



THE UNITED CHURCH OF CANADA

L'ÉGLISE UNIE DU CANADA

## GENERAL COUNCIL 2009 BUDGET

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## Introduction

Theology is the conversation of the church. It is about giving understanding of, and expression to, the faith that inspires our hearts, calls us into being as a church, and in particular as The United Church of Canada. Budgets are formed through conversations about choices and purpose. These conversations, while practical, are also theological in nature, concerned with how we go about God's work. Budgets articulate in story and numbers the priorities of the community.

We believe that we have been gifted with resources both by God and by the members of the church, for the sake of the world. We seek therefore to be effective and efficient stewards of the resources entrusted to us. We believe that we need always to be open to transformation and renewal. Our budgeting must be dynamic, open to pruning and re-formation for the sake of the health of the body.

We believe that the Spirit moves with us, continually creating and re-creating, and therefore our practice of budgeting shall value creativity and flexibility. Deployment of the budget will not depend on historical patterns alone, but reflect openness to the Spirit and to new and alternative ways of implementing priorities based on doing God's mission today.

We will be prepared to be stretched beyond the familiar. In a world so often plagued by scarcity and want, the church is called to celebrate and proclaim the abundance of God's gifts, and the abundance of resources in The United Church of Canada; we believe that the limitations of our own financial resources should not hinder our potential for new forms of engagement and partnership in God's mission in Canada and throughout the world.

God has also placed us in relationships within our own denomination. We are a conciliar church that values the distinctive role of each court in its participation in God's mission. Congregations, presbyteries, Conferences and the General Council each have particular responsibilities. We recognize in our General Council identity a particular call to pay attention to the ways in which the church is more than the sum of its parts; we give careful attention to that which we can accomplish together better than we can alone.

We believe that the responsibility of the General Council Office, under the direction of the General Council and its Executive, is to care for the whole of the church, to nurture its parts, and to facilitate and make possible our denominational participation in God's mission. We affirm that all parts of the General Council Office contribute toward our participation in God's mission. We also affirm the need to carefully consider the role of administrative and program functions recognizing that all units of the office contain programmatic aspects.

We acknowledge that the budget is one of a number of components of a plan that is responsive to the priorities of the General Council Executive and approved by the Executive. The plan and budget need to be enacted in ways that make these priorities visible to the whole church.

Finally, we affirm the need to undertake our budgeting and our work with humility. We believe that God's mission precedes us, and that God is always there before us. Nothing is ours alone to claim.

Thanks be to God.<sup>1</sup>

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<sup>1</sup> From a statement of Theological Principles for Budgeting prepared by staff of the General Council Office, 2008

## Background

The General Council's budget for 2009 has its roots in the financial plan for the period 2008 to 2010, contained in "Plans Towards 2010" adopted by the Executive of the General Council in June 2007. These plans addressed a number of factors that have been facing the operation of the General Council and its office for some time.

The first factor involves increasing operating costs due to inflation coupled with givings to the Mission and Service Fund, which have remained constant for the last two decades. Like pastoral charges, the General Council does not levy assessments on other courts of the church for its operations, rather, it relies on the gifts of people in the church, primarily through the Mission and Service Fund.

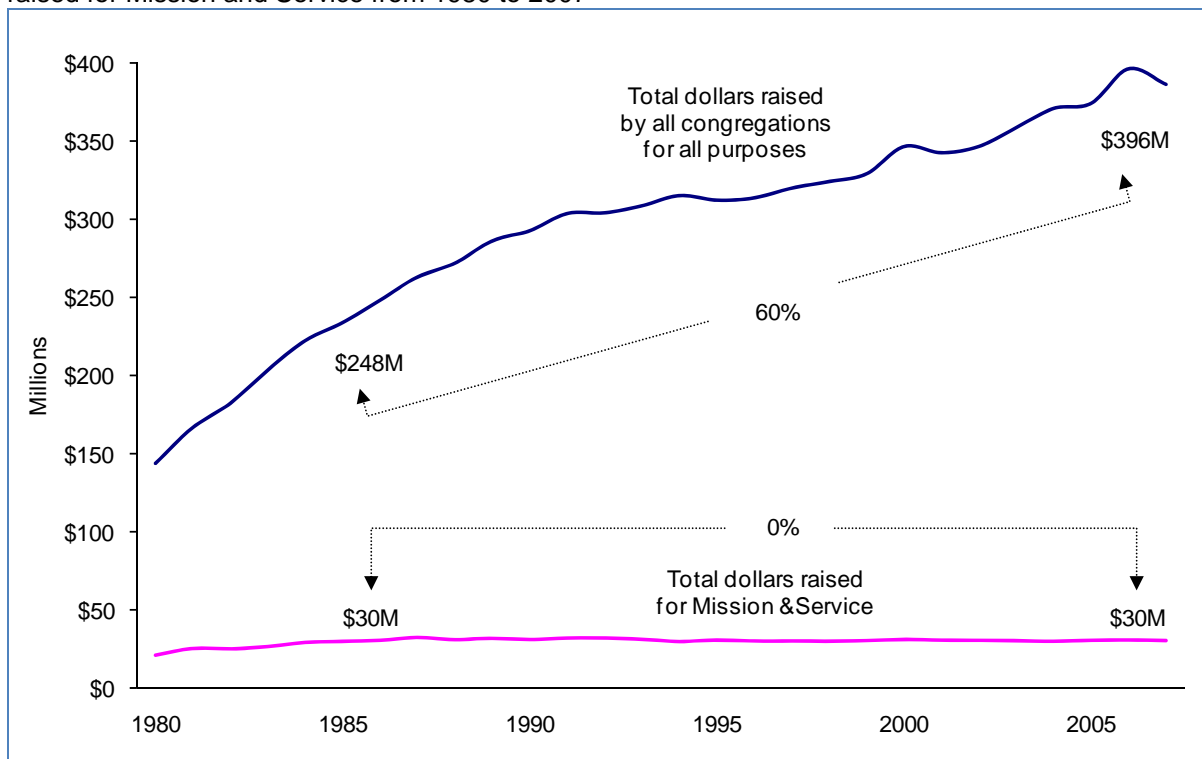
The Mission and Service Fund, which provides more than three quarters of the

General Council's budget, has been at about \$30 million per year since the mid-1980s. (Over that same period, the total money raised by all congregations for all purposes increased by 60% from about \$248 million to \$396 million.)

What this means is that in the last 20 years the capacity of the Mission and Service Fund to do the work of the General Council on behalf of the whole church has been reduced by about 40%.

The Executive of the General Council has been making adjustments to both the amount of work done and how the work is done for some time. Every one of those adjustments has had its measure of lament as parts of work have been set aside (two examples from 2000 to 2002 are the closure of the bookrooms and reductions in grants to Conferences.)

**Figure 2008.1** Comparison of total dollars raised by all congregations for all purposes with the dollars raised for Mission and Service from 1980 to 2007



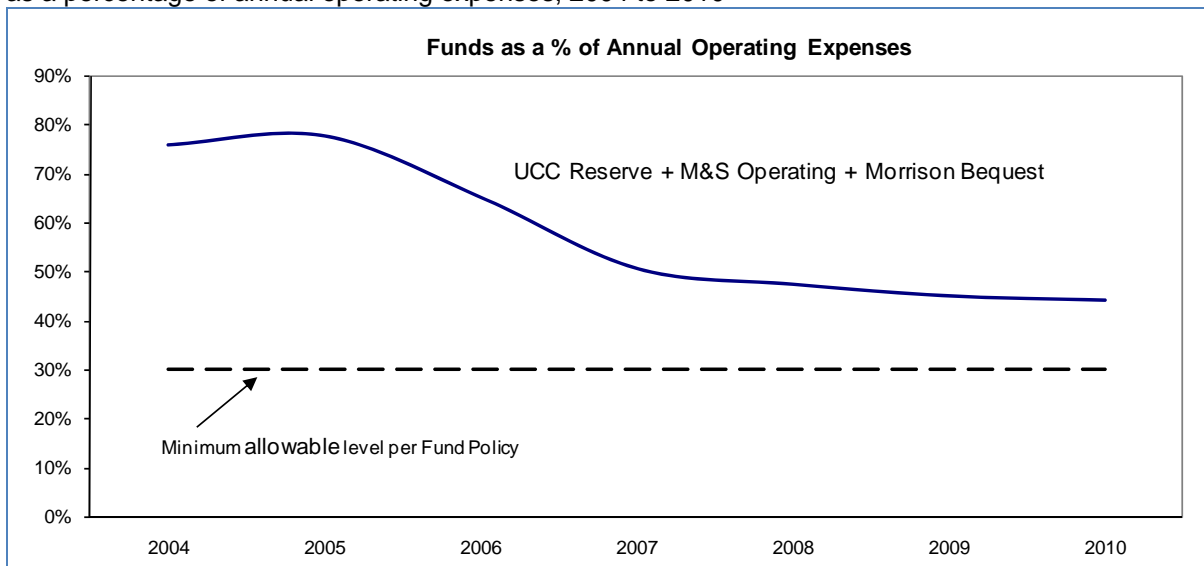
The second factor has been the need to reduce the use of reserves to balance the General Council budgets. In recent years, reserves have been used to partially offset the effects of inflation. The rate at which the reserves were being used, coupled with their declining receipts and income, was not sustainable in the long term.

There has been no attempt to build up reserves, only to ensure that the rate at which they are being used is sustainable in the long term. As planned, the reserves will be sufficient to meet the minimum level set by the Fund Policy of the Executive. However about \$2.3M of the

projected balance of \$7.9M of the Morrison Bequest will need to be frozen to maintain compliance with the minimum level.

Also, every effort has been made to maximize the use of the Trusts and Endowments, which have been provided to the General Council over many years (subject of course to the conditions – sometimes very restrictive – that have been placed by the givers). Income, and capital where possible, from these Trusts and Endowments is added to the Mission and Service givings to support the General Council budget.

**Figure 2008.2** United Church Reserve, Mission and Service Operating Fund, and Morrison Bequest as a percentage of annual operating expenses, 2004 to 2010



A third factor involves responding to the planning directions established by the Executive of the General Council, one of which includes flexibility to accommodate emergent work. That has meant making adjustments so that money could be made available for emergent work.

The combination of setting priorities and restricting expenditures to manageable

levels resulted in reductions in 2008 and 2009. If the budget had been restricted without priorities being set, there would still have been reductions somewhere. The reductions would have been more random, less attributable to any particular thought pattern. They may even have been somewhat hidden by appearing to be delays or by being spread more generally, with “everything done a little less well.”

The priorities helped make reductions thoughtfully and honestly, if not easily.

The plan adopted by the Executive of the General Council in June 2007 called for these reductions to happen in two stages – reductions in the General Council Office first and then, providing as much time for consultation as possible, reductions in grants to partners.

The first stage in 2008 called for a reduction of expenditures in the General Council office by about \$2 million through reductions in staff (both program and administrative), and operating expenses. Adjustments in staffing levels and operating expenses in order to achieve these reductions were made in 2008. All categories of operating expenses were looked at and reductions made where possible. Some expenses, like the lease for office space, did not have any flexibility; other expenses such as travel and meeting costs did. All people have been trying to be as creative as possible on ways to economize.

The second stage, planned for 2009, calls for reductions in grants to global partners from \$6.0 million to \$5.1 million (\$900,000) and reductions in Mission Support Grants from \$5.9 million to \$5.0 million (also \$900,000). No reduction in grants to Conferences, or grants to Theological Colleges and Education Centres are planned for 2009.

The 2009 budget incorporates these reductions as planned and all reductions have been preceded by consultation within a theological framework:

- The Mission Support Grant consultation, composed of representatives from 12 of the Conferences, met in February 2008 to

work through the impacts of these reductions. Consultation with the All Native Circle Conference has also taken place. Recommendations regarding the Mission Support Grants for 2009 were approved by the Executive of the General Council at the May 2008 meeting.

- For global partnership grants, principles and criteria were approved by the Sub-Executive of the General Council in January 2008 and an accountability report of this work was reported to the Executive at the May 2008 meeting. Consultation with global and Canadian partners is ongoing. For example in June 2008 a consultation was held involving 65 participants, 15 of those from among partners in the global South, with the rest coming from Canadian partners, elected members of the Justice Global and Ecumenical Relations Unit, General Council senior leadership and staff, and observers.
- Before developing budget details for 2009, the General Secretary, General Council Ministers and Executive Ministers and Officers developed a theological statement and principles to guide the process.

Although the total budget is smaller in 2009 than in 2008 and 2007, after these two stages of reductions, the components of the budget in terms of Grants, Programs, Staffing, and Operations are in the same proportion.

## Priorities of the Executive of the General Council

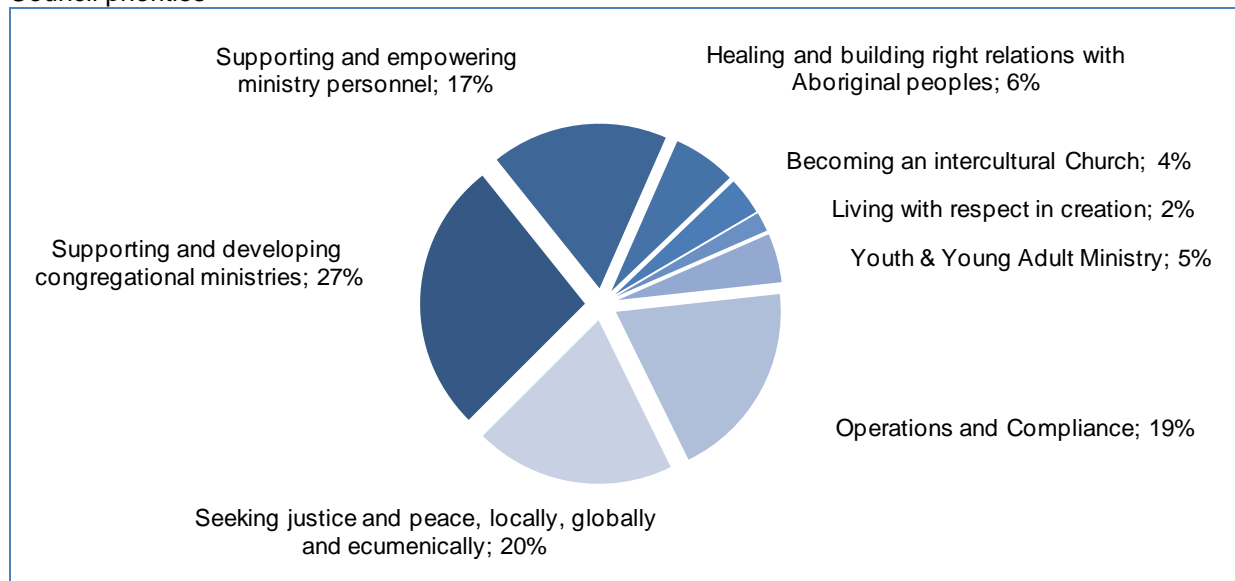
Building upon “Call to Purpose” from the 39th General Council 2006, the Executive of the General Council developed priorities to focus the work of the General Council Office.

The work of the General Council Office is expressed in 33 work plans, each work plan setting out the purpose of the work, outcomes expected, resources required to achieve the plan and the relationship of the work to the priorities of the Executive. Purpose statements for all work plans are contained in Appendix I. With the exception of some minor changes in how some work plans have categorized expenditures, the application of resources to the priorities in 2009 is similar to 2008 and is as follows:

**Table 2008.1** General Council 2009 Budget expressed by priority

Priority	2009 \$	% Total
Supporting and developing congregational ministries	11,154,979	27%
Supporting and empowering ministry personnel	7,219,314	17%
Healing and building right relations with Aboriginal peoples	2,608,083	6%
Becoming an intercultural Church	1,538,391	4%
Living with respect in creation	796,198	2%
Empowering youth & young adult ministry	2,005,174	5%
Operations and compliance	8,123,175	19%
Seeking justice and peace, locally, globally and ecumenically	8,231,686	20%
<b>Total</b>	<b>41,677,000</b>	<b>100%</b>

**Figure 2008.3** General Council 2009 Budget (\$41.7M) expressed by Executive of the General Council priorities



## 2009 Budget

**Table 2008.2** General Council 2009 operating budget

**The United Church of Canada  
General Council Operating Budget**

	2008 Budget	2009 Projection	2009 Budget
<b>Revenues</b>			
Mission & Service Givings *	30,200,000	30,200,000	30,200,000
Mission & Service Bequests	2,002,000	2,068,000	2,068,000
Trusts & Endowments	1,438,000	1,381,000	1,381,000
Sales	1,509,000	1,509,000	1,374,000
Other	1,044,620	1,075,000	1,325,000
UCC Reserve Fund	1,900,000	1,000,000	1,000,000
Morrison Bequest	500,000	0	0
<b>Sub-Total</b>	<b>38,593,620</b>	<b>37,233,000</b>	<b>37,348,000</b>
Transfers for Residential Schools, Healing Fund, Emerging Spirit	4,548,000	3,929,000	4,329,000
<b>GRAND TOTAL</b>	<b>43,141,620</b>	<b>41,162,000</b>	<b>41,677,000</b>
<b>Grants</b>			
Global and Local Partners	5,881,000	5,100,000	5,100,000
Mission Support	5,924,000	5,000,000	5,000,000
Conferences	4,441,000	4,441,000	4,441,000
Theological Colleges	2,174,000	2,174,000	2,274,000
	18,420,000	16,715,000	16,815,000
<b>Expenses</b>			
Salaries and Benefits	11,027,000	11,318,000	11,466,903
Program	4,844,770	4,800,000	4,953,450
Meetings and Travel	1,301,850	1,300,000	1,580,150
Rent	1,850,000	1,900,000	1,850,184
Operating	1,150,000	1,200,000	1,032,314
Budget Adjustment			(350,000)
	20,173,620	20,518,000	20,533,000
<b>Sub-Total</b>	<b>38,593,620</b>	<b>37,233,000</b>	<b>37,348,000</b>
Residential Schools	1,387,000	1,413,000	1,413,000
Healing Fund	400,000	tbd	400,000
Emerging Spirit	2,761,000	2,516,000	2,516,000
	4,548,000	3,929,000	4,329,000
<b>GRAND TOTAL BEFORE EMERGENT WORK</b>	<b>43,141,620</b>	<b>41,162,000</b>	<b>41,677,000</b>
<b>PROVISION FOR EMERGENT WORK</b>			
Transfer from UCC Reserve		1,000,000	1,000,000
Emergent Work - to be determined		(1,000,000)	(1,000,000)
<b>GRAND TOTAL</b>	<b>43,141,620</b>	<b>41,162,000</b>	<b>41,677,000</b>

\* This is the amount placed in the budget for annual Mission and Service givings. Each year the Executive sets a Mission and Service goal, which can be different than the budget, to encourage congregational and individual gifts. The Executive in November 2007 increased the previously established 2008 goal by 3% (from \$30.5 to \$31.5 million) and set the 2009 goal a further 3% higher to \$32.5 million (Motion 2007-11-16-248).

2008 Budget - Adopted, Executive of the General Council, November 2007 (2007-11-16-247)

2009 Projection - From "Plans Toward 2010", Executive of the General Council June 2007 (2007-06-21-159)

2009 Budget - Adopted, Executive of the General Council, November 2008 (2008-11-15-320)

## 2009 Work Plan Estimates

**Table 2008.3** Work plan estimates for 2009

Work Plan Title	Number of staff	Supporting and developing congregational ministries	Supporting and empowering ministry personnel	Healing and building right relations with Aboriginal peoples	Becoming an intercultural Church	Living with respect in creation	Youth & Young Adult Ministry	Operations and Compliance	Seeking justice and peace, locally, globally and ecumenically	Total
Aboriginal Ministries	1.5			172,032						172,032
Accounting & Financial Reporting	13.0							1,119,542		1,119,542
Archives	2.5							218,781		218,781
Discipleship Formation	4.7	541,633	232,129	154,752	154,752	77,371	154,752		232,131	1,547,520
Emerging Spirit	5.0	1,761,200	754,800							2,516,000
Gender Justice	1.0								82,021	82,021
General Council Grants to Conferences	0.0	1,998,450	1,998,450					444,100		4,441,000
Global Ecumenical Relations	9.5	500,826					500,826		4,006,609	5,008,261
Governance - Guide Posts for Mission	5.0							1,151,107		1,151,107
Healing Fund	1.5			400,000						400,000
Healthy Congregational Ministries	6.4	2,404,695	923,441	307,814	307,814	307,814	615,627	57,812	1,231,254	6,156,271
Human Resources	3.5	12,176	12,176					473,220		497,572
Information Technology Services	7.0							725,602		725,602
Intercultural & Diverse Communities Ministry	6.0	196,756	36,436		386,225		72,873		36,436	728,726
Leadership Development	7.0	52,666	2,431,998	52,666	52,666		184,331		26,333	2,800,660
Leadership, Management and Relationships	13.0	183,150	51,150	51,150	25,575			1,347,602	51,150	1,709,777
Ministries in French	5.5	225,237		28,155	152,035	28,155	28,155	84,463	16,893	563,093
Ministry Personnel Standards and Practice	4.4	75,133	75,133	37,566	75,133			75,134	37,566	375,665
Ministry Personnel Support	4.1	121,384	121,384						60,693	303,461
Mission & Service Fund	4.6	468,000	118,746	27,940	34,925		48,896			698,507
Office Services	8.8							2,312,812		2,312,812
Pension, Benefits and Compensation Services	13.0	65,250	65,250					130,500		261,000
People In Partnership	3.5	138,598					138,598		1,108,784	1,385,980
Planned Giving	9.4	951,702	105,745							1,057,447
Public Witness, Education & Action For Justice	6.5	72,882				72,882			583,057	728,821
Racial Justice	1.0								82,021	82,021
Residential Schools	3.5			1,271,700	70,650				70,650	1,413,000
Resource Development	5.9	134,355	46,184	20,993	41,986	46,184	41,986		88,170	419,858
Resource Distribution	12.7	486,083	167,092	75,951	151,901	167,092	151,901		318,990	1,519,010
Resource Marketing	2.0	79,725	27,405	12,457	24,915	27,405	24,915		52,318	249,140
Resource Production	8.2	211,820	72,813	33,097	66,194	72,813	66,194		139,007	661,938
Resource Services	3.2	91,584	31,482	14,310	28,620	31,482	28,620		60,102	286,200
Services to Congregations & Others	6.7	434,174								434,174
Budget Adjustment	0.0	-52,500	-52,500	-52,500	-35,000	-35,000	-52,500	-17,500	-52,500	-350,000
<b>Total</b>	<b>189.5</b>	<b>11,154,979</b>	<b>7,219,314</b>	<b>2,608,063</b>	<b>1,538,391</b>	<b>796,198</b>	<b>2,005,174</b>	<b>8,123,175</b>	<b>8,231,686</b>	<b>41,677,000</b>

## 2009 Staffing Plan

**Table 2008.4** Staffing plan for 2009

The United Church of Canada 2009 Staffing Plan				
	2008 Plan	2008 Actual	2009 Plan	Notes
Congregational, Educational and Community Ministries	19.5	18.0	18.0	1
Intercultural and Diverse Community Ministries	6.0	6.0	6.0	
Financial Services (includes Office Services and Archives)	30.0	30.5	30.5	2
Financial Stewardship	14.5	14.5	14.5	
Information Technology Services	7.0	7.0	7.0	
Justice, Global and Ecumenical Relations	19.5	19.5	19.5	
Ministries in French	5.5	5.5	5.5	
Ministry and Employment Policies and Services	13.0	13.0	13.0	
Office of the Moderator and the General Secretary	20.0	21.5	21.5	3
Resource Production and Distribution	31.0	32.0	32.0	4
<b>Sub-total</b>	<b>166.0</b>	<b>167.5</b>	<b>167.5</b>	
Residential Schools	3.5	3.5	3.5	
Healing Fund	1.5	1.5	1.5	
Emerging Spirit	5.0	5.0	5.0	
<b>Total</b>	<b>176.0</b>	<b>177.5</b>	<b>177.5</b>	
Pastoral Charge Payroll System Implementation	0.5	0.5	0.5	
Pension and Benefits	11.5	11.5	11.5	
<b>Grand Total</b>	<b>188.0</b>	<b>189.5</b>	<b>189.5</b>	

(1) Transfer of Aboriginal Ministries Coordinator (1.0) and Administrative Assistant (0.5) to Office of Moderator and General secretary (-1.5)

(2) Transfer of Event Coordinator (1.0) to Office of Moderator and General secretary and addition of Archives staff (1.5) due to transfer of responsibility from Victoria University, offset by elimination of payments to Victoria University (-1.0 + 1.5 = 0.5)

(3) Transfer of Aboriginal Ministries Coordinator (1.0) and Administrative Assistant (0.5) from Congregational Educational and Community Ministries, transfer of Event Coordinator (1.0) from Financial Services, transfer of Communications Officer (1.0) to Resource Production and Distribution (1.0 + 0.5 + 1.0 - 1.0 = 1.5)

(4) Transfer of Communications Officer (1.0) from Office of Moderator and General Secretary

## **Appendix A – Authority and Actions**

The *Manual* section 524(m) states that the Executive of the General Council shall set the annual budget.

In May 2007 the Executive of the General Council established priorities for the work of the General Council and directed the General Secretary to develop plans and budgets for the years 2008-2010 (2007-05-04-152).

In June 2007 the Executive adopted “Plans Towards 2010” with a Financial Plan and projections for the 2008 – 2010 timeframe (2007-06-21-159).

In November 2007 the Executive received the 2008 budget which had been prepared in accordance with the Financial Plan and which also expressed the budget in terms of the priorities established by the Executive (2007-11-16-247).

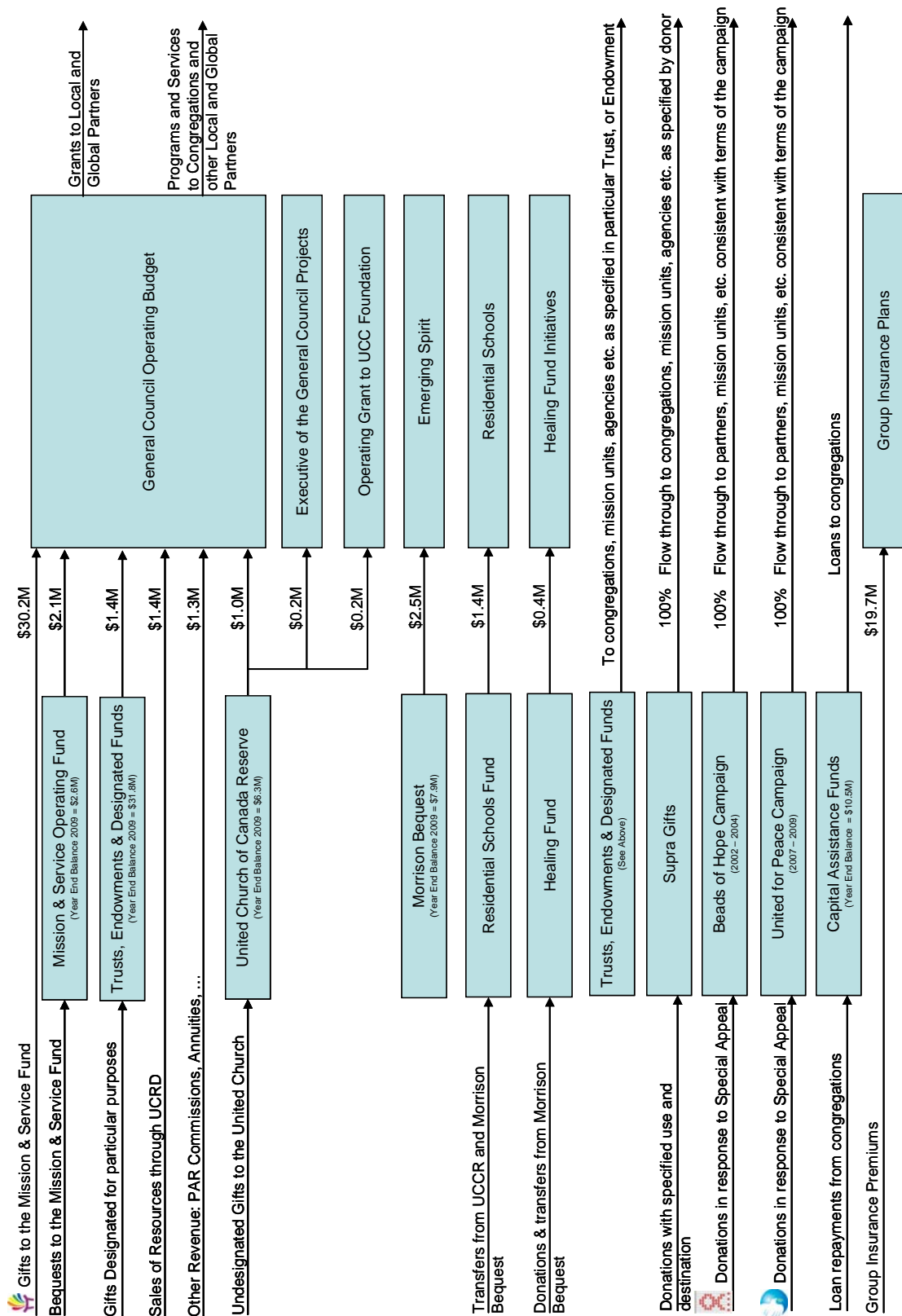
In May 2008 the Executive adopted budget assumptions for planning the 2009 budget (2008-05-02-284). These assumptions were in accordance with the Financial Plan.

From May to September 2008 the General Secretary and staff prepared the 2009 budget in accordance with the Financial Plan and assumptions.

In October 2008 the Permanent Committee on Finance reviewed the budget, which had been prepared, and recommended it to the Executive for adoption.

The Executive of the General Council adopted the budget in November 2008 (2008-11-15-320).

## Appendix B – Funding the Work of the General Council

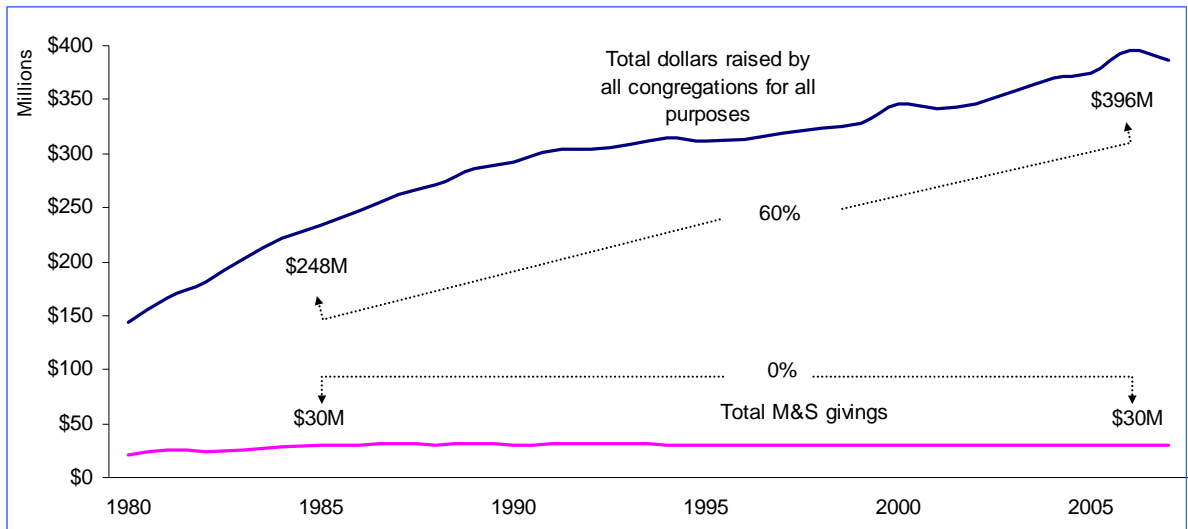


## Appendix C – Mission and Service Fund, 1980–2007

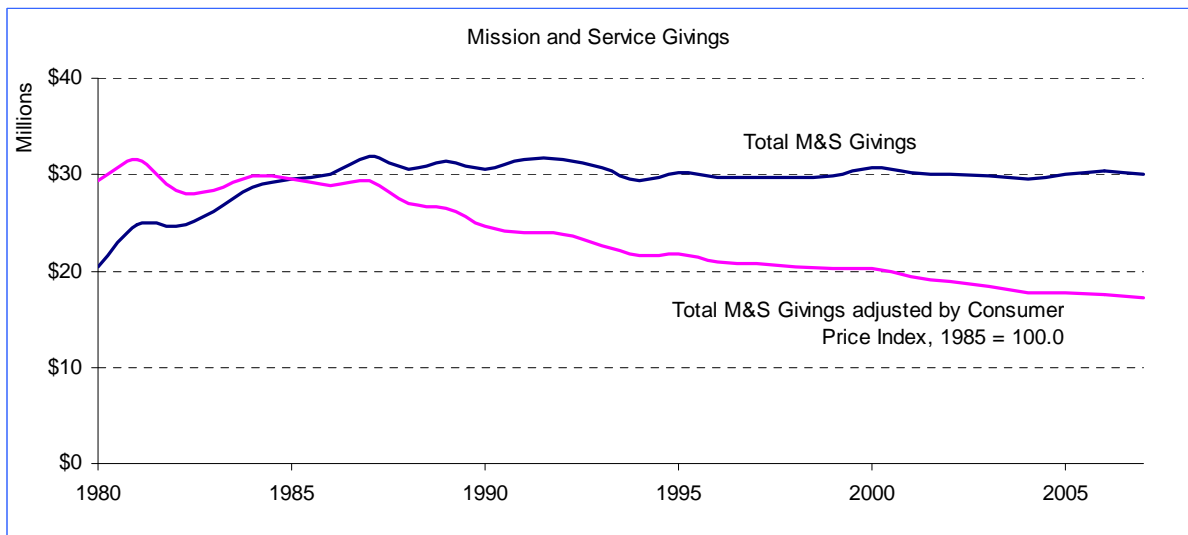
The Mission and Service Fund provides more than three quarters of the General Council’s budget, and givings have been at about \$30 million per year since the mid-1980s. (Over that same period, the total money raised by all congregations for all purposes increased by 60% from about \$248 million to \$396 million.)

What this means is that in the last 20 years the capacity of the Mission and Service Fund to do the work of the General Council on behalf of the whole church has been reduced by about 40%. Or put another way, if givings to the Mission and Service Fund had kept pace with total money raised by congregations, the Mission and Service Fund in 2009 would be at about \$48 million, instead of \$30 million.

**Figure 2008.5** Comparison of total dollars raised by all congregations for all purposes with Mission and Service givings from 1980 to 2007



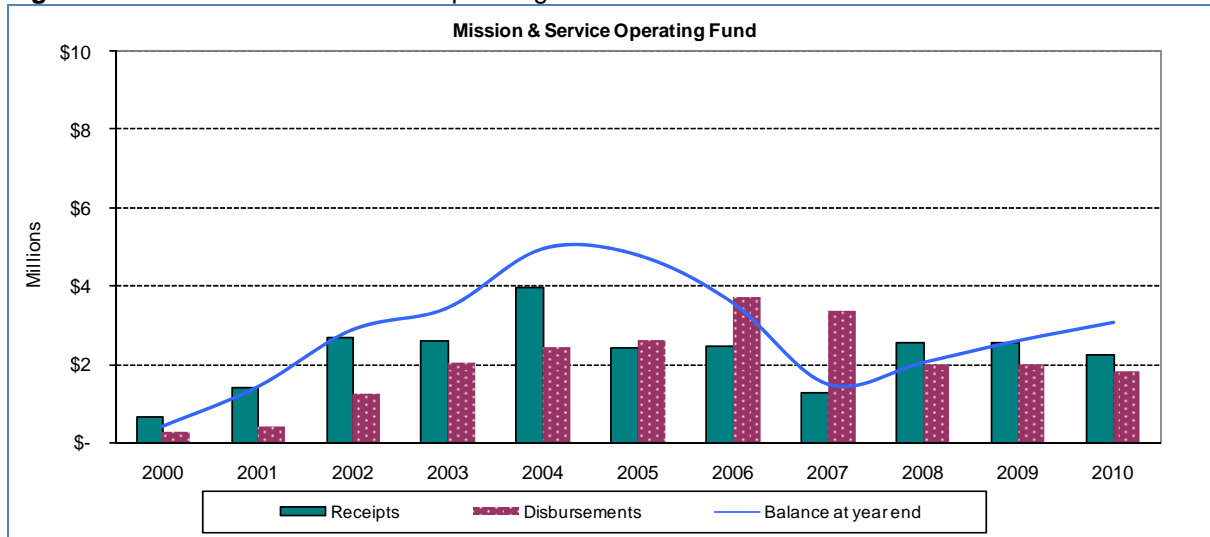
**Figure 2008.6** Mission and Service givings 1980 to 2007 adjusted for inflation



## Appendix D – Mission and Service Operating Fund

Established by the Executive of the General Council in November 1999, the Mission and Service Operating Fund receives bequests and matured annuities designated for Mission and Service. Draws to support the operating budget are made on an annual basis and the fund also covers operating budget deficits or receives operating budget surpluses. Draws to the operating budget are based on 75% of the fund balance of the year prior to the previous year (e.g., the 2009 draw is 75% of the fund balance as at December 31, 2007). The fund is not intended to accumulate a significant balance; gifts to the fund are intended to be used for Mission and Service work within three years of receipt.

**Figure 2008.7** Mission and Service Operating Fund



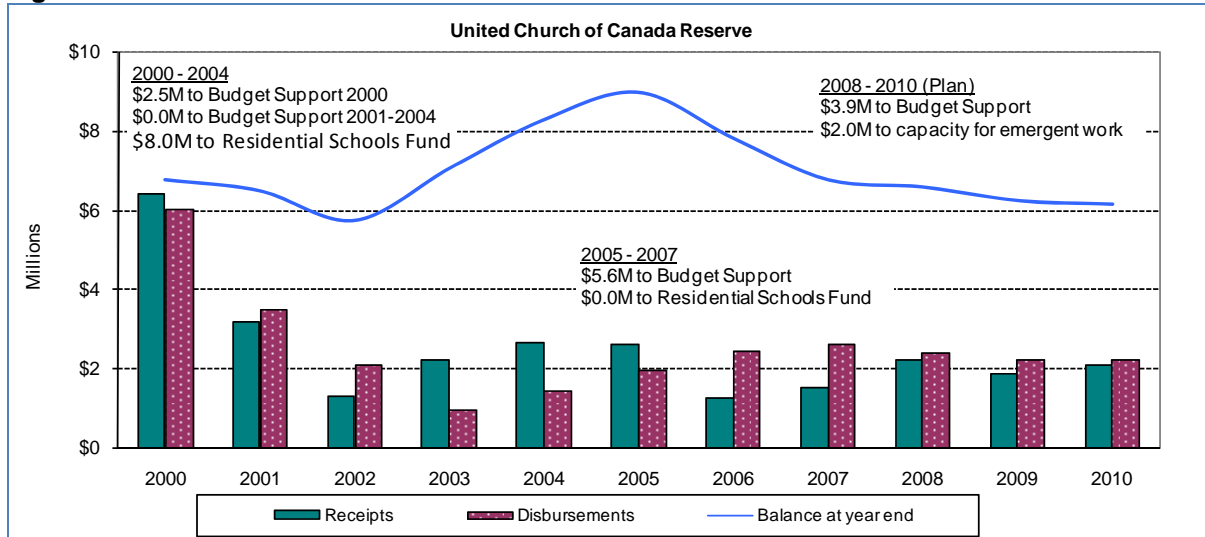
## Appendix E – The United Church of Canada Reserve

The United Church of Canada Reserve receives bequests, matured annuities, and other gifts to The United Church of Canada that are not designated for a specific purpose. The Reserve is intended to provide operating budget support and funding for projects specifically initiated and approved by the Executive of the General Council. All draws from the Reserve are approved by the Executive of the General Council either through annual budget deliberations or by specific action for non operating budget expenditures.

Over the period 2000–2010, the reserve has funded or plans to fund

Operating Budget Support	\$12,000,000	2000, 2005–2010
Residential Schools	\$8,000,000	2000–2004
UCC Foundation	\$1,200,000	2006–2009
Capacity for Emergent Work	\$2,000,000	2009, 2010

**Figure 2008.8** The United Church of Canada Reserve



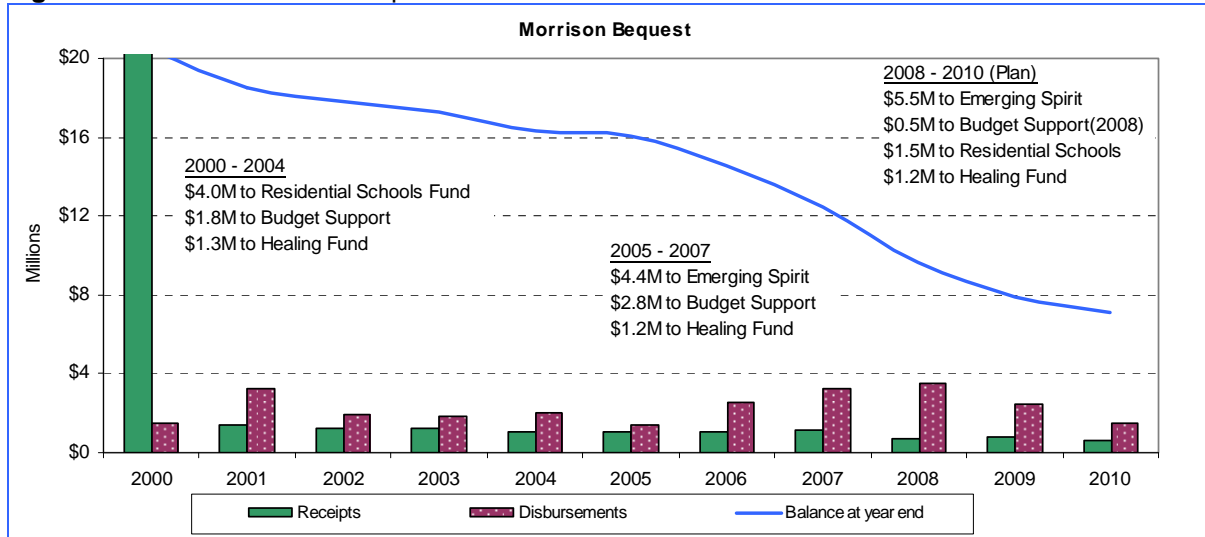
## Appendix F – The Morrison Bequest

The Morrison Bequest was established through a \$21,000,000 gift in 2000 from the estate of the late Dr. Richard Lindsay Morrison designated for The United Church of Canada “as determined by the Board of Home Missions.” Because of the size of the bequest it was set up as a separate fund. Income from the bequest is available to the operating budget; capital is accessed by application to, and approval by, the Executive of the General Council (2004-04-23-127).

Over the period 2000–2010, the Morrison Bequest has, or plans to fund;

Operating Budget Support	\$5,100,000	2000 – 2008
Residential Schools	\$5,500,000	2000 – 2004, 2008 – 2010
Healing Fund	\$3,700,000	2000 – 2010
Emerging Spirit	\$9,900,000	2006 – 2009

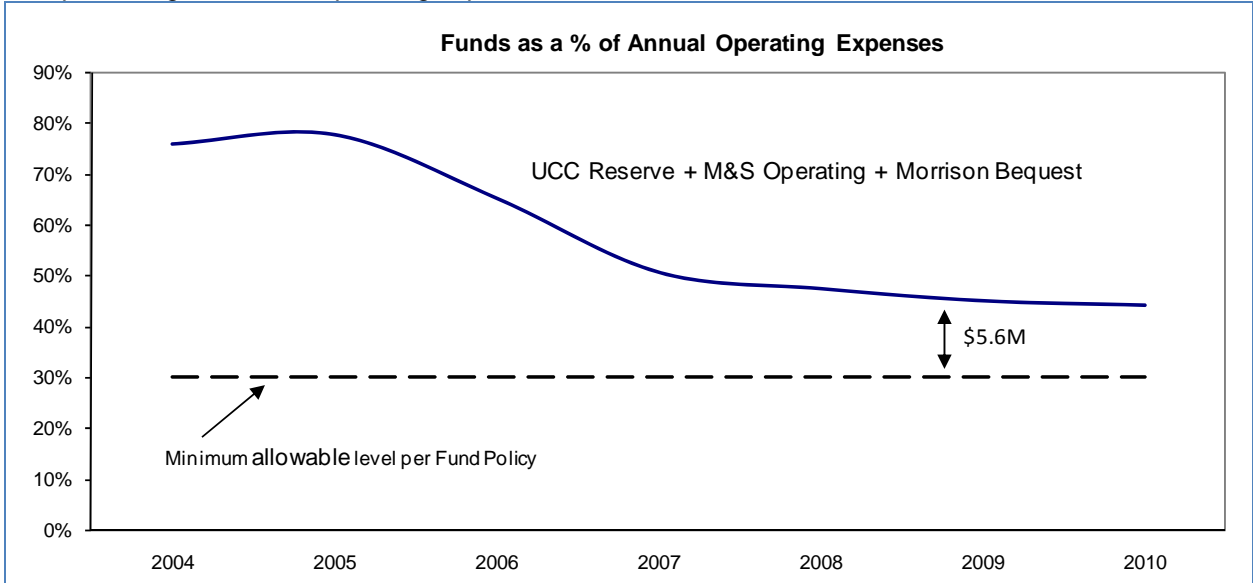
**Figure 2008.9** The Morrison Bequest



## Appendix G – Reserves and Fund Policy

The Executive of the General Council “Fund Policy” stipulates the combined funds of the Reserve, the Mission and Service Operating Fund, and the Morrison Bequest are not to fall below 30% of the annual operating expenses of the General Council (2006-04-28-367).

**Figure 2008.10** United Church Reserve, Mission and Service Operating Fund and Morrison Bequest as a percentage of annual operating expenses

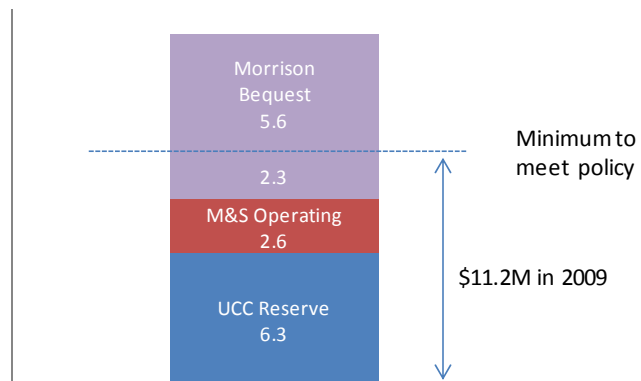


Balances projected as at December 31, 2009 are:

United Church of Canada Reserve	\$6.3M
Mission and Service Operating	\$2.6M
Morrison Bequest	\$7.9M
<b>Total</b>	<b>\$16.8M</b>

Operating expenses for 2009 are about \$37.3M; therefore, the minimum balance required to comply with policy is 30% of \$37.3M or **\$11.2M**.

Requirements of the Fund Policy will be satisfied. However, \$2.3M of the \$7.9M Morrison Bequest will need to be frozen to comply with this policy.



## Appendix H – Trusts and Endowments

Trusts are gifts with conditions on the purpose of their use (e.g., “Mission work in Africa”) and may or may not contain conditions on the maintenance of the capital amount of the gift. Generally income and capital are accessible. (Year end 2009 projected value for all trusts is \$13.0M.)

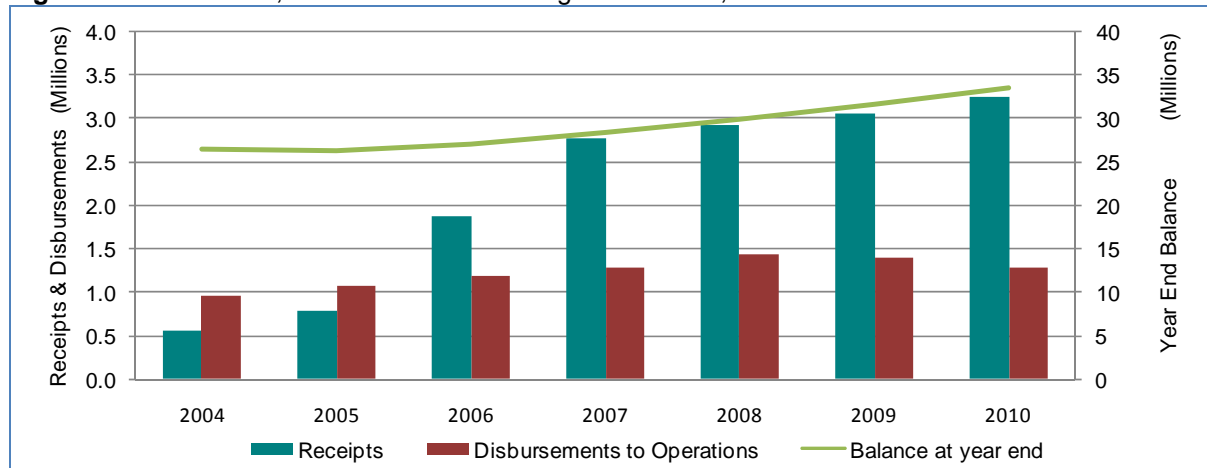
Endowments are gifts with conditions on the purpose of their use (e.g., “Mission work in Africa”) and conditions protecting the capital amount of the gift. Generally only income is accessible. (Year end 2009 projected value for all endowments is \$13.6M.)

There are 4 Designated Funds, which are the reserves of the former Divisions. The funds are (1) Mission in Canada, (2) Global Mission, (3) Theology and Student Aid, (4) Other. (Year end 2009 projected value for all four Designated Funds is \$4.8M.)

Of the total (\$31.5M) trusts, endowments, and Designated Funds, income is only accessible on \$12.7M (40%), while income and capital is accessible on \$18.7M (60%).

About \$1.4M from the Trusts, Endowments and Designated Funds is made available each year to the operating budget.

**Figure 2008.11** Trusts, Endowments and Designated Funds, 2004 – 2010



**Table 2008.5** Trusts, Endowments and Designated Funds, 2004 – 2010

	2004	2005	2006	2007	2008	2009	2010
<b>Income Only</b>							
Trusts	788,000	678,000	666,000	703,000	739,000	780,000	828,000
Endowments	9,452,000	9,589,000	9,678,000	10,209,000	10,737,000	11,340,000	12,041,000
Designated Funds	257,000	438,000	540,000	570,000	600,000	634,000	673,000
<b>Sub-total</b>	<b>10,497,000</b>	<b>10,705,000</b>	<b>10,884,000</b>	<b>11,482,000</b>	<b>12,076,000</b>	<b>12,754,000</b>	<b>13,542,000</b>
<b>Income and Capital</b>							
Trusts	12,350,000	10,623,000	10,425,000	10,996,000	11,565,000	12,215,000	12,969,000
Endowments	1,936,000	1,964,000	1,982,000	2,091,000	2,199,000	2,322,000	2,465,000
Designated funds	1,723,000	2,934,000	3,616,000	3,814,000	4,011,000	4,236,000	4,498,000
<b>Sub-total</b>	<b>16,009,000</b>	<b>15,521,000</b>	<b>16,023,000</b>	<b>16,901,000</b>	<b>17,775,000</b>	<b>18,773,000</b>	<b>19,932,000</b>
<b>Total</b>	<b>26,506,000</b>	<b>26,226,000</b>	<b>26,907,000</b>	<b>28,383,000</b>	<b>29,851,000</b>	<b>31,527,000</b>	<b>33,474,000</b>

## Appendix I – Work Plan Purpose Statements

Since 2008 the work of the General Council has been organized into work plans. Each work plan sets out

- the purpose of the work
- outcomes expected
- the context in which the work is being done
- key strategies for the work
- the “reach” of the work – who the work affects
- the results expected
- the resources – staff and money required for the work, and
- the relationship of the resources to the priorities of the Executive of the General Council

Following, in alphabetical order by work plan title, are the purpose statements from each work plan. The full details of the work plans are available through the Office of the General Secretary, General Council.

**Aboriginal Ministries:** The recognition, validation, and spiritual reclamation of First Peoples and their spiritual heritage in both Christian and Traditional spiritualities in the journey toward healing from the impact of colonization, and to living out the Creator’s “plan” for them as a people.

**Accounting and Financial Reporting:** To provide general accounting services to the Church, Pension Plan, and related entities. Report on financial activities of the church and facilitate budget process. Inform and support decision makers with timely reporting on the financial situation faced by the church. Automate and streamline financial transactions and reporting.

**Archives:** To provide archival quality storage for 2,000 linear metres of historical records of the United Church and its antecedent denominations and records of the five Ontario Conferences. Provide classification, inventory, and retrieval services for the records to support research by the public, church members and academic communities. Support a network of regional archives in the Conferences.

**Discipleship Formation:** In the context of strengthening all ministries for full participation in God’s local and global mission, to foster spiritually grounded discipleship by cultivating grateful and generous faith communities – congregations and other ministries – rooted in vibrant worship, engaged in ongoing formation, serving with God as agents of radical caring for all people and creation.

**Emerging Spirit:** Through Congregational Learning Events, through the Emerging Spirit website and newsletter, through Wondercafe and advertising and marketing, to:

1. Provide interested congregations and leaders with the opportunity to deepen their understanding of the new ministry context and to gain skill in response.
2. Provide a mechanism through which resources appropriate to the Emerging Spirit project can be distributed to congregations and to provide a vehicle to provoke discussion and

thought about various dimensions of ministry deemed to be particularly critical in the development of increasingly effective ministries of hospitality.

3. Provide a vehicle through which interested people can keep up to date on resources, initiatives, and other developments in the Emerging Spirit project.
4. Provide a safe meeting place where church and unchurched can engage in conversation about the issues that matter to them and explore how the dimensions of faith impact those life situations.
5. Provide creative ways of raising their public profile to the national United Church and its congregations.

**Gender Justice:** Continuing the story of Jesus who honoured and respected the leadership, multiple roles, and wisdom of women as well as men, to help the church become an anti-sexist faith community that honours and respects all genders in its policies, practices, decision-making processes, resources, and leadership, and that gender justice is lived out in all levels of the church.

**General Council Grants to Conferences:** The General Council determines the number and boundaries of the Conferences, has oversight of them, and reviews their records (*The Manual 2007*, Section 505 (1)). The Executive of the General Council provides financial resources to 13 conferences for their staffing and operations.

**Global Ecumenical Relations:** Answering God's call for wholeness of life, and just and sustainable communities. Working with ecumenical, regional partners and networks to address issues of systemic justice, peace and care of creation from a faith base. Integrating contextual analysis, experience and understanding of global partners to inform United Church theology, missiology, and policy development.

**Governance – Guide Posts for Mission:** The United Church of Canada is a faith community and a corporation. These two realities interact in governance decisions, where the General Council and its Executive seek to carry out General Council's vision of the mission of the church while acting as responsible stewards of the gifts God has made available to us and respecting the secular authorities under which the church operates.

**Healing Fund:** To support innovative and effective programs in Aboriginal communities that are helping people in the healing process related to the Residential Schools experience and manifest United Church commitments to ongoing reconciliation with Aboriginal peoples.

**Healthy Congregational Ministries:** In the context of strengthening all ministries for full participation in God's local and global mission, to foster healthy, sustainable congregations/ministries (welcoming and caring, appreciative of diversity, generous communities, learning the blessings of faith).

**Human Resources:** To provide support for employee relations, performance management, and recruitment systems for staff of the General Council Office and Conferences. Identify opportunities to improve to organizational effectiveness. Uphold human resource policies, review policies and recommend changes, through elected member bodies, to the Executive of the General Council.

**Information Technology Services:** To provide technology solutions and systems to approximately 200 people at the General Council Office, regionally placed Gift Planners and the Distribution Centre, through network, document management, remote access, and Internet security. To support the General Council's Enterprise Resource Planning system, e-mail, Church Records Database systems, and other United Church information management programs. To make technology infrastructure and connection to General Council Office systems available to Conference offices.

**Intercultural and Diverse Communities Ministry:** To support, grow, and strengthen the ministry of ethnic minority, emerging intercultural and deaf communities to contribute to enabling The United Church of Canada to participate fully in the mission of God in the world and particularly within the complex diverse multicultural and multi-ethnic reality of the Canadian society.

**Leadership Development:** In the context of strengthening all ministries for full participation in God's local and global mission and recognizing that God provides gifted people for the church's diverse ministries, to enhance awareness of God's call to leadership and the stewardship of gifts by participants of all ages – children, teens, adults – and to equip all called for ministry leadership, including ordained, diaconal and lay ministry-personnel roles, in the church's diverse ministries.

**Leadership, Management, and Relationships:** The responsibility for integrating and coordinating the vision, directions, and priorities of the General Council is facilitated by the Senior Leadership Team (the Moderator, the General Secretary, and the General Council Ministers). The General Council Ministers provide the linkages between the General Council and the staff of the General Council to supervise the work on the directions and plans of the General Council.

**Ministries in French:** To facilitate, develop, and nurture the re-emerging Francophone presence of l'Église unie du Canada as part of our *Misio Dei*; to support the existence and creation of authentic congregations and ministries *en français* and help equipping them for their ministry with adequate resources; to focus on youth and young adults as gifts of God for finding new ways of being church; to participate in, contribute to, and lead in the Francophone context on intercultural ministries in partnership, respect, and solidarity with Aboriginal and Intercultural Ministries and all sister units. To honour and nurture our church's vocation to being a Canadian contextual church for all its peoples and cultures; to foster its commitment to both official languages and its cultural diversity and richness; to respond to the United Church need for visibility and communication *en français*; to integrate gender equity, racial justice and inclusivity, care of creation, justice, global, and partnership concerns as transversal components of UMiF's work and ministry.

**Ministry Personnel Standards and Practice:** To provide the programs, resources, and policy development for the infrastructure of the church that supports paid professional leadership

**Ministry Personnel Support:** To produce programs, services, and resources to provide denominational support to ministry personnel in the practice of church leadership.

**Mission and Service Fund:** To support the ongoing ministry of The United Church of Canada by raising money to support the annual budget needs of the church.

**Office Services:** To provide 65,000 square feet of office, chapel, meeting, and warehouse space; maintain office furniture and 200 workstations and 12 meeting rooms; and provide telephone, mail, photocopy, and reception services.

**Pension, Benefits, and Compensation Services:** To implement and manage the pastoral charge payroll service. To administer the pension and benefit plans for The United Church of Canada, including all contractor services. To publish various web and print based information in support of the pension and benefits plans and the Permanent Committee, i.e. handbooks, annual reports, newsletters (*Connex, Foresight*). To support the Pension Board in management of the pension fund.

**People in Partnership:** To encourage and support contextual learning, discernment, and analysis through the direct involvement of United Church members, congregations, and other courts of the church in transformative global mission relationships. The sending and receiving of personnel creates opportunities to build human connections and insights that deepen understanding of God's mission.

**Planned Giving:** To facilitate the philanthropic wishes of United Church people by encouraging immediate major gifts or deferred estate gifts to local congregations and/or other courts and ministries of the church.

**Public Witness, Education and Action for Justice:** To coordinate The United Church of Canada's mandate for prophetic witness on systemic justice issues that are national and global in nature, enabling public witness, through effective public policy development, social analysis, theological reflection, and advocacy for a more just, sustainable, and peaceful Earth community. Develop resources, programs and strategies for education and advocacy, networking, and dialogue with congregations and other courts of the church, ecumenical and interfaith partners, networks and civil society organizations to deepen analysis and understanding of the connections among systemic justice issues, care of creation, and Christian faith.

**Racial Justice:** Recognizing all people as kin yet touched by brokenness in human life and community, to help the church become an anti-racist faith community in its policies, practices, and leadership, continually working against that which racializes people and God, and visibly living out its commitments to walk a new and just path to healing, reconciliation, and right relations with Aboriginal peoples.

**Residential Schools:** Coordinate all aspects of the issues related to Indian residential schools including the legal, pastoral, communications, alternate dispute resolution possibilities and healing initiatives.

**Resource Development:** To develop content for print, Web, and audio-visual (CD, DVD, digital) resources that support the work of, and facilitate communication among, congregations, the General Council, the General Council Office, and partners, reflecting the face of the United Church to the world.

**Resource Distribution:** To ensure that resources, products, and services developed and produced by the General Council are available to end-users, enabling the mission and communication needs of the church to be met. Facilitate delivery of content / communications through new media (web 2.0).

**Resource Marketing:** To provide input, guidance, and expertise throughout the lifecycle of newly developed and existing resources; some examples are books from the United Church Publishing House, United Church Resource Distribution centre, Mission and Service Fund, Christian Education curriculum, website of the General Council. Ensure that products or services meet a real need, are created in a suitable format for the audience (brochure, book, DVD, webpage), and are priced strategically. Animate the awareness and knowledge of products in the target audiences. Evaluate products to help shape the direction of future projects. Initiate the development of products based on user needs.

**Resource Production:** To take content from Resource Development and design, produce, and manufacture a wide range of print, audiovisual, and Web-based resources for The United Church of Canada that support the work of, and facilitate communication among, congregations, the General Council Office, partners, and the general public.

**Resource Services:** To provide specialized services that enable the church to communicate among specific groups, utilize technology to improve efficiencies in program delivery, and provide access to information, images, and video. To provide media and public relations to the United Church constituency and the media.

**Services to Congregations and Others:** To provide financial services in a comprehensive, convenient and cost-efficient way: (1) Pensioners' Payroll, (2) accounting for KAIROS and The United Church of Canada Foundation, (3) Risk Management through the Congregational Insurance Program, (4) the Pre-Authorized Remittance (PAR) service for congregational giving, (5) Charitable Annuities administration.