



**HORSESHOE FALLS REGIONAL COUNCIL
OF THE UNITED CHURCH OF CANADA**

SUPPORTS, CONNECTS, EMPOWERS COMMUNITIES OF FAITH

November 9, 2019

Horseshoe Falls Regional Council Gathering

WORKBOOK

“Trust Your Pilot”

Trust Your Pilot

I am not a frequent flyer. In fact, truth be told I am terrified of flying. I only fly when I absolutely must. A 3-hour flight is the very most I can handle, and that is not without a lot of anxiety. This mystified an uncle of mine who was a fighter pilot, a stunt pilot and then a bush pilot. It also mystified my father-in-law, an aeronautical engineer. If I hear one more time flying is the safest way to travel...

At the Regional Council Meeting in Port Elgin I was intrigued and slightly dismayed to hear Cameron Trimble our guest speaker, among other things a pilot, talk a lot about flying. Obviously, I had not read her book nor done my homework on who or what she was. I did manage a good chat with her during one of our breaks. She asked me what I did not like about flying. Well, I said, "I am terrified of heights, I am claustrophobic, and I need to be in control." To which she answered, "it sounds like you don't trust your pilot' ...

One of my favourite hymns from my earliest memories is "I Feel the Winds of God Today", and the line... *Great pilot of my onward way....* And then there is the hymn Jesus Saviour Pilot Me. So, I do trust the pilot. Some of the time...Most of the time...

Throughout my life and my ministry, I have learned that I can trust God to pilot my journey. Sometimes the pilot has taken me into places and challenges that I could never have imagined. Cameron Trimble was right. I am not in control of the aircraft, and that I need to have the trust that the pilot is. And the pilot wants to get where we are going as much as I do, safely and without a lot of bumps. When I have trusted the pilot, and landed safely, most of the time the journey has been wonderful and exciting. And if I did not know when we took off that this is where I wanted to go, I have often found by the time I landed this is where I needed to be in the first place.

So, let us trust the pilot. These changes in our church structure have now happened and are working themselves out. It is not perfect. We are no longer who we once were. But the goal is the same as it has always been. As ministry personnel, and as communities of faith, we will continue to work together building the Kingdom of God, nurturing, strengthening and empowering each other.

I believe that God is firmly in control of the journey we are on, and we are not just cruising. I see my job for the next two years as your cheerful flight attendant. Making sure you are comfortable, bringing refreshment to your weariness, barking orders in a calm voice, when we hit turbulence, and even showing you how to deploy the oxygen mask when needed. I will greet you with a smile, help calm your anxiety, share in your excitement as we travel together, and give out earplugs and barf bags for those who need them.

Trust your pilot. We are in for a great flight together.

- *Kate* -

AGENDA
Horseshoe Falls Regional Council – November 9, 2019
Meridian Community Centre, Fonthill

Theme: *Trust Your Pilot*

For Action

Schedule for day	Time
Arrival	9:30 a.m.
Gathering hymns	9:55 a.m.
Call to order and Acknowledging the Territory Opening worship Procedural motions	10 a.m.
Community building <ul style="list-style-type: none"> • Sorting Hat quiz • HF Jeopardy 	11 - 11:45 a.m.
Affirming Network	11:45 a.m.
GC Commissioners – process for elections	Noon
Lunch	12:15 – 1 p.m.
Regional Council Commissions overview	1 - 1:30 p.m.
1. Finances 2. Budget 2020	1:30 – 2:30 p.m.
Covenant with Communities of Faith update	2:30 - 2:45 p.m.
Closing music/brief theological reflection/prayer	2:45 - 3 p.m.

HF Priorities

*Assessment: Communities of Faith, Communication, Connecting/Meeting
Mission & Service: Children & Youth, Chaplaincy, Social Justice*

Proposals are formatted in accord with the General Council practice to familiarize the regional council with this style.

For Information **Format and Process for Proposals**

The format for General Council proposals is being used for the regional meeting to help familiarize Horseshoe Falls with it. The General Council approach involves three distinct stages in the decision-making process:

- 1) Listening/learning;
- 2) Discussion;
- 3) Decision.

In our regional council meeting we do not have the space or time to mirror these stages in the same way the General Council practices them.

In our proceedings, the steps will be:

- 1) The Presenter will outline:
 - a. What is the issue? and
 - b. the suggested way in which the regional council might respond to the issue.
- 2) The President will inquire if there are questions for clarification. Please note this is for clarification only.
- 3) The President will then ask if there are changes or additions being suggested for the proposal. Using warm and cool cards, the regional council will seek to come closer to agreement on how to respond to the issue.
- 4) Once there is significant agreement, the President will invite the Presenter to move the motion at which point the regional council enters the formal debate process.

For Action

Proposal #1 Consent Docket

What is the issue?

The regional council must establish the procedures by which it will conduct business.

Why is this issue important?

This clarifies and confirms the way in which decision-making will happen.

How might the regional council respond to the issue?

The regional council might adopt the following as a consent docket:

- 1) Adopt the agenda as circulated and authorize the Business and Agenda Committee to make any changes as necessary;
- 2) Appoint Margaret Bain as Parliamentarian;
- 3) Name President Kate Young, Parliamentarian Margaret Bain, and Executive Minister, Cheryl-Ann Stadelbauer-Sampa as the Business and Agenda Committee;
- 4) Set the bounds of the meeting as the Dr. Gary and Mall Accursi Room of the Meridian Community Centre in Fonthill;
- 5) Make all guests corresponding members;
- 6) Accept the registration as the roll of this meeting;
- 7) Confirm the following appointments made by the Executive to provide the Executive and Commissions with sufficient members to manage their work:

Executive: Thea Sheridan-Jonah

Covenant Commission: Mary Anderson, Doug Mills, Kathi Phillips, Carolyn Smith

Human Resources Commission: Callie Archer, Joanne Hedge, Pat Tooley

Mission and Discipleship Commission: Irene Ty

- 8) Adopt the following method for dealing with proposals:

Step One:

The Presenter will outline:

A) What is the issue? and

B) The suggested way in which the regional council might respond to the issue.

Step Two:

The President will inquire if there are questions for clarification. Please note this is for clarification only.

Step Three:

The President will then ask if there are changes or additions being suggested for the proposal. Using warm and cool cards, the regional council will seek to come closer to agreement on how to respond to the issue.

Step Four:

Once there is significant agreement, the President will invite the Presenter to move the motion at which point the regional council enters the formal debate process.

For Action Proposal #2 Election of General Council Commissioners

What is the issue?

The regional council will elect 12 Commissioners to attend the 44th General Council July 21-25, 2021 in Calgary, Alberta. The regional council President who is elected in 2020 and installed in 2021 will also attend. The regional council needs to determine the process by which it will do this.

The process for calculating the number of Commissioners for each regional council is set out in *The Manual, Section D 1.1*. The base used to calculate the number of Commissioners for each regional council included:

- 1) Number of pastoral charges including Indigenous ministries
- 2) Number of camps.

Section D. 1.1. e) iii) is titled Diversity and reads "Attention is given to diversity of gender and age, racial and cultural identities and sexual orientations as provided in policies set by the General Council".

Section D. 1.1. e) iv) notes that "the election takes place, where possible, at least one year before the next in-person meeting of the General Council". The General Council follows a three-step process: Listening/Learning / Discussion / Decision-Making.

It is anticipated that the listening/learning sessions will happen online prior to the General Council. Commissioners will need to come prepared to discuss and make decisions.

Why is this issue important?

The work of the General Council helps shape the denomination and has an impact on many elements of life as the church, ecumenical and inter-faith relationships, and the United Church's presence in the world.

If the process to do this is determined at the November meeting of the regional council, the May 29-31, 2020 meeting in Port Elgin can move quickly into the election process.

How might the regional council respond to the issue?

The regional council might adopt the following process being recommended by its Executive:

A) Have an initial round of voting to elect:

- 1) One (1) Indigenous Commissioner
The process to secure nominations for these positions to be determined in consultation with Indigenous ministries.
- 2) Four (4) Commissioners who self-identify as meeting the areas of diversity outlined in the *Manual 2019*.

B) Have a second round of voting to elect the balance of Commissioners. Any positions not filled in the first round will be filled by the second. Any nominees not elected in the first round will be on the ballot for the second round.

For Action

Proposal #3 Financial Matters: Unrestricted Funds

What is the issue?

The regional council is the beneficiary of funds from certain of the Presbyteries and Hamilton and Toronto Conference that preceded it. These funds are unrestricted and can be used as the regional council determines.

Please note some figures are approximate to cover outstanding costs or potential interest income.

Erie Presbytery:	\$16,463
Hamilton Presbytery:	\$31,895
Niagara Presbytery:	\$10,033
Toronto Conference:	\$24,765
Hamilton Conference:	
Mission & Ministry	\$205,856
Other	\$452,642
<i>Approximate Amount Available:</i>	<i>\$740,000</i>

Why is this issue important?

The regional council has the following sources of income:

- 1) Assessment Grant: \$325,000 for use of regional council plus \$67,000 subsidy for salaries of Executive Minister and Executive Assistant.
For governance and shared services
- 2) Mission and Service \$289,000
For mission and ministry

These grants must be used only for their stated purpose, i.e. either governance and shared services for assessment OR mission and ministry for Mission and Service. The grant amounts were guaranteed for 2019 and 2020. It is reasonable to assume they will decline thereafter.

- 3) Investment Income;
- 4) Regional council share of the property of disbanding congregation.

Neither of these amounts is predictable and the latter is income resulting from the loss of a community of faith which is also a loss for the regional council.

It is still early days of being a regional council with less than one year of financial data. Consequently the Executive is recommending taking only preliminary financial steps to respond to gaps already identified that cannot be met through the operating budget of the region or other financial resources such as extension councils or new ministry funding through The United Church of Canada Foundation.

How might the regional council respond to the issue?

The regional council might adopt the following recommendations of the Executive:

- 1) To establish an operational reserve of \$200,000.

For Action **Proposal #3 Financial Matters: Unrestricted Funds (continued)**

- 2) To draw \$35,000 from the unrestricted reserve in 2020 to:
 - a) Provide each Commission with a budget of up to \$10,000 per year to offer events or to engage in programs of its choosing;
 - b) Provide \$5,000 to cover any honoraria offered to Officers of the regional council

- 3) To cover the costs associated with any emerging situation such as an investigation or review from the reserve;

- 4) To set aside up to \$30,000 for 2020 as an investment in leaders fund with the terms to be established by the Executive so that the funds can be available to support lay members and ministry personnel to participate in learning opportunities and to provide for leadership development and for skill development.

For Action Proposal #4 Financial Matters: Operating Year to Date and Proposal #5: Budget 2020

What is the issue?

The format of financial reporting and the proper assigning of items is now being finalized.

Why is this issue important?

The Transition Commission was responsible for the initial budget of the regional council. In order to maximize the availability of specialized staff, it committed to work in partnership with Antler River Watershed Regional Council and Western Ontario Waterways Regional Council to share staff for a period of three years at which point the arrangement will be evaluated.

Staff Position	Funded by	Budget Line
Executive Minister	Assessment	Regional Operations
Executive Assistant	Assessment	Regional Operations
Minister, Congregational Support and Mission	Assessment	C of F
Minister, Right Relations and Indigenous Justice	Mission and Service (M&S)	C of F 50% Social Justice 50%
Minister, Pastoral Relations	Assessment	C of F
Minister, Pastoral Support	Assessment	Connecting
Administrative Assistant: Communications & Records	Assessment	Pastoral Relations 50% Communication 50%
Minister, Social Justice	M&S	Social Justice
Administrative Assistant: Mission & Hospitality	M&S	Social Justice 50% Children and Youth 50%
Minister, Faith Formation	M&S	Children and Youth

The Transition Commission also decided to accept the General Council’s offer to work in partnership with the regional council for financial administration. This gives the regional council the benefit of highly skilled accounting expertise from people experienced in church and charity reporting.

This expertise has also been utilized for the preparation of a narrative budget according to the priorities of the regional council (see earlier). The Mission Support Grants were also considered according to priorities. The priorities became the budget headings:

Priority	Ministry Undertaken
Regional Operations	The work of being a regional council including meetings, Archives, oversight of corporations.
Communities of Faith	Supporting communities of faith, including Indigenous Ministries, in the articulation of mission and ministry and through changes in their pastoral relationships and life cycle.
Communication	Sharing the life and work of the regional council.
Connecting	Supporting building relationships within the regional council and among ministry personnel.
Children and Youth	Supporting leaders in this area and camps, as well as providing opportunities for children and youth to gather.

**For Action Proposal #4 Financial Matters: Operating Year to Date and
Proposal #5: Budget 2020 (continued)**

Priority	Ministry Undertaken
Chaplaincy	Continuing to support ecumenical chaplaincies within the regional council.
Social Justice	Equipping congregations to engage in this work and supporting outreach ministries.
Office Operations	Costs for shared services, office supplies and technical needs.
Building Expenses	Operation of the office space.

The 2019 budget was based on costs available from 2017-2018 and estimates of expenses. The 2020 budget is based on actual salary figures as anticipated and reflects the costs incurred this year with an increase of 3%.

The reporting is over four columns to track funds that have specific purposes such as assessment and Mission and Service.

How might the regional council respond to the issue?

Proposal #4

The regional council might receive the 2019 Operating Statement as at October 31, 2019 for information.

Proposal #5

The regional council might adopt the 2020 Operating Budget.

For Action Proposal #6: Auditors

What is the issue?

The regional council needs to name auditors for 2019.

Why is this issue important?

An audit provides reassurance to the regional council and to the Charities Directorate as to the proper administration of charitable funds.

The authorization for expenses happens at the regional council but the management of the funds is handled by the General Council accounting team. The financial records are generated by the General Council as part of the accounting service secured by the regional council.

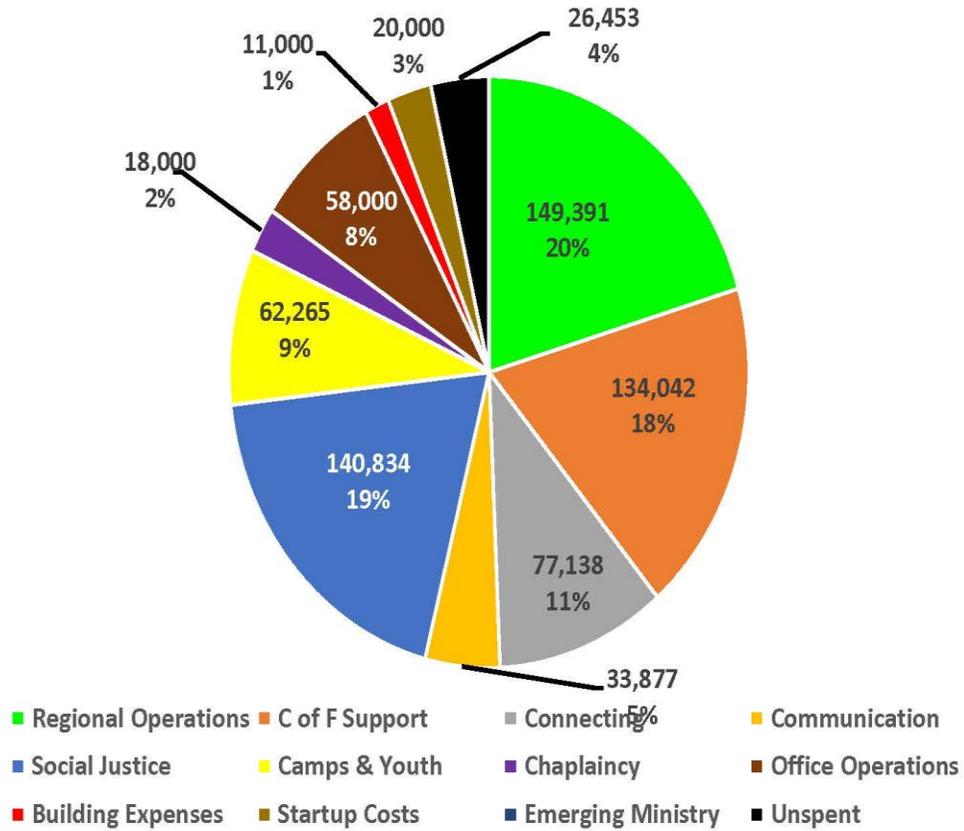
The initial audit, as the figures from different charities are amalgamated, is likely to be extensive and more costly than what might be the case in future. To try to simplify matters, it might be helpful to work with the auditors who are accessing the General Council records.

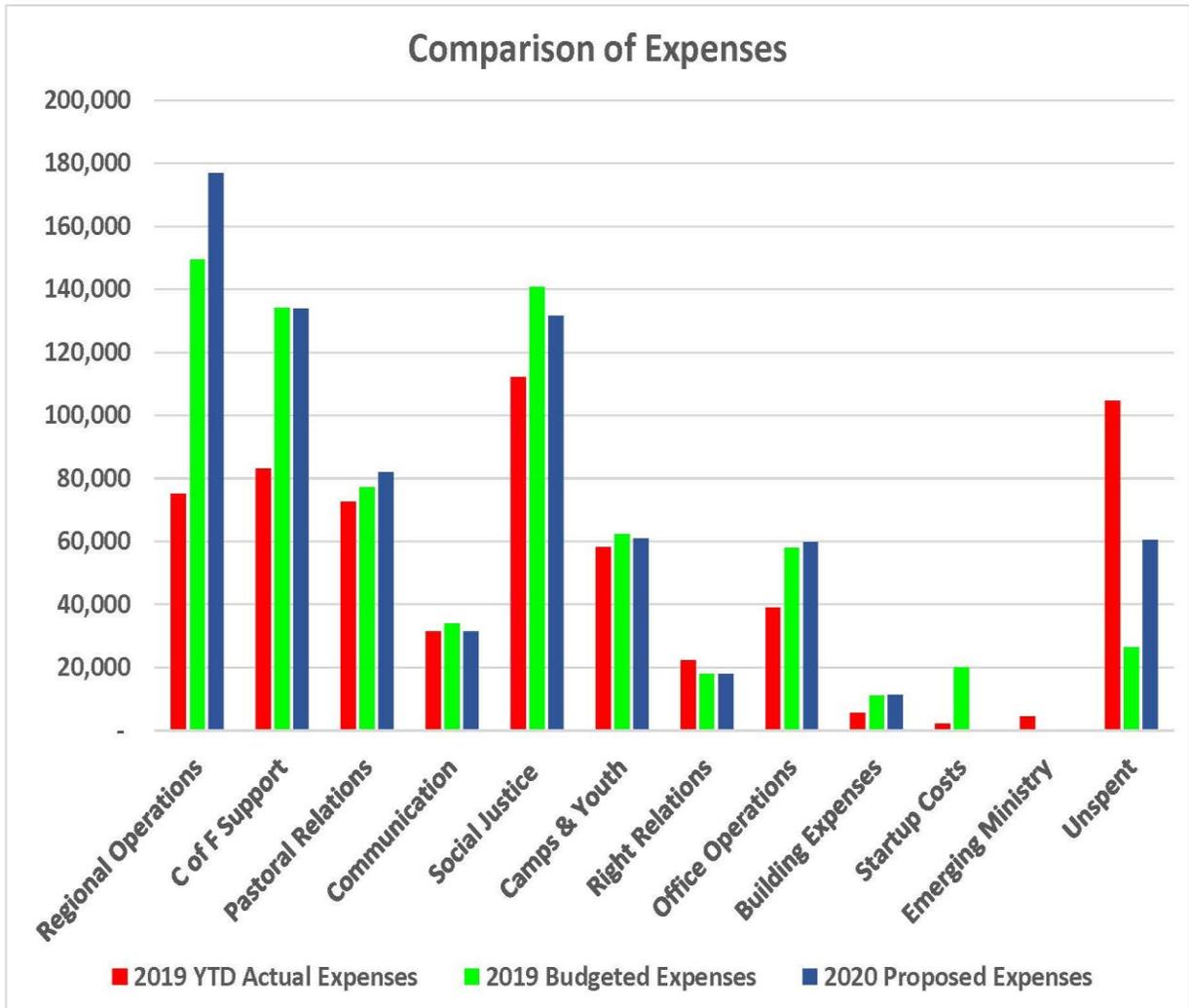
How might the regional council respond to this issue?

The regional council might appoint the General Council auditors, PWC, to perform the 2019 audit of Horseshoe Falls Regional Council.

Horseshoe Falls Regional Council

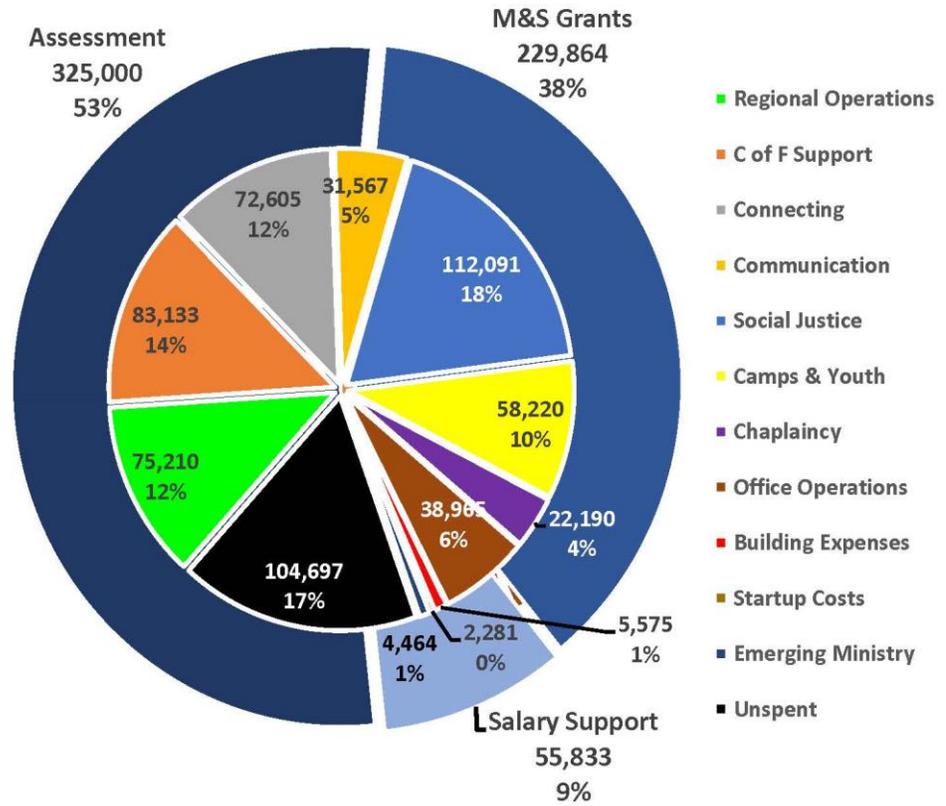
2019 Budgeted Expenses
(Total Spend - \$731,000)





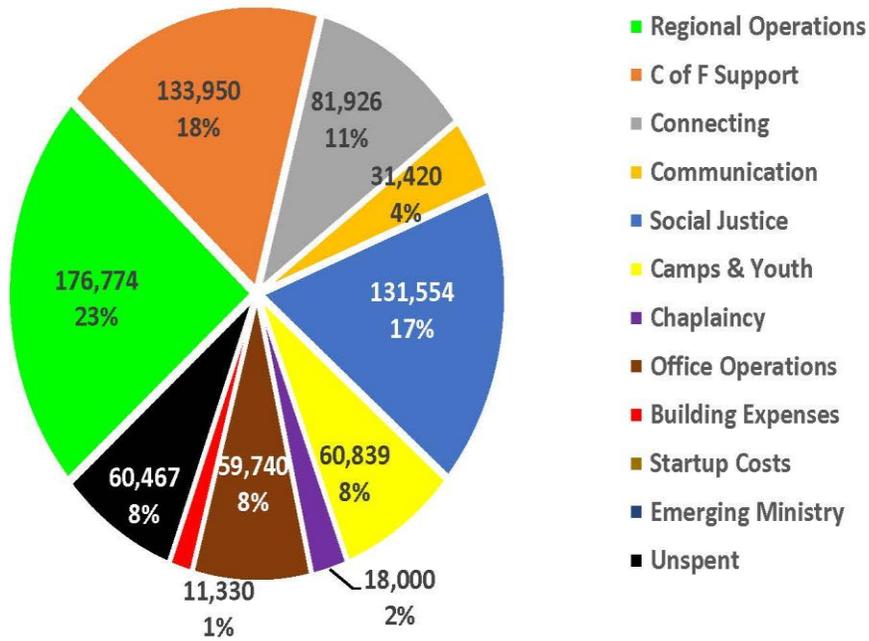
S:\FIN Public\Financial Analysts\2019 Reports\Regions\REMs\Cheryl Ann Stadelbauer Sampa\Meetings\HFRC Nov 9 2019\HFRC Narrative Budget as at Oct 30 2019 prepd Nov 6 2019 by Bob SavariaBar Chart of Expenses Page 1 of 1

Actual YTD Revenue and Expenses

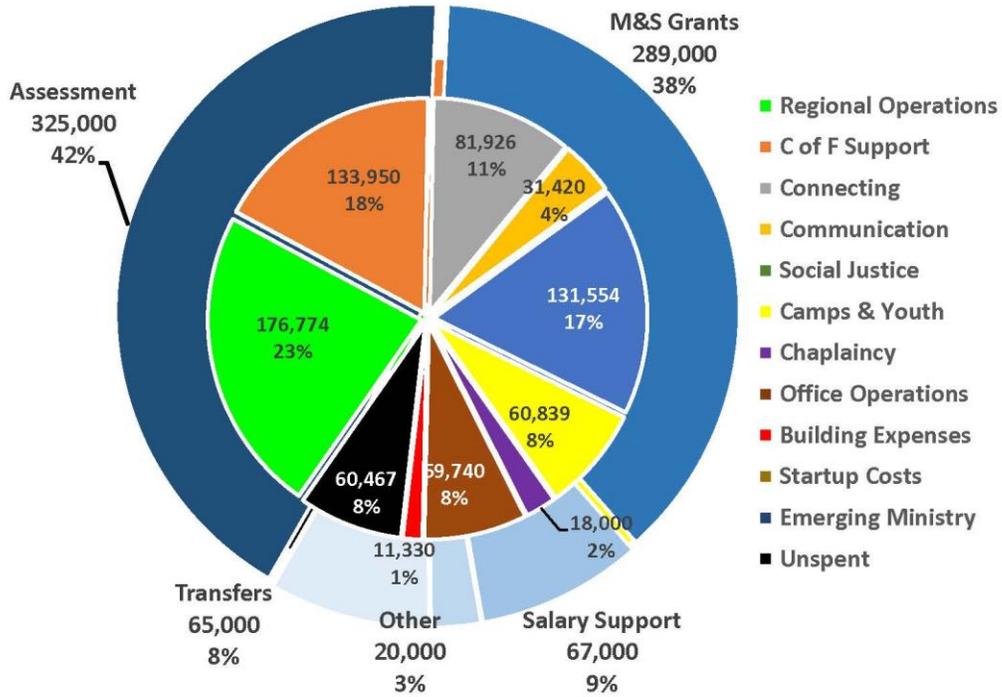


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2020 Proposed Budgeted Expenses (Total - \$766,000)



2020 Budgeted Revenue and Expenses (Total - \$766,000)



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Horseshoe Falls Regional Council
Holding and Encouraging Communities of Faith
for the 10 months ended October 31, 2019

2019 BUDGET vs ACTUAL RESULTS (1)

	2019		2020		2020		2020		2020		2020		Budget	
	Assessmt BDGT	Assessmt ACTL	Assessmt BDGT	M&S BDGT	M&S ACTL	M&S BDGT	Other BDGT	Other ACTL	Other BDGT	Total BDGT	Total ACTL	Total BDGT	Total ACTL	Difference 2020 vs 2019
INCOME														
EM/EA	67,000	55,833	67,000	-	-	-	-	-	67,000	55,833	67,000	-	-	-
Assess.	325,000	325,000	325,000	-	-	-	-	-	325,000	325,000 (2)	325,000	-	-	-
M&S	-	-	-	289,000	229,864	289,000	-	-	289,000	229,864	289,000	-	-	-
Other	-	-	-	-	-	-	20,000	300 (5)	20,000 (22)	300	20,000	-	-	-
Investment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	30,000	-	65,000	-	30,000	-	-	65,000 35,000 (23)
Total	392,000	380,833	392,000	289,000	229,864	289,000	50,000	300	85,000	731,000	610,997	766,000	35,000	
MINISTRIES														
Regional Operations														
Staff	67,000	55,957 (2)	66,613 (21)	-	-	-	-	-	67,000	55,957	66,613	-	(387)	
Con Ed	725	-	725	-	-	-	-	-	725	-	725	-	-	
Travel	6,666	3,600	6,666	-	-	-	-	-	6,666	3,600	6,666	-	-	
Staff Support	1,000	64	1,000	-	-	-	-	-	1,000	64	1,000	-	-	
RC Meetings	-	-	-	-	-	-	-	-	-	-	-	-	-	
Commiss/Exec	5,000	5,656	7,500	-	-	-	-	-	5,000	5,656	12,500	7,500	7,500	(24)
Archives	20,000	- (5)	20,000 (22)	-	-	-	20,000	- (5)	20,000 (22)	40,000	-	40,000	-	(22)
Corps.	9,000	8,333	9,270	-	-	-	-	-	9,000	8,333	9,270	270		
Legal	10,000	-	10,000	-	-	-	-	-	10,000	-	10,000	-	-	
Learning opportunities	-	-	-	-	-	-	-	1,600 (12)	30,000 (25)	-	1,600	-	30,000	(25)
Prof. Fees	-	-	-	-	-	-	10,000	-	10,000	-	-	-	(10,000)	(25)
Total	119,391	73,610	121,774	-	-	-	30,000	1,600	55,000	149,391	75,210	176,774	27,383	
Communities of Faith														
Staff	95,833	63,416 (2)	83,901 (21)	16,666	15,223 (2)	18,475 (21)	-	-	-	112,499	78,639	102,376	(10,123)	(27)
Con Ed	1,307	380	1,333	236	-	241	-	-	1,543	380	1,574	31	31	
Travel	8,333	1,744	8,333	1,667	897	1,667	-	-	10,000	2,642	10,000	-	-	
Cov't Comm	5,000	1,059	5,000	-	-	-	-	-	5,000	1,059	5,000	-	-	
HR Comm	5,000	-	5,000	-	-	-	-	-	5,000	-	5,000	-	-	
Commission events	-	-	-	-	-	-	-	-	10,000 (25)	-	-	-	10,000	(25)
Other & Interim Ministry	-	-	-	-	-	-	-	413	-	413 (11)	-	-	-	
Total	115,473	66,600	103,567	18,569	16,120	20,383	-	413	10,000	134,042	83,133	133,950	(92)	
Communication														
Staff	12,500	10,317 (2)	12,290 (21)	-	-	-	-	-	12,500	10,317	12,290	(210)	(210)	(27)
Con Ed	127	-	130	-	-	-	-	-	127	-	130	3	3	
M&S Grant	-	-	-	21,250	21,250	19,000	-	-	21,250	21,250	19,000	(2,250)	(2,250)	
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total	12,627	10,317	12,420	21,250	21,250	19,000	-	-	33,877	31,567	31,420	(2,457)	(2,457)	

Horseshoe Falls Regional Council
Holding and Encouraging Communities of Faith
 for the 10 months ended October 31, 2019

2019 BUDGET vs ACTUAL RESULTS (1)

	2019		2020		2020		2020		2020		Budget		
	Assessmt BDGT	Assessmt ACTL	Assessmt BDGT	M&S BDGT	M&S ACTL	M&S BDGT	Other BDGT	Other ACTL	Other BDGT	Total BDGT	Total ACTL	2020 Total BDGT	Difference 2020 vs 2019
Connecting													
Staff	33,333	23,080 (2)	28,112 (21)	-	-	-	-	-	-	33,333	23,080	28,112	(5,221) (27)
Con Ed	472	-	481	-	-	-	-	-	-	472	-	481	9
Travel	3,333	220	3,333	-	-	-	-	-	-	3,333	220	3,333	-
Ann. Meeting	40,000	43,450 (3)	40,000	-	-	-	-	-	-	40,000	43,450	40,000	-
Commission events	-	-	-	-	-	-	-	-	10,000 (25)	-	-	10,000	10,000 (25)
Grants	-	2,310	-	-	3,545	-	-	-	-	-	5,855	-	-
Total	77,138	69,060	71,926	-	3,545	-	-	-	10,000	77,138	72,605	81,926	4,788
Children and Youth													
Staff	-	-	-	55,833	35,024 (2)	42,895 (21)	-	-	-	55,833	35,024	42,895	(12,938) (27)
Con Ed	-	-	-	599	107	611	-	-	-	599	107	611	12
Travel	-	-	-	3,333	1,039	3,333	-	-	-	3,333	1,039	3,333	-
Mission & Disc. (50%)	2,500	-	-	-	-	-	-	-	-	2,500	-	-	(2,500)
Youth M&S Camps	-	-	-	-	22,050	9,000	-	-	-	-	22,050	9,000	9,000
Commission events	-	-	-	-	-	-	-	-	5,000 (26)	-	-	5,000	5,000 (25)
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	2,500	-	-	59,765	58,220	55,839	-	-	5,000	62,265	58,220	60,839	(1,426)
Chaplaincy													
M&S Grants	-	-	-	18,000	22,190	18,000	-	-	-	18,000	22,190	18,000	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	18,000	22,190	18,000	-	-	-	18,000	22,190	18,000	-
Social Justice													
Staff	-	-	-	72,499	26,175 (2)	60,702 (21)	-	-	-	72,499	26,175	60,702	(11,797) (27)
Con Ed	-	-	-	835	-	852	-	-	-	835	-	852	17
Travel	-	-	-	5,000	477	5,000	-	-	-	5,000	477	5,000	-
Miss & Disc. (50%)	2,500	-	-	-	-	-	-	-	-	2,500	-	-	(2,500)
Commission events	-	-	-	-	-	-	-	-	5,000 (26)	-	-	5,000	5,000 (25)
M&S Grants	-	-	-	60,000	85,439	60,000	-	-	-	60,000	85,439	60,000	-
Total	2,500	-	-	138,334	112,091	126,554	-	-	5,000	140,834	112,091	131,554	(9,280)
Emerging Ministries													
Interim Ministry	-	-	-	-	-	-	-	-	-	-	-	-	-
Youth Forum	-	-	-	-	321	-	-	-	-	-	321	-	-
Kids Across the Regions	-	-	-	-	2,183	-	-	-	-	-	2,183	-	-
Workshops	-	1,960 (4)	-	-	-	-	-	-	-	1,960	-	-	-
Total	-	1,960	-	-	2,504	-	-	-	-	-	4,464	-	-

Horseshoe Falls Regional Council
Holding and Encouraging Communities of Faith
for the 10 months ended October 31, 2019

2019 BUDGET vs ACTUAL RESULTS (1)

	2019		2020	M&S		2020	Other		2020	Total	Total	Budget	
	Assessmt BDGT	Assessmt ACTL		Assessmt BDGT	M&S BDGT		M&S ACTL	M&S BDGT				Other BDGT	Other ACTL
Office Operations	58,000	38,965	59,740	-	-	-	-	-	-	58,000	38,965	59,740	1,740
Building Expenses	11,000	5,575 (6)	11,330	-	-	-	-	-	-	11,000	5,575	11,330	330
Start Up Costs	-	-	-	-	-	-	20,000	2,281 (8)	-	20,000	2,281	-	(20,000) (25)
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL MINISTRY EXPENSES	398,629	266,088	380,757	255,918	235,920	239,775	50,000	4,293	85,000	704,547	506,301	705,533	986
Surplus (deficit)	(6,629)	114,746	11,243	33,082	(3,874)	49,225	-	(3,993)	-	26,453	104,697	60,467	34,014
Trust Fund Activity													
Glenco Grant Funding	-	-	-	-	-	-	-	- (10)	-	-	-	-	-
Erie Presbytery Fund	-	-	-	-	-	-	-	- (10)	-	-	-	-	-
Total Trust Fund Activity	-	-	-	-	-	-	-	-	-	-	-	-	-
Balance Sheet Items													
Capitalized Building Costs	-	5,032 (6)	-	-	-	-	-	-	-	-	5,032	-	-
TBD 1	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Balance Sheet Items	-	5,032	-	-	-	-	-	-	-	-	5,032	-	-

Horseshoe Falls Regional Council
Holding and Encouraging Communities of Faith
for the 10 months ended October 31, 2019

2019 BUDGET vs ACTUAL RESULTS ⁽¹⁾

											Budget	
2019	2019	2020			2020			2020	Total	Total	2020	Difference
Assessmt	Assessmt	Assessmt	M&S	M&S	M&S	Other	Other	Other	BDGT	ACTL	BDGT	2020 vs
BDGT	ACTL	BDGT	BDGT	ACTL	BDGT	BDGT	ACTL	BDGT	BDGT	ACTL	BDGT	2019

Legend:

- (1) The allocation of actual costs to the various budget line items has been partially verified by the regional leadership team, but may require additional changes.
- (2) The staff costs allocation was based on initial budget and reviewed by the region's leadership.
- (3) Most of the significant spring RC meeting costs have been distributed to each participating region, and smaller costs have yet to be equalized across the regions. Revenue of \$60,171 has yet to be distributed equally to the regions.
- (4) Includes resource materials for sexual abuse training
- (5) 2019 Archive expenses are expected to be \$36,593 of which the Ontario Archives Fund will fund half as a grant of \$18,296.50
- (6) An estimate of capitalizable expenses was made and removed from this budget line - \$5,032
- (7) TBD
- (8) Includes website development costs (\$2,281).
- (9) TBD
- (10) Includes grants disbursed and grants received from Glenco and Presbyteries.
- (11) The interim ministry retreat balance includes revenue of \$2,238 and expenses totaling \$2,651.
- (12) This balance includes 2 grants for education purposes.
- (20) Inflation was taken to be 3%
- (21) Increased by COLA at 2% for 2020 budget and developed the costs using a regional staffing model based on individual staff categories and step levels
- (22) Archival expenses are being funded (50%) from the Ontario Archive Fund maintained at the General Council Office
- (23) Funding from reserves for Commission expenses
- (24) The increase provides for honoraria for the the president and treasurer
- (25) To provide funding from reserves for learning opportunities having eliminated prior year funding for start -up costs and professional fees
- (26) Although \$5,000 is budgeted, \$10,000 is available to be spent at the discretion of the Commission
- (27) With use of a more accurate staffing information, budgeted staff costs are more accurate and lower than the prior year budget

Horseshoe Falls Summary Budget for 2020

	Oct 2019 YTD	2019 Total BUD	2020 Total BUD
Total Income	611.0	731.0	766.0
Expenses			
Region Operations	77.3	149.4	176.8
Office Operations	38.8	58.0	59.7
Building Expenses	5.6	11.0	11.3
Startup Costs	2.3	20.0	0.0
Communities of Faith	83.1	134.0	133.9
Communication	31.6	33.9	31.4
Connecting	72.6	77.1	81.9
Children / Youth	58.2	62.3	60.8
Chaplaincy	22.2	18.0	18.0
Social Justice	112.1	140.8	131.6
Emerging Ministries	2.5	0.0	0.0
Total Expenses	506.3	704.5	705.4
Surplus / Deficit	104.7	26.5	60.6

Transfer from Reserve (30,000) for Commission Expense

Transfer from Reserve (30,000) for Commission Expense

Start up complete

Horseshoe Falls Regional Council

Covenant of Mutual Agreement

between

Regional Council and Communities of Faith

Background:

With the creation of the new structure for The United Church of Canada in 2019, it was decided that the relationship between communities of faith and the regional council would be based on a covenant agreement. By covenanting together, communities of faith and regional council promise to fulfill their mutual responsibilities for the life and mission of both the community of faith and the regional council. It is by covenanting together that the regional council will recognize new communities of faith, including those formed through amalgamation. (*Manual 2019 5.3.1, 6.3.1 B1.3 C2.1*)

The regional council has created a template for their covenant with each community of faith in the region. It includes the commitments that will support their ongoing relationship, and the life and mission of each community of faith and the regional council. It also invites each community of faith to add symbols to personalize the covenant and express their commitment. A covenanting service will be arranged with each community of faith to celebrate these promises.

Instructions:

1. The governing body of a community faith reviews the template for the Covenant of Mutual Agreement.
2. The governing body, in consultation with the congregation, selects symbols that represent their commitment to the covenant.
3. The governing body adds this information to the template, along with the name of the community of faith where indicated to complete the document.
4. The governing body will notify the Minister, Congregational Support and Mission when they are ready to participate in a covenanting service. A mutually agreeable date will be set based on availability of a Covenant Commission representative. This may be done on the same day as a covenanting service with new ministry personnel.
5. The community of faith, their regional council representatives, and a representative from the covenant commission will participate in the covenanting service.
6. A copy of the covenant will be kept by both the regional council and the community of faith as a reminder of their commitment and promises.
7. From time to time the covenant may be reviewed and updated.

For Information

A Covenant of Mutual Commitment, Accountability and Support Between _____ (name of the community of faith) And Horseshoe Falls Regional Council

Preamble

The communities of faith and Regional Council of Horseshoe Falls share ministry in mutual respect as part of The United Church of Canada. Together we celebrate God's presence, seek justice, and love and serve others. A covenantal relationship, intentionally and willingly entered into by a community of faith with the Regional Council, is an important symbol of our commitment to one another.

"Covenant" is a term with deep roots in the Christian tradition. In scripture it is frequently used to describe a relationship. For example the covenant at Sinai joined God and the people together in an expression of gratitude and mutual commitment with the Ten Commandments serving as the foundation for their relationship with God and one another. In Jesus, we are given a "new covenant" to love one another as we are loved by Christ. And in our personal relationships, marriage is a covenant that draws two people together into a partnership based on love, mutual respect and promises to care for one another.

This covenant between _____ and Horseshoe Falls Regional Council, is an expression of our gratitude and commitment to one another, promises to share the ministry entrusted to us as members of The United Church of Canada, and our gratitude for the gifts we have been given by God for this work.

Regional Council

Horseshoe Falls Regional Council covenants to fulfill the responsibilities of a regional council as outlined in *The Manual* of The United Church of Canada and its accompanying handbooks with a commitment to holding and encouraging communities of faith. In keeping with this commitment, the regional council will

- make decisions concerning communities of faith with, not for, the community of faith
- offer staff resources to assist communities of faith in strengthening their understanding of themselves and to equip them to be partners in God's mission;
- ensure that sources of funds are widely known throughout the regional council;
- serve as a connection with mission partners in other denominations and faiths for mission projects on a regional, national, or international level;
- encourage the development and ongoing activities of local clusters of communities of faith and of networks that lift up different aspects of the life of The United Church;
- enable access to specialized technical and professional services from the staff of the denominational council if such services are beyond the knowledge of the regional council staff.

Community of Faith

_____ (name of community of faith) covenants to fulfill the responsibilities of a community of faith as outlined in *The Manual* of The United Church of Canada and its accompanying handbooks.

_____ (name of community of faith) will

- review and update their Living Faith Story and assess their ministry annually;
- respect and follow the policies set out by the regional council;

For Information Covenant (continued)

- recognize that all property (real and personal) is held in trust for the ministry of The United Church of Canada and to act accordingly in partnership with the regional council according to the Model Trust Deed;
- Participate in the work of Horseshoe Falls Regional Council by electing representatives to the Regional Council, sharing information about the Regional Council with their community, and supporting the Regional Council with prayer and engagement with Regional Council ministries.

Symbols

Just as the bread and cup, or a wedding ring, are familiar symbols of covenant, our relationship is also represented with tangible symbols of our promises to one another.

The following symbols represent the spirit with which the regional council enters this covenant:

The Bible: to ground our relationship and ministries in scripture and the teachings of Jesus.

Basin and Towel: to serve in practical ways with respect, compassion and love.

Loaf and Cup: to remember our unity as the church, the body of Christ.

_____ (community of faith) names these symbols that represent the spirit with which they enter this relationship:

-
-
-

Care for the Covenantal Relationship

Both _____ (*community of faith*) and Horseshoe Falls Regional Council commit to working together in positive ways. We commit to a code of conduct that is uplifting and supportive and all take responsibility to stand against bullying and harassment.

We all recognize that there may be times when through misunderstanding, inattention, or poor judgement we may cause harm to the covenant between us. In such moments, we commit to drawing closer even when tempted to create distance and to seeking ways to restore our relationship drawing on whatever resources might help with that until we reach agreement on the way forward. And remembering that at all times we are held together in the love and grace of God.

Dated at {insert place and date}

_____ On behalf of (name of community of faith)

Dated at {insert place and date}

_____ On behalf of Horseshoe Falls Regional Council