

6. The Executive Officer, Ministry and Employment, will provide support and advice for the committee, as requested.

Meetings
7. Normally, the committee will meet at least two or three times each year, face to face at the General Council Office. Additional meetings may be held by electronic means. Ideally at least one meeting each year will be held in person at the General Council Office.

*The Manual, 2019, sections D.4.2, D.5.3
Established 2005-10-28-316 by the Executive of the General Council*

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<th>Description of Modification</th>
<th>Modification Authorized by</th>
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<td>214</td>
<td>New format</td>
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<td>2008-11-15</td>
<td>317</td>
<td>Amend section 3, subsection (12), to read: &quot;ensure the human resources policies of the United Church are fairly and consistently applied to the position of the General&quot;</td>
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<td>2012-10-27</td>
<td>2012-10-26-013</td>
<td>Amended meeting requirements to 2 or 3 face to face meetings annually. Additional meetings to be held via electronic means—see points 3, (3) and 9</td>
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<td>2015-11-23</td>
<td>2015-11-21-020</td>
<td>Section 2, subsection 3 amended re number of meetings</td>
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3.17 Moderator’s Advisory Committee

Purpose Statement

The Moderator’s Advisory Committee will provide advice, support, and assistance to the Moderator in fulfilling the duties of the office most effectively.

Policy

Governed by This Policy

1. This policy applies to the members of the Moderator’s Advisory Committee.

Terms of Reference

2. The committee is responsible to gain an understanding of the role of the office of Moderator and to assist the Moderator in

   (1) effectively fulfilling the responsibilities of the office of Moderator (The Manual D.4.1.3)

   (4)(2) determining effective use of time during the term of office, mindful of the visits to be made to each of the regional councils throughout the United Church, and the large volume of other invitations and the evolving vision of the United Church effectively fulfilling the responsibilities of the office of Moderator

Membership

3. The committee will be composed of

   (1) a chair named by the Moderator
   (2) two to three members named by the Moderator
   (3) a former Moderator (other than the immediate past)
   (4) a member of the Executive

   and will be appointed by the interim-Executive or Sub-Executive as soon as possible after the Moderator’s election.

4. The membership of the committee will reflect the extent possible, the diversity of the United Church.

4-5. The General Secretary is resource staff for the committee.

Meetings

5-6. The committee will meet as soon after the Moderator’s election as is feasible.

6-7. Normally, the committee will meet three to four times each year in person or by conference calls.

7. The chair will report at least annually to the Executive or, if required, to the Sub-Executive.
The Manual, 2019, section D.5.3
Established 2006-05-23 by the Executive of the General Council

Revision History

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<td>2006-05-23</td>
<td>410</td>
<td>Terms of Reference approved and adopted</td>
<td>Sub-Executive of the General Council</td>
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3.18 Joint Grants Committee

Purpose Statement

The Joint Grants Committee will develop and implement The United Church of Canada’s and the United Church of Canada Foundation’s policies for the use of granting and long-term funds, endowment funds of the General Council and the United Church of Canada Foundation. The Joint Grants Committee is a body of The United Church of Canada Foundation and the Executive of the General Council.

Policy

Governed by This Policy

1. This policy applies to the members of the Joint Grants Committee.

Terms of Reference

Responsibilities

2. The committee acts as one body with respect to grants made and allocations of the United Church of Canada Foundation and The United Church of Canada’s granting programs.

3. The primary responsibility of the committee is to ensure that the wishes of a donor expressed in the terms of a trust or endowment are fulfilled and that the funds that are allocated are used faithfully in service of God’s mission through The United Church of Canada, its member bodies, related organizations, and members.

4. In addition the committee will

   (1) oversee the use of trusts and endowments in such a way as to ensure that, consistent with the terms of any given bequest gifts, the available funds are expended within a reasonable time for God’s mission.

   (2) Oversee the use of the funds that comprise the Embracing the Spirit granting program of the United Church of Canada and other programs that may exist from time to time.

   (2) work with the Executive Officer, Finance, to determine as early as possible in the year the expected allocation of each respective trust or endowment to the unified budget. The primary criteria that will determine availability of the allocation is the extent to which work is undertaken within the General Council unified budget consistent with the terms of the trust or endowment. The allocation will usually be equivalent to the earned interest income of the trust in the previous year and will represent the first draw on all relevant trusts and endowments.

   (3) undertake a grant program that will allocate up to 10 percent of the unrestricted capital of the respective trust funds (after the unified fund draw is taken into account) yearly. The Joint Grants Committee is authorized to exceed this 10 percent guideline as it determines grants that are £25,000 or less.

Appendix
give priority in the grant program to allocations that
(a) support innovative programs throughout the church
(b) enhance the existing programmatic work of the General Council Office
(c) support the work of communities of faith, partners, and related institutions of the General Council of the United Church in ways that are consistent with priorities established by the Executive of the General Council.
(c) reflect and engage the diversity of the community involved in the grant
(5) ensure that the granting programs are widely advertised throughout the church and that application and approval processes are transparent and clear.
(6) ensure that grants will normally be available to communities of faith, councils of the church, United Church corporations (including legacy corporations), and affiliated institutions, and ministries that are accountable or recognized by a Region.

5. The Joint Grants Committee may choose, in exceptional circumstances, to provide funding to organizations that are not institutionally recognized (as above) providing that the terms of the trust or endowment invite this consideration, that the project will benefit the mission and ministry of The United Church of Canada, and that a letter of endorsement is received from an appropriate officer of the church, such as the secretary of a regional council, an official board, the executive director, or a comparable position of a United Church institution.

6. The Joint Grants Committee may also award grants to individuals providing that the terms of the trust or endowment invite this consideration, the project will benefit the mission and ministry of The United Church of Canada, and a letter of endorsement is received from an appropriate officer of the church as named above.

7. The Joint Grants Committee will provide to the Executive of the General Council at its first meeting in a calendar year a statement of grants and allocations made from trusts and endowments in the previous year.

8. In respect to grants made from Foundation funds, the Joint Grants committee operates with protocols established by the Foundation and reports decisions to the Foundation Board for that body’s ratification.

9. For grants made through the Embracing the Spirit program, the Committee has autonomy and will annually report its decisions to the Executive of the General Council.

10. The committee will operate in such a way as to lift up before the whole church the potential of bequests, endowments, and trusts as a means of supporting God’s mission through The United Church of Canada. The committee will seek to ensure that whenever possible a report on the use of funds is given to family members of those making bequests or establishing trusts or endowments.
11. Discernment regarding grant recipients will normally be performed by elected and appointed members. Any changes in the current responsibilities for discernment for grant recipients will be reported to the Executive of the General Council.

Membership

12. The committee will be composed of five members:

   (1) two members appointed by the board of The United Church of Canada Foundation/Fonction de l’Église Unie du Canada, as named by the board.
   (2) three members appointed by the Executive of the General Council
   (3) one member of the Executive of the General Council
   (4) one member of the Permanent Committee on Programs for Mission and Ministry
   (5) one member of the Permanent Committee on Finance

16-13. The committee will select a chair from its membership.

17-14. Resource staff will be assigned by the General Secretary, United Church of Canada Foundation.

18-15. The budget will be assigned by the General Secretary, United Church of Canada Foundation.

The Manual, 2019, section D.5.3
Established as "Endowment Committee" 2009-03-28-402

Revision History

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<td>Purpose, Responsibilities, and Membership sections amended</td>
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GS 31 TASK GROUP ON A JUST PEACE EXTENSION
Origin: General Secretary

1. What is the issue?
The Executive of the General Council established the Task Group on a Just Peace in May of 2019 with the expectation that the group would report their recommendation to the November 2019 meeting of the Executive. As the Task group has been engaging its work, it has become clear that in order to adequate consultation they will not be able to meet the expected deadline of November 2019.

2. Why is this issue important?
• The context of the lived experience of people in Israel Palestine is constantly changing and is drastically different from 2012 when the United Church set some of the current policies
• The Israeli government’s definition of the Nation State Law, has impact on the policies of the United Church
• The Working group has identified three key policy areas for its consultation: (a) the use of the term ‘apartheid,’ (b) identification with the BDS movement, and (c) Israel as a “Jewish State.”

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

It is recommended that the Executive of the General Council extend the reporting deadline for the Task Group on a Just Peace from November 2019 to November 2020.

4. For the body transmitting this proposal to the General Council Sub-Executive:
Mandate
The United Church is reviewing its policy on Palestine & Israel in response to the call from Palestinian partners represented in the National Coalition of Christian Organizations in Palestine. The Executive has established this task group to lead in this re-examination and to offer recommendations.

The United Church of Canada has a long history of working alongside partners in Palestine and Israel. The church’s last major task group study was done prior to the 41st General Council meeting in 2012.

Responsibilities
The task group will
• Hear and consider different perspectives from members of the United Church and partner and other relevant organizations
• Review and consider current United Church of Canada policies in light of the current reality and partner requests
• Provide advice and recommendations to the November 2019 meeting of the Executive, or report on its progress if more time is required.
GS 34 TECHNOLOGY SUPPORT FOR CONGREGATIONS

Origin: General Secretary

1. **What is the issue?**
There is huge potential for vibrant worship sharing amongst communities of faith at a distance from one another, including those without ministry personnel, but the cost of the technical equipment needed can be a barrier.

2. **Why is this issue important?**
Many small congregations, especially those in rural or remote areas, function without ministry personnel, and yet they still have a faithful body of lay people who wish to be engaged in regular public worship.

One of the ways of addressing this need has been developed in northern Ontario, where videoconferencing has been used to share worship amongst several congregation that are geographically remote from each other. This has now been developed to a stage that it can be shared with others, as long as they have the equipment to participate.

Support for rural and remote communities was lifted up by the 43rd General Council as a significant priority, and this proposal offers an opportunity for practical action.

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

It is recommended that the General Council Executive

1. Approve Phase 1 of a National Multisite Infrastructure program as outlined in Appendix “A”;
2. Approve funding for this program of up to $500,000 from the United Church Capital Fund; and
3. Direct the General Secretary to report back to the General Council Executive on the progress of this work and for approval to move to the next phase.

4. **For the body transmitting this proposal to the General Council Executive:**
At the 43rd General Council in July 2018, General Council affirmed proposal *MNWO 04 Access to Technology for Effective Communication*, which, in part, directed the General Council to explore ways to assist congregations “in the use of technology for communication and worship (especially that unique to the United Church of Canada).”

This proposal was developed through consultation by EDGE with rural and remote ministries representatives.
Appendix “A” to the Proposal for Technology Support for Congregations

National Multisite Infrastructure

Phase One:
1. The purchase and deployment of three multisite satellite boxes for each of the regions. The national church would make the initial purchase of this equipment and then institute a rental or rent-to-own system for congregations to use the equipment. The number of boxes would increase as the demand warrants. This work would proceed in co-operation with Regional Councils, and at a pace acceptable to the Regional Councils.
2. Support for the development of a series of hubs across the country. Because multisite worship can transcend geographical boundaries, a hub can support any congregation in the same time zone, but it would be ideal to have hubs in each region. Capital costs for the hub will ultimately be the responsibility of the hosting church, but an initial loan may be required. Because there is a fee charged by the hub for each service, the hub will quickly recover their costs and this will eventually be a revenue stream for them. (For example, if a hub connected with just two churches a Sunday, that would lead to an annual revenue of $12,500. With the cost of a hub currently estimated to be $29,500, this would allow for a full repayment in less than 2.5 years). It is proposed that in the first phase of the project we endeavour to create an additional 11 hubs (in addition to the current 3).
3. The creation of a half-time “Technology Assistance Coordinator” to facilitate the implementation of the program, encourage adoption, and educate and train congregations in how it all works. It may be that a .5 position will not be sufficient; however, this can be determined as the project develops.

Phase Two:
1. Increase the inventory of satellite boxes and hubs as required. For full implementation an additional three units per region would be optimal but demand may be larger, as well as additional hubs.
2. Explore the fuller use of the technology in areas beyond worship. Once the basic infrastructure is in place, its utility goes far beyond Sunday morning worship. Educational activities, meetings, retreats, coordination of outreach, sharing of resources all become possible. Each community of faith would be able to bring in resources from anywhere around the world, as well as sharing what’s going on in their congregation with everyone around the world. Hubs can connect to other hubs, creating a web of interconnecting communities of faith. This is something that can be transformational for our church, breaking down the isolation of congregations, and enabling the exceptional resources and people of the church to be shared nationally. Our motto, “That all may be One,” would take on new meaning.

Note: As this project grows and takes shape, there are several possibilities for expansion in the future, or complementary work in the future. Even in the initial phases it may be necessary to include funding to assist some small small/isolated communities of faith in the purchase of necessary equipment (computer, large screen monitor, software, internet access). Much of this work is based on “United-in-
Worship”, an initiative of St. John’s United Church in Marathon, Ontario which is already doing some of this work.

**Background Information on Costs Projections** (only approval for Phase 1 is sought at this time)

National Multisite Infrastructure:

Phase One: 1 - $433,500 - 3 satellite boxes/region X 17 regions @ $8,500
$ 91,800 - Potential annual rental return - $150/month for 51 units

*Based on these projections, there would be a complete return on investment in under five years. This would presuppose a full participation rate, however.*

Phase One: 2 - $324,500 - Loans to create new hubs
$ 55,000 - Loan repayments – 11 hubs @ $5,000 per year

*Based on these projections, there would be a complete repayment of the loans in under six years.*

Phase One: 3 - $ 52,000 - Salary, benefits, travel etc. for ½ Technology Coordinator

Phase Two: 1 - $433,500 - 3 additional satellite boxes/region X 17 regions @ $8,500
$ 97,920 - Potential annual rental return - $160/month for 51 units
$324,500 - Loans to create new hubs
$ 55,000 - Loan repayments – 11 hubs @ $5,000 per year

Phase Two: 3 - $ 52,000 - Salary, benefits, travel etc. for ½ Technology Coordinator

United-in-Worship Costs:

1. Grant Program $60,000
2. Training Resources $20,000
3. Further content collection $15,000
TICIF 01  ANGLICAN CHURCH-UNITED CHURCH DIALOGUE: STATEMENT OF MUTUAL AFFIRMATIONS AND COMMITMENTS

Origin: Theology and Inter-Church Inter-Faith Committee

1. What is the issue?
The Anglican-United Church dialogue has developed a Statement of Mutual Affirmations and Commitments for our two denominations. These important ecumenical commitments were approved at the Anglican General Synod in July 2019 and are now coming to the United Church General Council for approval.

2. Why is this issue important?
Christians in the Anglican and United Church traditions in Canada have been working together in witness, mission, service, and education for more than one hundred years. For nearly fifty years (from 1972 to 2016) we have been engaged in focused bilateral dialogues, seeking to grow as churches in our God-given unity in Christ. While recognizing that differences remain between us, the many progress reports and study documents which the Dialogue has produced along the way have also enabled our churches to say a great deal about what we do recognize in one another and affirm together as communities of faith in the Body of Christ.

The present iteration of the Anglican-United Church Dialogue began in 2017, and is ongoing. The members appointed to the dialogue are all keenly aware of the ways in which new developments and decisions in our churches have ecumenical implications. Examples include United Church restructuring, the work of both churches on Indigenous justice and reconciliation, and a rising interest in Ecumenical Shared Ministries.

At this significant period in the histories of our churches, the members of the Dialogue believe that it is important remind ourselves of the many shared convictions and mutual recognitions which our two churches have expressed together in previous dialogue documents and reports, and to restate these again in a succinct and declarative way. The Statement of Mutual Affirmations and Commitments does not purport to resolve any of our outstanding differences, nor to arrive at any new agreement. However, in light of the great potential and continuing need for partnership in the responsibilities and callings of reconciliation, mission, and ministry which continue to lie before us in this land in the 21st century, it is critical to have renewed clarity about the substantial foundation on which we stand, and from which we desire to move forward in shaping our future relations.

The General Synod of the Anglican Church of Canada received and affirmed the statement at its July 2019 meeting. For the General Council Executive to receive this Statement, is an opportunity to affirm as a church our commitment to deepening ecumenical partnership and seeking ways to live into our convictions together.

3. How might the General Council Executive respond to the issue?
The General Council Executive could receive and affirm the Statement of Mutual Affirmations and Commitments.

4. For the body transmitting this proposal to the General Council Executive:
This proposal is a response to the continuing mandate of Anglican-United Church Dialogue, first approved by the GCE Sub-Executive in 2002.

Appendix
Appendix IV

In Memoriam

Bequests
TO MISSION & SERVICE FROM THE ESTATES OF

Hiroko Grace Aitken
Barbara Eleanor Atchison
Magnus Harper Bayne
Chas Belle Booze
Betty Brett
Alexina Elizabeth Cheeke
Dorothy Elizabeth Crease
Charles Doolittle Evelyn
Elizabeth Edwards

The Rev. Ann Fortill
LilJean Frid
Sharon Gail Hawkins
Nette Hoffman
The John & Isabelle
Foundation
James Ralph Howey
Ruth Mary Longbottom
Carolyn McCormick
Janet McKell-Elliot
Gwendolyn McPhail
Leonard Walter Maye
John Joseph Mills
Alfred Fred Math Edna
Grace Hettie Alice
Feda Robb Christine
Mary Smillie

Bequests
TO OTHER UNITED CHURCH OF CANADA MINISTRIES FROM THE ESTATES OF

Magnus Harper Bayne
Thelma Mary Beatty
Harold Fairlie James
Bedford
James Chester Bucum
Gordon Butler
Flera Mary Ferr
Betty Lou Cowper
LilJean Frid
Robert Russell Cagde
The Rev. Dr. Charles H. Hickman
Margaret Ann Lumsden
Mary Porta Mary Maguire
Luella McCleary
Audrey Patricia McKinn
Charles David McLean
Eleen Mitchell
Grace Viola Murray
Clari B. Sanderson
Heien Sheads
John Roscoe Snedgrove
Helen Stockton

Bequests
TO THE FOUNDATION OF THE UNITED CHURCH OF CANADA FROM THE ESTATES OF

LilJean Frid
Elizbeth Jean McLennan
Helen Stockton

In Memoriam Gifts
TO THE FOUNDATION OF THE UNITED CHURCH OF CANADA MADE IN HONOUR OF

The Rev. Lawrence Edwards
Michael Harding Giff
Rod Harding
The Rev. Dr. John D. Hartley
Ruth Elizabeth Hunter
Bob Hutings
Ester & Robert Johnson
Ethel Lapp
Brian Ralph Mason
Enzo Mikaelson
Olga Pallare
Kathlyn Service

In Memoriam Gifts
TO MISSION & SERVICE MADE IN HONOUR OF

George Almond
Margaret H. Anderson
Mary Anne Anderson
Evelyn Andrews
Eva Archibald
Lola Armour
Ruth Atkins
Violet Atkins
William Badles
Frank Baker
Betty Ball
Florence Ball

Since our last meeting in November 2018,
the following people have remembered
The United Church of Canada in their estates
and others: have honoured those who have died.

We name them now.

Appendix
IN MEMORIAM GIFTS TO MISSION & SERVICE MADE IN HONOUR OF

Robert Belbis
Les Bergam
Isaac Bevington Big Canoe
John Birch
Rev Bishop
Dorothy Blackham
Myrtle Blair
GordonBoss
Dr. Betty Brel
Isabelle Brown
Norm Brown
The Rev. Warren Bruleigh
Byron N. Bussey
The Rev. John Bursey
Henry Calma
Philip Calma
Ramona Carron
Marina Conal
John Cooper
Stuart Cotton
The Rev. Bill Cross
Loris Curtis
Donald Davidson
Helen Nancy Darnton
Kristen de Vries
Barbara Joan Dewar
Vera Dupre
Lacy Dunst.
The Rev. Lawrence Edwards
Olga Evans
Arnold Eyford
Anne Findlay
Bill Findlay
Mary Ferguson Hillay
The Rev. Susan Fleming
Dorothy Fraser
The Rev. Scott Gale
Louise Garley
James Gillan
John Gillan
The Rev. Dr. Don Gillos
Jack Graham
Bonnie Greene
The Rev. Dr. John Haas
Robert E. Hal
Daniel Hancharuk
The Rev. Dr. John David Hartley
Ethel Heidemann
John Hendra
The Rev. William Hickerson
Wilfred Hocquard
The Rev. Nettie Hoffman
Audrey Holmes
Jean Hoxier
Rick Hutchings
Richard Jackson
Leif Jacobsen
Larry Johnston
Hwall Kim
The Rev. Dr. Bojeong Kim
Elsie Kinnon
Adelaide King
The Rev. David Lander
The Rev. Dr. Garth Legge
Sydra Little
Barbara Locke
Ian MacDonald
Isabel MacDonald
John MacNeil
Karen MacNeil
Christie Markiewicz
Edna Marynowski
The Rev. Arch McCordey
Maurice Vernon McInnis
Rowena McLeish
Ed Miller
The Rev. Deane Moffat
Henry Moon
Dr. Barry Moore
Kettie Perry Moore
Jean Mortarty
The Rev. Victor Mortarty
Evan Morris
Kathy Mossman
Ray Mullen
The Rev. Dr. Edgar "Ed" Mullen
James Munro
Jim Munroe
Elizabeth Jean Murray
Kenneth Murray
The Rev. Kenneth J. W. Murray
Dorothy Naylor-Crowder
Carole Neufeld
Ernie Neufeld
The Rev. Robert Nicholls
Arthur Oulton
The Rev. Jeanne Oulton
Linda Parsons
The Rev. George Morton Paterson
Gordon Maxwell Paul
The Rev. Robert Pattings
Rae Pringle
The Rev. Gordon Pickell
Olga Pollard
William Porter
Grace Race
Barbara Rawson
The Rev. Dr. Robert (Bob) Reid
Vivian Richards
William Kenneth Rodgers
Marlyn Rose
The Rev. Stewart Burgess Russell
Oret Salmer
Steve Salmers
Darren Schwartz
Jane Marie Sarle-Dickson
Kathryn Service
Debora Smeaton
Chris Smith
Doug Smith
Muriel Smith
Doris Spady
Conrad Springer
Shelby Stephens
John Albert Stiby
Cid Stobart
Dr. Thomas Tanner
Jeanette Mary Taus
Margaret Tansley
Herbert Taylor
The Rev. William D. Titus
Estelle Tremblay
Betsy Tudor
Christine Lea Ureghart
The Rev. Howard Usher
Lana VanGeest
The Rev. Murray Wentob
Anthony White
Jon Whitehead
The Rev. Ross Williams
Charles David Wilson
David Wilson
The Rev. Dr. Vernon Roy Wishart
K. Kirt Woodman
Judy Young
... and others unnamed

In Memory

OF THOSE WHO HAVE EMPOWERED COG'S MISSION INTO THE FUTURE

Since our last meeting in November 2018, the church has received
$3,757,516 from the estates of members of our church and by individuals
giving to honour those who have died.

Bequests to the United Church of Canada for Mission & Service – 30 gifts totalling $2,115,398
Bequests to other United Church of Canada ministries – 27 gifts totalling $616,061
Bequests to the United Church of Canada Foundation – 3 gifts totalling $279,977
Gifts of annuities to Mission & Service – 34 gifts totalling $238,117
Gifts of the proceeds of insurance to Mission & Service – 2 gifts totalling $10,908
In Memoriam gifts to Mission & Service in honour of 157 people – 432 gifts totalling $43,855

In Memory

OF THOSE WHO FAITHFULLY SERVED THE CHURCH IN CANADA AND OVERSEAS

We also remember and honour partners and colleagues who have passed away.

Mission Personnel

Marlyn (Rose) Black
(with her husband Hugh Black, served as Canadian mission personnel in Belo Cula, British Columbia and in South Korea from 1957 to 1970)

Partners and Colleagues in Denominations and Organizations

The Rev. Stanbord Bent
(former Superintendent of the Moravian Church in Nicaragua)
The Rev. Dr. Margaret Fowler
(minister in the United Church of Jamaica and the Cayman Islands and a leader in the Caribbean ecumenical movement)

Elizabeth Lusako Lamba
(with her husband Eliah Kaelu Lamba, served congregations in Zambia before retiring in Canada)
The Rev. Dr. Leonard Maita
(General Secretary of the Christian Council of Tanzania and Interim Advisor to the Program for Christian-Muslim Relations in Africa)
The Rev. Dr. Garth Mundle
(former principal of St. Stephen's College, Edmonton)

Bishop Emeritus Netha Ritchie
(Bishop Emeritus of the Evangelical Methodist Church of Argentina)

Dr. Donald Watt
(worked as a doctor for the United Church in rural and isolated communities across Canada from 1952 to 1990, and Medical Superintendent for all United Church hospitals across Canada from 1964 to 1988)

Appendix
Appendix V

GS 32 GENERAL COUNCIL 44 BUDGET
Origin: General Secretary on behalf of the GC44 Planning Committee

1. What is the issue?
The purpose of this proposal is to request the General Council Executive approve the Budget for the next meeting of the General Council, known as GC44, to be held July 21-25, 2021 in Calgary, Alberta.

2. Why is this issue important?
Every three years the United Church of Canada holds a meeting of the church to deal with items of importance to help direct the future of our church. The General Council meeting allows voices from all across our church to talk about current issues that are important to our constituents, enables changes to be made to how we govern our church, and allows for sharing of ideas that are happening in our many churches across Canada and Bermuda.

The meeting is held in different locations across Canada and requires monies to plan and deliver the event. This is the second General Council budget where items have been costed by category which allows a clearer picture of expenses. Prior to GC43, items were grouped under umbrella headings making actual budgeting very difficult.

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

That the Executive of the General Council:

- Adopt the budget presented by the General Council Planning Committee for the 44th General Council, to be held in Calgary, Alberta in July 2021 as presented in the attached spreadsheet titled General Council 44 Proposed Budget.

4. For the body transmitting this proposal to the General Council Executive:
General Council 44 Planning Committee
### GC Meeting Costs

<table>
<thead>
<tr>
<th>GC Meeting Costs</th>
<th>GC42 Costs</th>
<th>GC43 Costs</th>
<th>GC44 Budget</th>
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<tbody>
<tr>
<td>Corner Brook, NF</td>
<td>Oshawa, ON</td>
<td>Calgary, AB</td>
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<td>General Ccl</td>
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<td>$ 36,000.00</td>
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<td>GC Admin</td>
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<td>Local Arrangements</td>
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<tr>
<td>Worship</td>
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<td>Commissioners</td>
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<td>Facility</td>
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<td>The Manual</td>
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<tr>
<td>ROP</td>
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<td>CAYT</td>
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<td>Support Staff (excl. salary)</td>
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<td>Global &amp; Ecumenical Partners</td>
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<td>Music - Other</td>
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<td>Other Expenses</td>
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<td>Media &amp; AV</td>
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<td>Others &amp; Guests</td>
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<td>Stewards/Volunteers</td>
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<td>$ 17,138.00</td>
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<td>Registered Visitors</td>
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<td>Youth Forum (59476)</td>
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<td><strong>GRAND TOTAL:</strong></td>
<td>$ 1,174,571.00</td>
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<td>$ 1,113,435.00</td>
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</tbody>
</table>

### Notes to Budget:
- Facility - listed as a negative value based on City of Calgary rebate
- CAYT (Children and Young Teens) - funds transferred to Local Arrangements Ctte budget line
- Youth Forum - Funds allocated to Youth Forum Cost Centre to allow for better tracking of costs of Youth Forum
- GC Admin, Commissioners, Support Staff, Others & Guests - covers travel, meals and accommodations
- Global & Ecumenical Partners and Stewards/Volunteers - covers meals and accommodations

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*Appendix*
Appendix VI

GSSC 03 General Secretary Position Description Update
Origin: General Secretary Supervision Committee

1. What is the issue?
The position description for the General Secretary requires updating.

2. Why is this issue important?
Good human resource practices require regular review and updating of position descriptions.

An updated position description at this time is particularly critical in order to accurately reflect recent changes in the church’s structure in preparation for the search for a new General Secretary.

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

The General Secretary Supervision Committee recommends
That the Executive of the General Council approve the appended position description for the General Secretary.

4. For the body transmitting this proposal to the General Council Sub-Executive:
With the change in church structure, a new group of people took on the role of General Secretary Supervision Committee. When they looked at the job description, it was recognized that it had not been updated to reflect the changes in the last few years. The General Secretary and Human Resources staff along with the new committee undertook a review and revision of the job description to reflect the current situation. This revised job description is helpful to the work of the committee and the General Secretary going forward.
Position Description General Secretary

Position Title: General Secretary
Unit: Office of the Moderator and Office of the General Secretary
Supervisor: Executive of the General Council
Date: September 16, 2019

Purpose

“The Executive of the General Council is responsible for appointing a General Secretary of the General Council. (Section D.4.2.1 of the Manual 2019)

“The General Secretary of the General Council is the senior staff and administrative officer of the General Council, its executive, and its sub-executive, and is responsible for:
   a) assisting the Executive of the General Council in discharging its responsibilities;
   b) preparing for the meetings of the General Council, its executive, and its sub-executive;
   c) preparing and circulating a report of the meetings of the General Council, its executive, and its sub-executive;
   d) arranging for implementation of the decisions by the General Council, its executive, and its sub-executive;
   e) facilitating the work of the committees and commissions of the General Council;
   f) ruling on questions about the polity, procedures, and practice of the United Church;
   g) preparing draft changes to The Manual for the General Council or its executive to consider;
   h) overseeing publication of The Manual;
   i) preparing the annual budget of the General Council for the Executive of the General Council to consider;
   j) having possession of the corporate seal of the United Church and the documents and records of the General Council;
   k) serving as an automatic member of any committee established to direct planning or research;
   l) serving as a general liaison officer for the councils of the United Church; and
   m) performing other duties as assigned by the General Council.

(Section D.4.2.3 of the Manual 2019)

The General Secretary provides leadership in the direction, management and coordination of the affairs of the church. In conjunction with the Moderator, who is the senior elected officer of the United Church and its primary spokesperson (Section D.4.1.3), the General Secretary has a
significant role in articulating the vision, theology and polity of the church, as determined by the General Council.

**Reporting Relationships**

The General Secretary is accountable to the General Council and the Executive of the General Council. The Executive has appointed a standing committee called the General Secretary, General Council Supervision Committee, to provide, on behalf of the Executive, supervision and accountability for the performance of the General Secretary. The Executive of the General Council names one of its member appointees as chair of this committee.

There are fifteen (15) direct reports to the General Secretary:

- Executive Minister/Officer Church in Mission
- Executive Minister/Officer Communications
- Chief Financial Officer
- Executive Minister/Officer Indigenous Ministries and Justice
- Executive Minister/Officer Ministry and Employment
- Executive Minister/Officer Philanthropy and Stewardship
- Executive Minister/Officer, Pacific Mountain and Chinook Winds Regional Councils
- Executive Minister/Officer, Northern Spirit, Living Skies, and Prairie to Pine Regional Councils
- Executive Minister/Officer, Canadian Shield and Shining Waters Regional Councils
- Executive Minister/Officer, Antler River Watershed, Western Ontario Waterways, and Shining Waters Regional Councils
- Executive Minister/Officer, East Central Ontario and Eastern Ontario Outaouais Regional Councils and Conseil Regional Nakonha:ka Regional Council
- Executive Minister/Officer, Fundy St. Lawrence Dawning Waters, “15”, and First Dawn Easter Edge Regional Councils
- Senior Legal/Judicial Counsel
- Program Coordinator Member Engagement
- Administrative Assistant to the General Secretary and the Moderator

**Context**

The United Church of Canada exists as a national body to contribute to God's mission and to share the ministry of Jesus Christ. It is a large and complex enterprise, with an extraordinarily broad scope of aims, from individual fellowship, care and spiritual transformation to social justice and cultural change in the wider society. Like all organizations, it also needs to provide for sustainable growth and renewal, adapt to changing circumstances, function effectively and efficiently, provide a healthy workplace, and comply with all legal requirements.
The United Church of Canada is Canada’s largest Protestant denomination, with a rich, progressive, and continuing history of welcoming all in the name of Christ. With 2,800 local communities of faith across Canada (plus three in Bermuda), pastoral care is provided to about 317,000 known households with 2 million Canadians reporting an affiliation with the church. The United Church provides support to community and social justice ministries, camps, campus ministries, chaplaincies (armed forces, universities, hospitals, corrections), seniors homes, theological schools, education centres, and new expressions of ministry.

With a total membership of 408,000 (as of December 31, 2017) and 3,800 staff and active ministry personnel, the church is organized into a three-council governance structure consisting of a General (or Denominational) Council, 16 regional councils, and 2,800 communities of faith. The General Secretary has responsibility for the coordination and integration of the volunteers, staff, and programs of the General Council and the supervision of regional council executive ministers/officers.

As well as having a national presence through communities of faith in all parts of Canada, the United Church is an active participant, nationally and globally, in interdenominational and interfaith activities.

The United Church owns and manages significant physical assets across the country and manages a pension plan with assets of $1.4 billion. The annual operating budget of the General Council office is approximately $40 million in 2018 while the total amount raised by congregations annually is approximately $410 million (2018 Yearbook). The denomination reports total congregational investment holdings of $569 million, General Council investment holdings of $100 million, property holdings of $1.6 billion and buildings and contents valued at $5.3 billion. The General Secretary also serves on the Board of the United Church Foundation, which has assets under management of $66.5 million.

The General and regional councils are supported by a staff of 280. They work with hundreds of volunteers who are elected and appointed to committees of the councils, and Office of Vocation. The General Council itself has 260 elected commissioners.

Although in some respects the General Secretary may be considered to have the responsibilities of a chief operating officer, this analogy is incomplete. The General Secretary has broader responsibilities, and is required to interpret, to offer opinions and to make rulings on polity, procedures and practices of the United Church.

Several conditions and circumstances contribute to the context for the functions that the General Secretary is expected to carry out. The General Council meets in person once every three years and electronically in the intervening years. The 18 member Executive of the General Council meets at least four times a year, including electronic meetings, and its sub-executive meets as needed in between. Fundamental to the church organization is its council system,

Appendix
which, as a whole and in its distinct parts, must be supported and co-ordinated, with its elected members, staff and volunteers. It is the Office of the General Secretary, through the General Council office, that provides the essential long-term continuity that not only enables the implementation of church policies established by General Council and its Executive, but also aids and advises in the development of such policies. Thus, the role of General Secretary is more complex than implied by the terms “senior staff” or “administrative officer”, and in some respects encompasses the leadership, authority and accountability expected of a chief executive officer.

The context for the position includes the degree of complexity or sensitivity with key relationships and the nature of their communication requirements for interaction. For the General Secretary, these are extremely broad within and outside the church. They arise from the church’s internal diversity and organizational structure, its external commitments and initiatives, and always new challenges.

Among those challenges for the General Council, its Executive, and the General Secretary is the establishment of clear policies that reflect long-term planning and support of strategic priorities for the church. These include effective staff development plans, contributing to the life of the United Church Foundation and current planning for office accommodation when the present General Council office lease expires in 2022.

It is also a challenge for the General Secretary to ensure that the General Council and its Executive are properly informed and orientated to fulfill their governance roles effectively. In meeting this need, the General Secretary and all other senior staff members have the difficult task of acting with imagination and initiative in bringing opportunities and issues before the governing bodies, while at the same time not to be leading, or seen to be leading them to foregone conclusions.

Qualifications/Competencies

The General Secretary must be a member of the United Church of Canada. (Section D.4.2.1) The requirements listed below are representative of the knowledge, skill and ability required. Reasonable accommodation may be made to enable individuals with disabilities to perform the essential functions.

Competencies:

**Competency: Understanding of The United Church of Canada**

**Definition:** Understanding the church’s theology, polity and mission.

- Can articulate the theology of the United Church.
- Understands the church’s mission and priorities.
The Executive of the General Council, November 22-23, 2019

- Appreciates the political dynamics that exist inside and outside the church.
- Understands how the role of the General Secretary may impact on the broader church.
- Can articulate a vision for the United Church.

**Competency: Comprehensive Thinking**

**Definition:** *Taking a broad scale, long term view; assessing options and implications.*

- Makes decisions, sets priorities, and develops goals on the basis of future potential.
- Analyzes for long-term outcomes.
- Encourages employees to participate on teams that will expose them to the bigger picture.

**Competency: Interpersonal Communication**

**Definition:** Developing and maintaining positive relationships; exchanging ideas and opinions.

- Treats others with respect.
- Communicates openly and honestly.
- Communicates with tact.
- Resolves conflicts in a positive way.
- Expresses self verbally in a clear and organized way.
- Expresses facts and thoughts in writing in a clear and organized way.

**Competency: Leadership**

**Definition:** Motivating, influencing, and supporting others to accomplish team and organizational goals.

- Uses position authority to support team and individual efforts.
- Gains support of others to accomplish work.
- Uses knowledge of organization and relationships to achieve results.
- Thinks “big picture”.
- Communicates vision for organizational success that sparks excitement in others.
- Sets direction for the future as well as the present.
- Uses knowledge of emerging trends and external forces to set direction.
- Rewards behaviour that supports organizational values.
- Confronts inappropriate behaviour.
- Communicates high standards and expects ethical behaviour.
- Leads by personal example.
- Keeps confidences and honours commitments.
- Capable of supervising in a collegial setting
- Capacity to understand budget processes and financial statements at a high level.

*Appendix*
Competency: Personal Effectiveness

Definition: Developing oneself, achieving results, and solving problems. Planning, organizing, and managing one's own time and work.

- Encourages a work culture of continuous learning, information sharing, and professional development.
- Provides direction and support to team members and assigns challenging work.
- Learns from what went well and what did not go well on projects.
- Guides team towards making effective decisions.
- Collaborates with team members and teams before making important decisions.
- Plans ahead to organize and deploy resources effectively.
- Delegates work and authority.
- Reviews progress toward accomplishing team goals.

Education

University degree, preferably at the graduate level, would be an asset.

Experience

- A minimum of 10 years related experience, including senior management experience and experience in developing and leading teams of senior leaders.
- Proven ability to effectively work with elected member governing bodies.
- Solid knowledge of the mission and ministry of The United Church of Canada, experience in its structures, and a member of The United Church of Canada.
- Experience working in a theological context would be an asset.
- Ability to bring theological perspective and understanding to policy, practices and programs.
- Knowledge of, and commitment to, the ecumenical and inter-faith processes.
- Knowledge of, and commitment to, cultural diversity.
- Thorough familiarity with the structures and processes of the United Church.
- Ability to see the "big picture", take decisive action when warranted, and identify and address barriers that reduce efficiency.
- Ability to delegate work and to encourage and support others in their work.

Language skills

- Ability to articulate the vision and theology of The United Church of Canada with superior written and oral communication skills.
- Predisposition to listen, hear, and model openness to diverse ideas.
Excellent presentation skills
French proficiency would be an asset

**Working Conditions**

The General Secretary position is considered to work in normal office conditions. The exceptions include longer working hours and travel. The General Secretary may be required to travel throughout Canada, including remote areas. Some international travel may include visits to developing countries and/or ecumenical and global partners. In addition, some meetings require the General Secretary to sit for extended periods of time without the ability to move around, unless spelled off by another individual.

*Adopted by the General Secretary Supervision Committee September 17, 2019*

*Adopted by the Executive of the General Council (date)*